

THE CITY OF GREATER GEELONG

ANNUAL REPORT SUMMARY 2020-21





The City of Greater Geelong acknowledges the Wadawurrung People as the Traditional Owners of this land.

It also acknowledges all other Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

Artwork: Corio by Dr Jenny Murray-Jones

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ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2020-21*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- our response to the coronavirus pandemic
- what we've achieved in 2020-21, as it applies to our council plan strategic priorities.

For the full details of our 2020-21 performance, download the complete annual report at www.geelongaustralia.com.au/annualreport

INTRODUCTION

The City of Greater Geelong Annual Report 2020–21 provides a comprehensive account of our performance from 1 July 2020 to 30 June 2021.

With a population of nearly 265,000 people, the City of Greater Geelong is Victoria's largest regional municipality. Located 75 kilometres south west of Melbourne, the municipality covers an area of 1,252 square kilometres, comprising suburban, coastal and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south. Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries.



264,866
2020 ESTIMATED
RESIDENT
POPULATION



77.3%
OF HOMES HAVE
AN INTERNET
CONNECTION



2.41
AVERAGE
HOUSEHOLD SIZE



40
MEDIAN AGE



19,580
BUSINESSES



83%
OF WORKFORCE LIVE IN
GREATER GEELONG



2.29%
POPULATION
GROWTH RATE
(2019–20)



3.2 MILLION
VISITORS TO
THE REGION



133 KM
OF COASTLINE



1,300 HECTARES
PROTECTED NATURAL
HABITAT



16.2%
POPULATION
BORN OVERSEAS



2,407
ABORIGINAL AND TORRES
STRAIT ISLANDER PEOPLES



EMPLOYMENT AND ECONOMY

Greater Geelong's economy has performed exceptionally well in recent years, recording the highest growth in Australia compared to similar large cities and regions. Our region has grown strongly in a number of major indicators over the last four years, including population, Gross Regional Product, jobs and employed residents. As a testament to its strength, the economy expanded even more quickly than the region's population, which has also grown significantly. Greater Geelong has an estimated Gross Regional Product of \$14.9 billion, 118,765 local jobs and 19,577 businesses.¹

In the 2020–21 financial year, the COVID-19 pandemic and associated restrictions negatively impacted economic activity. It was estimated approximately 5,600 local jobs were lost after the first lockdown in 2020, with another 5,200 positions maintained by the JobKeeper program. However, the local economy showed signs of rapid recovery, even during ongoing uncertainty, largely due to its diverse industry-mix and high share of healthcare, construction and manufacturing jobs.

The industries that provide the most jobs and Gross Regional Product in Greater Geelong are:

- healthcare and social assistance
- retail trade
- construction
- education and training
- manufacturing and
- public administration and safety.

Population-serving industries, such as healthcare, retail and education, contributed 41 per cent of total jobs in 2020.¹ Strong residential growth and major building projects fuelled a strong construction sector. While manufacturing remains a major industry, it now contributes less to the economy than the state average. Public administration employment in social insurance and public security services is a growing specialisation. Recent increases in professional, business and finance services can be attributed to increased demand from a growing business base, and the relocation of state and federal government agencies.

Greater Geelong is in a highly competitive position to take advantage of national growth sectors, including high-tech advanced manufacturing, tourism, creative industries, international education, defence, agribusiness, medical industries and energy/cleantech.

¹ Source: .id, National Institute of Economic and Industry Research 2021 and Australian Bureau of Statistics

MAYOR AND CEO MESSAGE

We are pleased to present the City of Greater Geelong's Annual Report for the year ending 30 June 2021.



Throughout the year, both the Council and the City's administration have been intently focused on getting things done for our community.

We have made a dedicated effort to provide leadership and support in response to the COVID-19 pandemic, while striving towards the sustainable, 'clever and creative' future we're all aiming for.

We finished the financial year with an eye to the future, adopting a new four-year strategic document – *Our Community Plan 2021–25* – which will set our course for the remainder of this Council term.

It will see us set new standards as a high-performing Council and organisation, focused on creating a healthy, caring and inclusive community, achieving sustainable growth and environment, and supporting a strong local economy.

Through a series of new initiatives, the Council has entrenched environmental, financial and social sustainability as the core focus of everything we do – something that will be especially important as we tackle the challenges and opportunities presented by population growth.

Our progress has included the adoption of a landmark *Sustainability Framework* and supporting action plan, and the creation of a Sustainability Advisory Committee featuring top local experts. With the committee's input, we have set a range of ambitious sustainability targets

that will drive our performance across all operational areas for at least the next 10 years.

We have also taken meaningful action on key issues such as climate change, community health and wellbeing, social inequity, and the economy.

The finalisation of our *Settlement Strategy 2020* in August was a major milestone, and it will guide our planning for population growth over the next 15 years, during which time we expect to welcome around 125,000 new residents.

We have also responded to a clear message from our community that environmental protection is a high priority. Adopted in September, our *Environment Strategy 2020–30* sets a target of planting one million new trees by 2030, while converting all of our 25,000-plus streetlights to LED lighting to reduce emissions and cut energy costs.

This financial year will also go down as the moment we committed fully to renewable energy – entering a partnership with 45 other Victorian councils to power all of our operations from renewable sources for the next decade.

We have invested in addressing social inequity and supporting those in our community doing it tough. This was highlighted by a \$1 million contribution towards a new and expanded Geelong Food Relief Centre, which opened its doors in May.

Through it all, the shadow of COVID-19 has unfortunately been a constant, and we acknowledge that the year was incredibly difficult for local businesses, community groups and individuals impacted by lockdowns and isolation.

We recognised our responsibility to direct much of our attention and resources towards immediate financial relief and longer-term recovery initiatives. While this has largely contributed to an operating deficit of \$9.4 million for the financial year, it was appropriate and really the only course of action.

Our support has included waivers on a range of permit fees, special COVID-19 assistance grants and support programs, fast-tracking permit applications, supporting the expansion and activation of outdoor dining areas, establishing the Arts Industry Commission and removing the Central Geelong Special Rate.

Our \$121.2 million capital works program also played a vital role in stimulating our economy and supporting local jobs, while creating new facilities to help improve community health and wellbeing. This emphasis on investment in community facilities will continue over the next four years, including delivery of major financial commitments made by the Council during 2020–21 for the long-awaited Northern Aquatic and Community Hub, and a new 50-metre outdoor aquatic centre on the north Bellarine.

While this year has undoubtedly been difficult for the community on many fronts, we have been honoured to serve you and look forward with optimism to a positive future for this beautiful region.


CR STEPHANIE ASHER
MAYOR


MARTIN CUTTER
CHIEF EXECUTIVE OFFICER

This report has been prepared in accordance with the relevant requirements of the *Local Government Act (Vic) 1989* and the transitional provisions of the *Local Government Act (Vic) 2020*

OUR PURPOSE, VALUES AND STRATEGIC PRIORITIES

OUR COMMUNITY VISION

By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment.

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

To deliver our purpose we will:

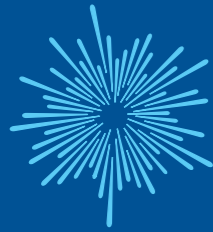
- respect and encourage each other
- create a healthy and safe environment for all
- embrace new ideas and better ways to work
- make people the centre of our business.

OUR 11 STRATEGIC PRIORITIES

- Improved health and safety of our community
- Informed social infrastructure and planning
- A more inclusive and diverse community
- Planned sustainable development
- Effective environmental management
- Vibrant arts and culture
- Integrated transport connections
- A thriving and sustainable economy
- Growing our tourism and events
- Innovative finances and technology
- Organisational leadership, strategy and governance.

FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Geelong community. In 2020–21, this included:



7

major events held between January and June 2021



154,483

street and park trees maintained



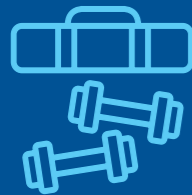
5,000 km

of street sweeping



845

Community Grants processed



210,207

visits across leisure centres and outdoor pools



440

youth programs provided online during COVID lockdowns



27,141

tonnes garden organics processed for compost



46,000+

meals delivered to residents



36

new public open space reserves



1,820

planning permit applications received



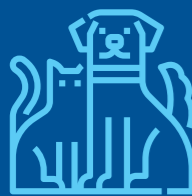
600

emergency response calls and after-hours call-outs



70,000

people engaged in National Wool Museum programs online



1,740

animals rehomed



978

supported playgroup sessions



15

waterway and wetlands reserves managed



6,131

people participated in 2021 Geelong Design Week events

COUNCIL INFORMATION

THE ROLE OF COUNCIL

Our council provides leadership for the good governance of the municipality and the local community. This means:

- considering the diverse needs of the local community in decision-making
- establishing strategic objectives and monitoring achievements
- managing resources in a responsible and accountable manner
- advocating local community needs to other communities and governments
- giving everyone the opportunity to participate in the democratic process and decision making that shapes our community.

OUR COUNCILLORS

Our community elected its Council for a four-year term on 24 October 2020.

The councillors work together to set the strategic direction for the municipality, which influences policy, service standards and performance across the organisation.

The municipality is divided into four, multiple-councillor wards (see Figure 1):

- Bellarine Ward: three councillors
- Brownbill Ward: three councillors
- Kardinia Ward: three councillors
- Windermere Ward: two councillors



Figure 1: Ward map of the City of Greater Geelong





CR STEPHANIE ASHER
Mayor
Bellarine Ward

PORTFOLIOS:

- Finance
- Sustainability Performance (Chair)

COMMITTEES:

- CEO Employment Matters
- Audit and Risk Committee (Chair)
- Central Administrative Office Advisory Committee (Chair)
- G21 Geelong Region Alliance (Chair)
- Sustainable Advisory Committee (Chair)
- Regional Capitals Australia
- Regional Cities Victoria



CR TRENT SULLIVAN
Bellarine Ward

PORTFOLIOS:

- Creative Communities and Culture (Chair)
- Major Events
- Tourism (Chair)

COMMITTEES:

- Bellarine Multi-Arts Facility (Potato Shed) (Chair)
- Central Geelong Marketing
- CEO Employment Matters
- Geelong Major Events
- Geelong Art Gallery
- Geelong Regional Library Corporation
- G21 Pillar – Arts, Heritage and Culture
- Regional Cities Victoria
- Tourism Greater Geelong & The Bellarine



CR ANTHONY AITKEN
Windermere Ward

PORTFOLIOS:

- City Works, Parks and Gardens (Chair)
- Citizenship and Community Engagement (Chair)
- Finance (Chair)
- Social Housing
- Volunteering and Disability (Chair)
- Osborne House

COMMITTEES:

- Access and Advisory (Chair)
- Affordable Social Housing Advisory Committee
- CEO Employment Matters



CR KYLIE GRZYBEK
Deputy Mayor
Windermere Ward

PORTFOLIOS:

- Arts, Live Entertainment and Hospitality
- Statutory and Strategic Priorities (Chair)
- Shared Trails

COMMITTEES:

- Audit and Risk Committee
- CEO Employment Matters
- G21 Pillar – Planning and Services
- Planning Committee (Chair)
- Municipal Association of Victoria
- Submissions Review Panel (Chair)



CR BRUCE HARWOOD
Kardinia Ward

PORTFOLIOS:

- Economic Development
- Statutory and Strategic Priorities
- Sport
- Transport (Chair)

COMMITTEES:

- Barwon South West Waste and Resource Recovery Group Committee Forum
- G21 Pillar – Transport
- Planning Committee
- Submissions Review Panel



CR EDDY KONTELJ
Brownbill Ward

PORTFOLIOS:

- Arts, Live Entertainment and Hospitality (Chair)
- Osborne House (Chair)
- Veteran Affairs (Chair)

COMMITTEES:

- Geelong Major Events



CR SARAH MANSFIELD
Brownbill Ward

PORTFOLIOS:

- Aboriginal Affairs
- Climate Change Action
- Circular Economy (Waste Management)
- Community Health and Aged Care (Chair)
- Diversity, Inclusion and LGBTQI+ (Chair)
- Innovative Solutions
- Social Housing (Chair)
- Transport

COMMITTEES:

- Affordable Social Housing Advisory Committee (Chair)
- Ageing Well Advisory Committee (Chair)
- Geelong Regional Library Corporation
- G21 Pillar – Health and Wellbeing



CR JIM MASON AM
Bellarine Ward

PORTFOLIOS:

- Aboriginal Affairs (Chair)
- Citizenship and Community Engagement
- Creative Communities and Culture
- Diversity, Inclusion and LGBTQI+
- Environment (Chair)
- Leisure and Recreation
- Multicultural Affairs (Chair)
- Rural and Coastal (Chair)
- Shared Trails (Chair)

COMMITTEES:

- Association of Bayside Municipalities
- Australian Coastal Councils Association
- Geelong – Queenscliffe Coastal Adaptation Program
- Geelong Regional Library Corporation
- G21 Pillar – Education and Training
- Kilangiti (formally Karrenga) Aboriginal Advisory Committee (Chair)
- Multicultural Action Plan Committee (Chair)
- Rural and Peri-Urban Advisory Committee (Chair)



CR BELINDA MOLONEY
Kardinia Ward

PORTFOLIOS:

- Climate Change Action (Chair)
- Circular Economy (Waste Management) (Chair)
- City Works, Parks and Gardens
- Environment
- Community Health and Aged Care
- Heritage
- Multicultural Affairs
- Rural and Coastal
- Sustainability Performance
- Volunteering and Disability

COMMITTEES:

- CEO Employment Matters
- Geelong Heritage Advisory Committee
- G21 Pillar – Education and Training
- Rural and Peri-Urban Advisory Committee
- Sustainable Advisory Committee
- Women in Community Life Advisory Committee (Chair)



CR PETER MURRIHY
Brownbill Ward

PORTFOLIOS:

- Arts, Live Entertainment and Hospitality
- Economic Development (Chair)
- Heritage (Chair)
- Leisure and Recreation (Chair)
- Tourism
- Innovative Solutions (Chair)

COMMITTEES:

- Central Geelong Marketing (Chair)
- Geelong Major Events
- Geelong Heritage Advisory Committee (Chair)
- G21 Pillar – Economic Development
- G21 Pillar – Sports and Recreation



CR RON NELSON
Kardinia Ward

PORTFOLIOS:

- Major Events (Chair)
- Sport (Chair)
- Veterans Affairs

COMMITTEES:

- Geelong Major Events (Chair)
- Geelong Regional Library Corporation
- G21 Pillar – Sports and Recreation

OUR LEADERSHIP TEAM

We are led by the Chief Executive Officer, who operates under the delegation of the elected Council and is responsible for our overall management and performance.

Our Executive Leadership Team, consisting of five directors and the Chief Executive Officer, are responsible for implementing council decisions and delivering sustainable and effective services, activities and infrastructure to the community.



MARTIN CUTTER
Chief Executive Officer

- Manages day-to-day operations in line with *Council Plan 2018–22*.
- Implements Council's funding priorities
- Transformation and City Vision
- Corporate Affairs
- Governance
- Internal Ombudsman
- Mayor and Councillor Support



MICHAEL DUGINA
Director Customer and Corporate Services

- Business Improvement/Transformation
- Civic Accommodation
- Clever Together Program
- Customer Experience
- Digital Information and Technology
- Financial Services
- Integrity and Risk
- Legal Services
- Property, Procurement and Assets



KAARINA PHYLAND
Director Strategy, People and Performance

- Business Partnering
- Change Management Office
- Health, Safety and Wellbeing
- Organisation Design and Strategic Workforce
- People Shared Services
- Policy and Workplace Relations
- Strategy and Performance
- Talent, Capability and Employee Experience



GARETH SMITH
Director City Planning and Economy

- Arts and Culture
- Central Geelong and Waterfront
- City Development
- Economic Development and Events
- Health and Local Laws
- Planning and Growth
- Smart City
- Tourism
- Urban Design and Heritage



ROBYN STEVENS
Director Community Life

- Community Care
- Connected Communities
- Family Services
- Healthy Communities
- Leisure and Recreation Services
- Social Planning and Investment



GUY WILSON-BROWNE
Director City Services

- Capital Projects
- City Works
- Emergency Management
- Engineering Services
- Environment and Waste Services
- Parks and Gardens

Figure 2: Our leadership team as at 30 June 2021

OUR PEOPLE

We are proud to be an inclusive and flexible organisation that is one of the largest employers in the region.

We currently employ a total of 2,766 people – equivalent to 1,712.1 full-time employees².

Our turnover³ in 2020–21 was 10.4 per cent – up from 8.4 per cent the previous year.

Table 1: Total full-time equivalent employees by directorate, employment condition and gender in 2020–21

EMPLOYEE TYPE – GENDER	CEO	CITY PLANNING AND ECONOMY	CITY SERVICES	COMMUNITY LIFE	CUSTOMER AND CORPORATE SERVICES	STRATEGY, PEOPLE AND PERFORMANCE
Full Time – W	28.6	94.2	65.5	248.9	67.9	47.3
Full Time – M	7	106.3	384.7	64.9	72	17.1
Full Time – X	0	0	0	0	0	0
Part Time – W	4.6	50	14.5	284.9	24.8	5.2
Part Time – M	0.5	16.1	2	25.9	4.1	0
Part Time – X	0	0	0	0	0	0
Casual – W	0	5.1	0.4	45.5	2.5	5
Casual – M	0.1	2.7	1.9	11	0.7	0
Casual – X ⁴	0	0	0	0	0	0
Total	40.8	274.4	469.0	681.2	172.0	74.6

TABLE 2: Total headcount of employees by employment classification and gender in 2020–21

EMPLOYMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	90	65		155
Band 2	268	47		315
Band 3	352	357	1	710
Band 4	186	93		279
Band 5	229	102		331
Band 6	150	99		249
Band 7	101	127		228
Band 8	57	67		124
Early Childhood Educators & Teachers	264	9		273
Maternal & Child Health Nurses	43			43
Senior Officer	30	29		59
Total	1,770	995	1	2,766

²As at 30 June 2021

³Excludes casual employees

⁴Total includes 0.1 FTE (Casual) of self-described gender

OUR COMMITMENT TO SUSTAINABILITY

To us, sustainability refers to a continual way of thinking that focuses on the best outcomes for people, environment and the economy – both now and in the future.

We are committed to creating a culture of sustainable practice across our organisation to help us address significant future challenges facing our community, including climate change, population growth, infrastructure development and social equity.

Our *Sustainability Framework* brings together three key priorities for our work: focusing equally on environmental, social and economic outcomes. The supporting action plan then sets the short, medium and long-term actions we must implement to address these priorities. To embed sustainability into decision making across everything we do, we've also implemented a Sustainability Policy.

In early 2021, we engaged with the community to get their views on what a sustainable future might look like. What we learnt was embedded into our combined council and municipal public health and

wellbeing plan, *Our Community Plan 2021–25* which will enable us to integrate reporting and more efficiently monitor our future performance moving forward. This plan alongside our broader sustainability priorities defines what a sustainable future looks like for our city-region

In March 2021, we appointed our first-ever Sustainability Advisory Committee. This group of experienced and passionate community members and industry representatives will help guide us toward a more sustainable future by running a sustainability lens over our planning and decision making. They've already made a significant impact by advising us on:

- sustainability indicators and targets, including a selection of Global Reporting Initiative indicators, to track and report annually on our sustainability performance (these were endorsed by Council in June 2021)
- our draft *Climate Change Response Plan*, a roadmap for reducing community and organisational carbon emissions, and increasing resilience to climate change impacts.



KEY CAPITAL PROJECTS

We deliver an extensive capital works program each year to create infrastructure for our community.



PROJECTS COMPLETED

- 1 West Oval redevelopment - Stage 1, North Geelong - \$11m
- 2 Herne Hill Reserve Pavilion upgrade - \$4.4m
- 3 Goldsworthy Playspace Project - \$350k
- 4 Geelong Food Relief Centre upgrade - \$1.4m
- 5 Belchers Corner, CBD demolition
- 6 North Geelong Football Club – Stage 2 redevelopment - \$700k
- 7 Barwon Soccer Club gender neutral changeroom development - \$587k
- 8 Tivoli Drive, Curlewis - \$3.67m
- 9 Anakie Road – Lovely Banks (Asher to Evans Rd) - \$3.5m

PROJECTS COMMENCED / DESIGN PHASE

- 10 Building Better Bike Connections – Southern Corridor - \$4.92m
- 11 Drysdale Library - \$9.156m
- 12 Armstrong Creek West Community Hub - \$13m
- 13 Barwon Heads Community & Arts Centre - \$1m
- 14 Lara Lakelands Wsud Wetland Development- \$2.25m
- 15 Wandana Gully #02 & Cholet Court Reserve – Landscaping / Civil Project - \$2.8m
- 16 13th Beach Shared Trail - \$500k

PROJECTS UNDER CONSTRUCTION

- 17 Queens Park Golf Club – Irrigation upgrade - \$1.6m
- 18 LED Lighting & Smart Controls Delivery across the municipality - \$13.48m

Figure 3: Key Capital Projects 2020–21

HOW WE PLAN

We have developed an integrated, long-term and transparent approach to planning, monitoring and performance reporting that is aligned with our clever and creative vision.

The framework helps us set goals, make decisions, prioritise our workload, allocate resources, monitor how we're going and adapt to changing circumstances that might challenge our progress.

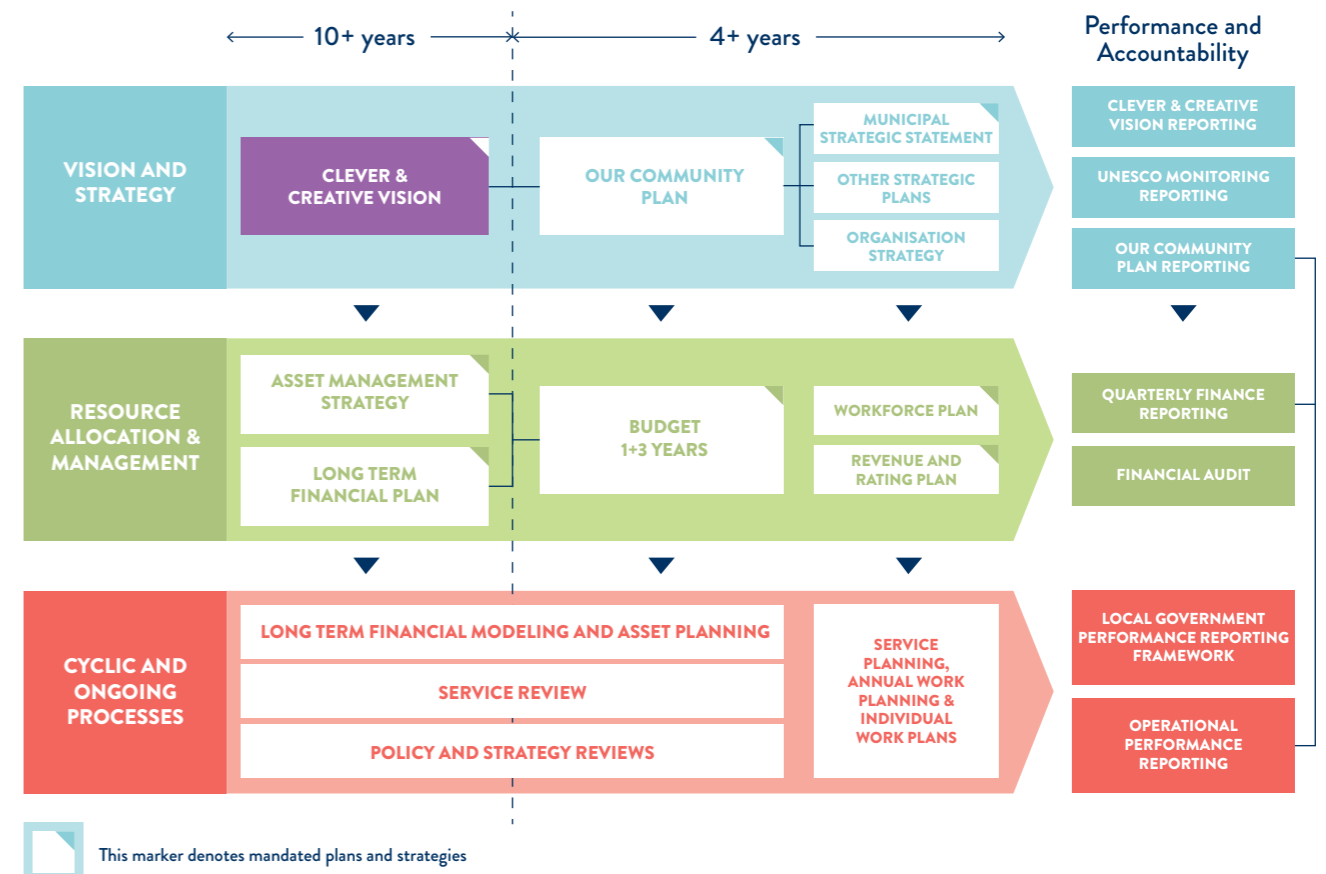


Figure 4: Our integrated strategic planning and reporting framework

Our newly elected Council endorsed an integrated four-year council and municipal public health and wellbeing plan in June 2021. Called *Our Community Plan 2021–25*, this keystone plan was endorsed at the same time as the budget, thus aligning the Council's strategic and investment decisions directly.

This plan establishes four strategic directions to guide the City's work for the next four years, with opportunities to review every 12 months, helping us to respond to the rapidly changing environment.

Our annual work planning and budgets are aligned to *Our Community Plan 2021–25*, other strategic plans and our service commitments. Long-term service planning helps us predict how trends like advancing technology, climate change, growth and asset renewal will impact our future delivery of services, helping us prepare.

OUR COVID-19 RESPONSE

As COVID-19 continued challenging our community in 2020–21, we were well placed to respond thanks to the leadership demonstrated by our councillors in the first half of 2020.

Council approved a \$560 million-plus recovery budget at the end of the 2019–20 financial year, which was strategically focused on driving investment, supporting jobs and delivering much-needed services. Central to this was a \$160 million capital works program – the biggest in the City’s history. Overall Council approved more than \$16.9 million in support and recovery packages for the 2019–20 and 2020–21 financial years.

Our response to the crisis was well regarded by the community, rating higher than the state-wide average in the 2021 Local Government Community Satisfaction Survey.

Following is a breakdown of some of the ways we supported the community to adapt to the new normal in 2020–21.

SUPPORT FOR BUSINESS

Through the Geelong Business Support program, we connected 675 businesses with 35 experts across a range of fields, including legal, finance, marketing, digital services, occupational health and safety, grant writing, wellbeing, COVID-safe operations and human resources.

As part of our COVID-19 Business Recovery Grants program, we allocated over \$500,000 in grants to 103 businesses in the region. The funding stream was designed to help businesses innovate, adapt and bounce back from the pandemic.

We also looked for new ways to support hospitality businesses. As well as supporting over 50 permits for new or extended alfresco dining areas and trialling outdoor dining spaces in four locations across the municipality, we also funded town centre activation surveys.

We ran a number of campaigns to try and encourage people back to the region, including a ‘Greater Than’ domestic short break campaign, a visiting family and friends campaign and a Business Events program. Locally, we also ran a shop-local campaign called ‘It’s Our Backyard Campaign’.

SUPPORT FOR ARTS, CULTURE AND HERITAGE

We committed \$715,000 to strengthen the local arts, entertainment, cultural and heritage sectors as part of a package recommended by the Geelong COVID-19 Arts Recovery Advisory panel. The funding was split into five parts: employment opportunities for the region’s arts industries (\$330,000); COVID-19 Arts Culture and Heritage Recovery Grants (\$305,000); skills and training (\$30,000); Heritage Arts and Culture program digitalisation (\$30,000); and Geelong COVID-19 Arts Recovery Advisory panel (\$20,000).

HEALTH AND WELLBEING SUPPORT

We allocated money to keep Kardinia Pool open over winter in 2020 and opened the Lara Aquatic Centre in October 2020. We also helped 439 sporting clubs and community groups develop COVID-safe workplans, allowing them to reactivate their programs and services. In addition, we provided free online workouts and recipes for our community to keep healthy and active.

In 2020–21, we contributed \$1 million to the Geelong Food Relief Centre to support their move to a refurbished premise at the former fruit and vegetable wholesale site in North Geelong. We also worked with local food relief agencies to educate volunteers in COVID-safe work practices.

In September 2020, Council allocated funds to a research project designed to improve social equity and support recovery from the impacts of COVID-19. The research, conducted by Deakin University’s HOME Research Hub, identified 14 priority areas of actions across education, employment, health and wellbeing, housing and liveability. We also investigated the impacts of the pandemic on local women and gender non-binary people with the results from this second investigation to be released in July 2021.

Study Geelong launched the International Friends Program through our COVID-19 Support Package. The program matched international students with a local person or family for 12 weeks, allowing people to get to know each other and share culture, while helping address issues of social isolation for students.

In October 2020, 700 young people attended the reactivated Youth HUBS in Corio, Armstrong Creek and Central Geelong. A total of 2,200 young people also participated in 440 digital programs during the lockdown periods.

Finally, to help our community to stay COVID-safe during summer and autumn, we developed and supported an Embrace the Space campaign.

ADAPTING TO THE NEW NORMAL

Throughout the three lockdown periods in 2020–21, we worked hard to continue delivering services, while supporting employees impacted by the constant change.

In total, we redeployed over 250 permanent employees throughout the various lockdowns. While our leisure and recreation facilities were closed, affected employees were supported to complete over 200 qualifications, including updates in first aid and CPR.

Through Working for Victoria funding, we provided short-term employment for 185 community members. Those employed helped us fast track important pieces of work through a variety of roles, including administration; data analysts and collection; healthy communities education; welfare contact; graffiti removalists and sanitisation team members.

ONGOING FINANCIAL RELIEF

Many of the relief measures put in place last financial year were ongoing in 2020–21. These included:

- free parking in Central Geelong (concluded at the end of 2020)
- commercial rent relief
- fee waivers for health premises, food registration, alfresco dining and A-frames
- rent waiver for community and sporting tenants
- our COVID-19 Financial Hardship Policy.



We installed temporary outdoor parklets to support hospitality businesses.

TRENDS IMPACTING OUR SERVICES

There are several factors that impact on the delivery of our services, as Table 3 shows.

TREND	WHAT IT MEANS FOR US	HOW WE NEED TO RESPOND
PANDEMIC RESPONSE AND MANAGEMENT	We must continue to deliver essential services and provide support to address the social and economic impacts of ongoing government restrictions caused by COVID-19.	We need to continue to be flexible, agile and responsive in our approach to the community's needs while looking towards recovery as COVID-19 continues to unfold. We must also manage the impacts on our internal workforce and long-term operational sustainability.
TECHNOLOGY	Rapidly advancing technology shifts the world we work in.	We need the skills and know-how to cost efficiently adopt new technology, allowing us to better meet community expectations.
ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE	The community expects us to show leadership in both policy and work practice, as part of a growing global focus on climate and environmental sustainability.	We must work with the community and stakeholders towards zero carbon emissions, better resource recovery mechanisms and protection and restoration of our natural environment.
SOCIAL INEQUITY	Some members of our community are the most at risk of social exclusion in Victoria, with the impacts of COVID-19 magnifying these risks and impacts.	We must apply a social equity lens to all our policies, programs and services so we can find and address barriers, and create better opportunities for all. Our responses must be deliberate, driven by data and evidence-based.
HIGH GROWTH	Timing and sequencing of services and infrastructure in growth areas is a challenge as Geelong and surrounding local government areas experiencing unprecedented population.	We need a 'whole-of-organisation' effort to service, plan and deliver infrastructure for growth corridors and areas impacted by infill development. This must be balanced against maintaining service delivery in established areas.
GROWING COMMUNITY AND CUSTOMER EXPECTATIONS	Our community is seeking greater input into local decision making, as well as more responsive customer services.	While we prepare for our changing future, we must also manage our community's evolving and growing expectations of the services we currently deliver, as well as those we will deliver in the future.
GROWING PRESSURE ON FINANCIAL SUSTAINABILITY	Cost increases, including those associated with our COVID-19 response, will have longer-term implications for our budget.	We need to operate on a sustainable financial model and continuously improve the efficiency of our services.
ORGANISATIONAL CHANGE	We must learn to adapt to a changing work environment and culture, taking on new work practices and digital modernisation.	We need to align our culture with strategy, so people can be productive and engaged, while upgrading their skills to deliver quality services.
BALANCING OUR ASSET INVESTMENT	As Greater Geelong's population grows, it is becoming increasingly difficult to get our asset investment mix right.	We need to achieve optimal investment in maintaining, renewing, replacing, enhancing and disposing assets.

Table 3: Trends

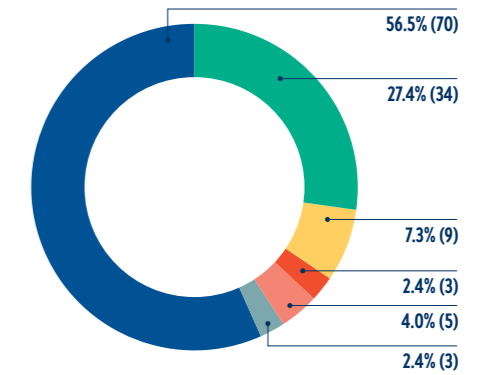
COUNCIL PLAN HIGHLIGHTS FOR 2020-21

In the 2020-21 update of our council plan, we committed to 124 initiatives in total. Thirteen of these were major initiatives.

Figure 5: Council plan progress for 2020-21 (overall, major and other initiatives)

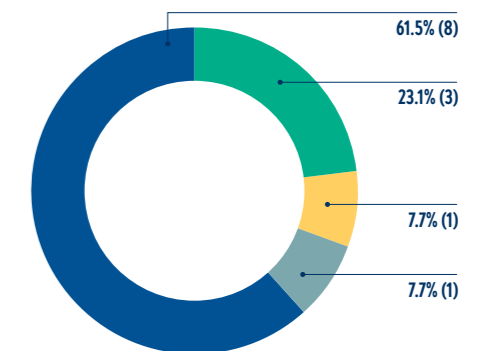
COUNCIL PLAN OVERALL PROGRESS RESULT

56.5 per cent (70) of all initiatives were completed, and a further 27.4 per cent (34) are on track.



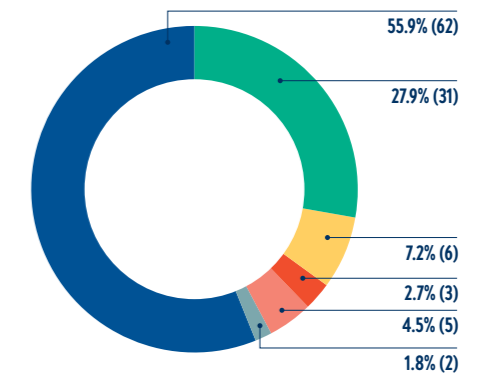
MAJOR INITIATIVE PROGRESS RESULT

61.5 per cent (8) of major initiatives were completed, and a further 23.1 per cent (3) are on track.



OTHER INITIATIVE PROGRESS RESULT

55.9 per cent (62) of other initiatives were completed, and a further 27.9 per cent (31) are on track.



■ On track
 ■ Needs improvement
 ■ Off track
 ■ Off track COVID-19
 ■ Not started
 ■ Complete

STRATEGIC PRIORITY ACHIEVEMENTS

IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY



- We incorporated our municipal public health and wellbeing plan into our council plan for the first time.
- We established our first Social and Affordable Housing Advisory Committee.

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING



- We developed 28 hectares of new public open space reserves within new subdivisions.
- We received over \$8 million in government funding to deliver a range of social infrastructure projects across the municipality.

A MORE INCLUSIVE AND DIVERSE COMMUNITY



- The 2020 NAIDOC Week online trail received the LGPro Award for Excellence in the Indigenous Community Partnership Initiative.
- We delivered MY STORY, a 12-week mentoring program for community members with lived experience of disability or mental health challenges.

PLANNED SUSTAINABLE DEVELOPMENT



- We implemented the *Settlement Strategy 2020, Northern and Western Geelong Growth Areas Framework Plan* and the *Retail Strategy 2020–36* into the Greater Geelong Planning Scheme.
- Council adopted the *Saleyards Precinct Plan*.

EFFECTIVE ENVIRONMENTAL MANAGEMENT



- Council adopted the *Environment Strategy 2020–30*.
- We developed and released a draft *Climate Change Response Plan* for community consultation.

VIBRANT ARTS AND CULTURE



- We sought community feedback on the draft *Arts and Cultural Strategy 2021–2031*.
- We collaborated with Traditional Owners to create the First Nations Cultural Heritage Grants.

INTEGRATED TRANSPORT CONNECTIONS



- We revised the *Municipal Road Management Plan*.
- We sought community feedback on the *Geelong Growth Area Transport Infrastructure Strategy*.

A THRIVING AND SUSTAINABLE ECONOMY



- We hosted Geelong Design Week 2021, which attracted 6,131 participants.
- We supported the first-ever online Geelong Small Business Festival.

GROWING OUR TOURISM AND EVENTS



- We held seven major events between January and June 2021, stimulating \$9.2 million of economic spending in the region.
- We secured \$812,500 in federal and state funding support for COVID recovery.

INNOVATIVE FINANCES AND TECHNOLOGY



- Council adopted the *2021–22 to 2024–25 Budget*, our first to incorporate a set of four-year budget priority projects.
- Council adopted the *Smart City Strategic Framework*, which will set us up to successfully harness emerging technology to improve liveability in Greater Geelong.

ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE



- Council endorsed *Our Community Plan 2021–25*, which brought our council plan and municipal public health and wellbeing plan together for the first time.
- We established our first ever Sustainability Advisory Committee.

IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

The health and safety of our community is vital. We will address family violence, homelessness, food shortages and public safety.



LINKS TO CLEVER AND CREATIVE VISION:



People feel safe wherever they are



An inclusive, diverse, healthy and socially connected community

ACHIEVEMENTS

- We incorporated our municipal public health and wellbeing plan into our council plan for the first time.
- We established our first Social and Affordable Housing Advisory Committee.
- We led the Two-Way Fire Safety project, a multi-agency collaboration to better understand fire safety concerns and challenges and prepare the Anakie and Breamelea communities for bushfire risk.
- We removed graffiti from 4,804 locations.
- We provided online services and programs to support parents during COVID restrictions.
- We addressed food security by providing 7,000 meals to young people.
- We facilitated mental first aid training for over 500 community members.
- We continued to support our community care clients during the pandemic, adjusting our services to minimise risk and reassuring clients with regular communication.
- We engaged with the community to help inform the development of our next domestic animal management plan.
- We completed 1,752 Crime Prevention through Environmental Design audits and site assessments of public open space.
- We opened Kardinia Aquatic Centre throughout July, August and September to support active living.

FOCUS AREAS

- Developing long-term strategies that can address social equity without comprising our existing service standards.
- Improving food security, which affects the most vulnerable in our community.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
MUNICIPAL						
Increase in the percentage of residents feeling safe where they live.	Every four years	54% (2017)	60% [^]	61.3% (2021)	More of our adult community is feeling safe where they live than in 2017.	■
Increase in the percentage of adults rating their health as very good, or excellent.	Every four years	59% (2017)	60%	53.6% (2021)	Less of our adult community is self-rating their health as very good or excellent than in 2017.	⬮
Increase in the percentage of adults who are sufficiently physically active.	Every four years	41% (2017)	60% [#]	67.1% (2021)	More of our adult community is reporting that they are sufficiently physically active than in 2017.	■
CITY OF GREATER GEELONG						
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2017)	75%	72.56% (2020–21) 73.14% (2019–20) 73.17% (2018–19)	We've observed consistent participation rates in recent years, despite coronavirus restrictions over the past two years and an increasing birth rate in the municipality.	◆

[^]2022 target was increased from 57% to 60% this year

[#]2020 target was increased from 43% to 60% this year

■ On track ◆ Needs improvement ⬮ Off track ⬮ Off track COVID-19 △ Not yet available ✓ Complete

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

We will strive for social equity in the infrastructure and services we deliver for our community.



ACHIEVEMENTS

- We developed 28 hectares of new public open space reserves within new subdivisions.
- We received over \$8 million in government funding to deliver a range of social infrastructure projects across the municipality including the Drysdale Library and Learning Centre, the Armstrong Creek West Early Years Centre, skate parks in Waurin Ponds and St Leonards, and sports lighting for seven sporting clubs.
- We commenced planning for future investment in a range of significant regional facilities including the Rippleside Inclusive Playspace, Landy Field Athletics Track and major facilities for basketball, netball and soccer.
- We opened a new dog park at Belmont, significantly upgraded the existing facility at Stead Park and started planning two new dog parks for Lara and the Bellarine Peninsula.
- We delivered several new sporting pavilions including Herne Hill Pavilion, West Oval Pavilion and the North Geelong Cricket Club Pavilion.
- We delivered eight new and upgraded playgrounds across the municipality.
- We engaged with the community to inform new master plans for Barwon Heads Village Park, Portarlington Recreation Reserve, Aldershot Reserve, Drysdale Sport and Recreation Precinct and the Ocean Grove Sports Infrastructure Plan.

FOCUS AREAS

- Planning on how we can deliver infrastructure for our growth corridors, whilst balancing service delivery to our established areas.
- Securing land for new infrastructure developments in established areas.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
CITY OF GREATER GEELONG						
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (Nov 2017)	Maintain	2,146.79 ha (495 sites) (Jan 2021) 2,202.7 ha (568 sites) (Jun 2020) 2,177.9 ha (549 sites) (2018)	While the 2021 result is below the 2017 baseline, we updated our data collection methodology in 2020, consolidating and reclassifying some parcels of suburban open space. Caution should therefore be applied when comparing this year's result with past totals.	◆
Percentage of plans for key community infrastructure projects completed.	Annual	37 key community infrastructure projects have been identified for delivery by 2022.	100%	87% (Jun 2021) 81% (Jun 2020) 65% (Jun 2019)	We've completed 31 of 37 priority projects over the past three years.	■

LINKS TO CLEVER AND CREATIVE VISION:



An inclusive, diverse, healthy and socially connected community



People feel safe wherever they are



Sustainable development that supports population growth and protects the natural environment

- On track
- ◆ Needs improvement
- Off track
- ⚠ Off track COVID-19
- △ Not yet available
- ✓ Complete

A MORE INCLUSIVE AND DIVERSE COMMUNITY

We want to recognise all members of the Geelong community and not leave anyone behind.



LINKS TO CLEVER AND CREATIVE VISION:



An inclusive, diverse, healthy and socially connected community



People feel safe wherever they are

ACHIEVEMENTS

- We received the LGPro Indigenous Community Partnership Initiative award after partnering with 15 Aboriginal, Torres Strait Islander and non-Indigenous organisations to deliver 2020 NAIDOC Week events.
- We delivered MY STORY, a 12-week mentoring program for community members with lived experience of disability, or mental health challenges.
- Our first ever *Reflect Reconciliation Action Plan* was endorsed by Reconciliation Australia.
- We partnered with neighbouring councils, G21 and local organisations to deliver the 2021 STREETFACE project, *Life Changes Keep Moving*, which features stories of older residents with lived experience of major transitions.
- We partnered with local organisations and the state government to produce a video for IDAHOBIT (International Day Against Homophobia, Biphobia, Intersexism and Transphobia) to promote inclusion in our community.
- We engaged with 15,000 young people through 1,070 activities, including groups, drop-in programs, holiday programs and events.
- We supported the reactivation of community groups following lockdowns with COVID-19 Quick Response Community Grants.
- We increased the Community Grants budget by 27 per cent in 2020-21 to \$5.3 million to support our community, arts, cultural, sporting, recreation, heritage and environment sectors and support COVID-19 recovery.
- Our early childhood services took part in language programs, including learning Auslan and Indonesian.
- We celebrated the seventh annual Women in Community Life Awards.
- We supported community members to learn new skills to navigate digital platforms via the Enhancing Digital Access for the Community initiative.

FOCUS AREAS

- Driving and implementing strategies to drive long-term solutions aimed at improving community equity.
- Providing a diverse range of opportunities for people to participate in their community and stay connected.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
MUNICIPAL						
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The most recent Victorian Population Health Survey with Local Government Area level data occurred in 2017. Unfortunately, these questions are no longer part of the survey and therefore updated results for 2021 are unavailable.	
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-		
Increase in the percentage of adults who feel they can get help from family, friends or neighbours when needed.	Every four years	73.5% (2014)	80%	-		
CITY OF GREATER GEELONG						
More community facilities with gender-neutral and accessible toilets, or change areas.	Annual	-	Increase	8 facilities (Jun 2021) 7 facilities (Jun 2020) 8 facilities (Jun 2019)	A total of 23 new and/or upgraded facilities were completed over the last three years.	■

■ On track ◆ Needs improvement ● Off track ❄ Off track COVID-19 △ Not yet available ✓ Complete

PLANNED SUSTAINABLE DEVELOPMENT

We will use sustainable principles to guide development of growth areas and help protect our townships.



LINKS TO CLEVER AND CREATIVE VISION:



Sustainable development that supports population growth and protects the natural environment

ACHIEVEMENTS

- We implemented the *Settlement Strategy 2020, Northern and Western Geelong Growth Areas Framework Plan* and the *Retail Strategy 2020–36* into the Greater Geelong Planning Scheme.
- We engaged with the community on the draft 20-year master plan for the Sparrovale Wetlands.
- Council adopted the *Saleyards Precinct Plan*.
- We prepared draft urban design frameworks for South Geelong Station and Highton Village.
- We engaged with the community about developing the next stage of the livestock and information exchange.
- We engaged with the community on the design of the Drysdale Town Square upgrade.

FOCUS AREAS

- Accommodating population growth without negatively affecting the region's unique environment and liveability.
- Continuing infrastructure planning in our growth areas to meet the social infrastructure needs of new residents.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
CITY OF GREATER GEELONG						
More protected natural habitat that we manage.	Annual	898.712 ha (Dec 2018)	Increase	1,380.803 ha (Jun 2021) 1,275.703 ha (Jun 2020) 1,275.471 ha (Jun 2019)	We increased the area of natural habitat we manage by 105.1 hectares during the year, and a total of 482.091 hectares since December 2018.	■
15 years of residential land supply planned.	Annual	14+ years (Jan 2017)	Maintain	24 years (Mar 2021) 26 years (Oct 2019) 26 years (Jun 2019)	There are a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.	■
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (Dec 2016)	40%	25.8% (2019) 23.0% (2018) 27.0% (2017)	The 2020 result is not yet available. While the number of dwellings constructed in existing areas has remained constant, this development is declining in proportion to overall development due to the rapid expansion of major greenfield growth fronts.	■
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	100% (2020–21) 100% (2019–20) 100% (2018–19)	The Leopold Community Hub and Northern Aquatic Community Hub both meet these standards, with the Corio Korayn Birralee Family Centre achieving the higher 6-star 'Green Star' rating in 2020–21.	■
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	100% (2020–21) 100% (2019–20) 100% (2018–19)	Herne Hill, West Oval redevelopment and Hume Reserve reached this standard in 2020–21.	■
Mandatory sustainable design assessment of all new developments.	n/a	n/a	Planning controls in place	-	The Environmentally Sustainable Development guidelines were incorporated into the Greater Geelong Planning Scheme on 17 October 2019.	✓

■ On track ◆ Needs improvement ■ Off track ❄ Off track COVID-19 △ Not yet available ✓ Complete

EFFECTIVE ENVIRONMENTAL MANAGEMENT

We will show leadership to address waste, climate change and environmental challenges.



LINKS TO CLEVER AND CREATIVE VISION:



Development and implementation of sustainable solutions



Sustainable development that supports population growth and protects the natural environment

ACHIEVEMENTS

- Council adopted the *Environment Strategy 2020–2030*.
- We developed and released a draft *Climate Change Response Plan* for community consultation.
- We joined 45 other Victorian councils as part of the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia.
- We were awarded the Leadership in Climate Adaptation and Resilience Award for the Ramblers Reef Foreshore Project at the 2020 Victorian Marine and Coastal Awards.
- We uncovered significant flora and fauna populations during biodiversity mapping of the Northern and Western Geelong Growth Areas.
- We supported incentive programs to improve water quality, protect habitat and reduce threats to indigenous vegetation on private land.
- We supported 16 environmental sustainability community grant applications totalling \$75,000.
- We started trials of electric-powered equipment to help reduce our operational emissions.
- We partnered with CSIRO's Data 61 and the Department of Environment, Land, Water and Planning to develop a coastal modelling tool designed to inform coastal adaptation responses.
- We worked in partnership with Deakin University to complete urban heat mapping that will inform programs and help our community better respond to increased temperatures and heatwaves.
- We worked with local Rotary Clubs to repurpose play equipment from Drewan Park through the Rotary Overseas Recycled Playgrounds program.
- We partnered with Geelong Port to carry out the first stage of a large revegetation project in Moorpanyal Park.

FOCUS AREAS

- Protecting and restoring our natural environment.
- Leading a reduction in emissions and increasing the City's resilience to climate change impact.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
CITY OF GREATER GEELONG						
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	53.87% (2020–21) 55.73% (2019–20) 54% (2018–19)	Green waste and recycling as a ratio has been relatively consistent since 2018. While favourable weather conditions have increased green waste tonnages in recent years, this change has been tempered by residents living in new subdivisions, whose smaller lot sizes produce less green waste. Our growing population is increasing our green organics and waste tonnage. However, the recycling tonnage has decreased due to changes in product stream, with newspapers and glass content replaced by lighter PET plastic and aluminium containers.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO2-e (2014–15)	50% reduction	12,625 tCO2-e (2020–21) 19,990 [^] tCO2-e (2019–20) 22,633 tCO2-e (2018–19)	There has been a 45.4 per cent decrease in emissions, compared to the baseline. Annual emissions have decreased due to improved energy efficiency and changing our electricity accounts to GreenPower.	■
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually (2017–18)	Increase	4,500 tonnes of asphalt and 6,492 tonnes of concrete recycled (2020–21) 8,745 tonnes of asphalt and 6,547.5 tonnes of concrete recycled (2019–20) 8,000 tonnes of asphalt and 3,000 tonnes of concrete recycled (2018–19)	Our recycling tonnage depends on the program of works we complete each year. This year we undertook more overlaying of roads than in past years. Overall, we recycled more than 95 per cent of all asphalt, concrete and bluestone associated with our construction program in 2020–21.	■
Increased suburban tree canopy.	Every five years	14% (Jun 2017)	16%	14% (Nov 2019)	Although we've increased our street and park planting programs, we are not anticipating an increase in urban tree canopy for the next 10 years. This is partially because of the time taken for current plants to mature, but also because of rapid urban growth. Urban tree canopy includes public and private land. Bigger houses on smaller blocks limit space to retain and plant canopy trees on private land. We're working with the community and developers to address this.	◆
Increased number of street trees planted per annum.	Annual	-	>1,850 per annum	2,711 (2020–21) 2,890 (2019–20) 1,489 (2018–19)	In addition to our street tree planting program, we planted 441 trees in parks.	■

[^]The methodology used to collect this information recently changed which has allowed us to provide an updated 2019–20 data set to that previously reported

■ On track ◆ Needs improvement ● Off track ❄ Off track COVID-19 △ Not yet available ✓ Complete

VIBRANT ARTS AND CULTURE

We treasure Geelong's culture and heritage and will help our creative community to grow.



LINKS TO CLEVER AND CREATIVE VISION:



Creativity drives culture



A destination that attracts local and international visitors

ACHIEVEMENTS

- We sought community feedback on the draft *Arts and Cultural Strategy 2021–2031*.
- We collaborated with Traditional Owners to create the First Nations Cultural Heritage Grants, designed to protect, promote and raise awareness of Aboriginal cultural heritage.
- We were awarded the 2021 Australian Museums and Galleries National Award – Permanent Exhibition or Gallery Fitout (Level 2) Award for the *On the Land: Our Story Retold* exhibition at the National Wool Museum.
- We hosted six temporary exhibitions and over 20 on-site public programs at the National Wool Museum.
- We supported creative and cultural art projects by local artists through the Arts Industry Commissions initiative.
- We addressed COVID-19 restrictions at the Potato Shed by building an outdoor performance area.
- Council endorsed the *City Hall Conservation Management Plan*.
- We supported the arts industry with the Geelong COVID-19 Arts Recovery fund.
- We delivered online programs, exhibitions, events and activities for the National Wool Museum that attracted over 70,000 people.
- We partnered with VALID, ArtGusto and the state government to engage people living with a disability to design a new public sculpture, *I AM*, celebrating people of all abilities.
- We completed major conservation projects on significant City heritage objects, including the Arthur S. Pittock Stained Glass Window, Belcher Fountain and the National Wool Museum's taxidermy sheep.

FOCUS AREAS

- Attracting new creative industries and supporting existing ones.
- Supporting the creative and cultural sector to seek funding from a range of sources.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
MUNICIPAL						
Increased employment in creative occupations.	Every five years	4.75% of total employment	Increase	-	Data for this will not be available until the next Census results are released in 2021–22.	△
Increase in the percentage of active library borrowers in the municipality	Annual	19.28% (2016–17)	20%	15.70% (2020–21) 17.57% (2019–20) 18.20% (2018–19)	Geelong Regional Library Corporation branches were closed for more than 13 weeks and had strict patron limits when open. This impacted borrowings. Online ordering services were offered during lockdowns to increase loans of physical items. Note: The definition of this indicator changed in 2019–20 and now averages the past three years data. The result is therefore not comparable to past years.	❄️
CITY OF GREATER GEELONG						
Increased number of objects actively cared for within our arts and heritage collections.	Annual	11,971 [^] (Jun 2018)	Increase	12,275 (Jun 2021) 12,475 (Jun 2020) 12,273 [^] (Jun 2019)	We identified 530 objects through the Konnect Project audit and another 800 objects were added to the collection. However, 1,000 objects were removed from our collections following policy changes and item reassessments.	■
Increased access to cultural collections through online engagement.	Annual	92,026 [#] (2017–18)		172,521 (2020–21) 157,767 (2019–20) 94,037 [#] (2018–19)	Our community continued to increase online access to cultural collections.	■
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts (CYA), Geelong Library & Heritage Centre (GL&HC).	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 CYA 13,940 GL&HC 456,934 (2017–18)	Maintain	NWM 809,651 Potato Shed 22,678 Geelong Gallery 72,985 CYA 5,940 GL&HC 138,922 (2020–21)	COVID-19 restrictions significantly impacted visitor numbers at all cultural facilities.	❄️

[^]We completed an audit as part of Our Heritage, Our Collection. This revealed that 5,354 objects of the Maritime Museum Collection belonged to the Maritime Association and had been incorrectly reported in the data (baseline and June 2019) but this has now been corrected.

[#]We incorrectly reported these results which did not accurately capture some of our online engagements in past reports, but this data is now been corrected.

■ On track ◆ Needs improvement ❄️ Off track ❄️ Off track COVID-19 △ Not yet available ✓ Complete

INTEGRATED TRANSPORT CONNECTIONS

Our focus will be on improving our public and active transport, and better connecting our networks.



LINKS TO CLEVER AND CREATIVE VISION:



A fast, reliable and connected transport network

ACHIEVEMENTS

- We revised the *Municipal Road Management Plan*, which includes the standards, policies and systems we use to manage, inspect, repair and maintain our road assets.
- We sought community feedback on the draft *Geelong Growth Area Transport Infrastructure Strategy*.
- Council endorsed the *Barwon Heads Transport and Parking Study* and the *Lara Traffic Management Study*.
- We delivered four *Shared Trails Master Plan* projects.
- We used recycled glass as a replacement for sand in road construction – a first for the Barwon region.
- We received \$4 million funding to improve road safety and traffic management in Norlane and South Geelong, as part of the Safer Travel in Local Streets program.
- We delivered 67.7 kilometres of resurfaced roads, 57 speed humps, 2.6 kilometres of renewed footpaths and 31 raised pedestrian crossings.

FOCUS AREAS

- Balancing the maintenance and renewal of aging existing infrastructure with the delivery of much needed new assets.
- Advocating for the transport infrastructure and services needed to sustainably support our rapidly growing population.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
CITY OF GREATER GEELONG						
Increased kilometres of bicycle, walking paths and shared paths [^] .	Annual	206 km bike paths 1,674 km footpaths (Jun 2018)	Increase	78 km bike paths 1,900 km footpaths 169 km shared paths (Jun 2021) 223 km bike paths 1,822 km footpaths (Jun 2020) 210 km bike paths 1,755 km footpaths (Jun 2019)	While bike path data included shared paths in previous years, we can now separate the two path types. When combined, bike paths and shared paths increased by 24 kilometres this year. Footpaths increased 78 kilometres this year – an increase of 148 kilometres since 2017.	■
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	62 (2021) 60 (2020) 54 (2019)	Community satisfaction has increased by two index points, continuing the upward trend of the past four years. As well as improving our maintenance response times, a budget increase supported more road renewal activities.	■
Renewal gap for road management reduced.	Annual	\$4.5 million (2017)	Reduce	\$2.24 million (2021) \$3 million (2020) \$3 million (2019)	We applied new and more accurate condition assessment data and modelling in 2020–21.	■

[^]We added shared paths to this measure for 2020–21.

A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.



LINKS TO CLEVER AND CREATIVE VISION:



A prosperous economy that supports jobs and education opportunities



A destination that attracts local and international visitors

ACHIEVEMENTS

- We hosted Geelong Design Week 2021, which featured 69 events and was attended by 6,131 participants.
- We adapted to COVID-19 restrictions by delivering the Geelong Small Business Festival online for the first time.
- We continued to support businesses adapting to the impact of COVID-19 restrictions by providing COVID-19 Business Recovery Grants (\$502,049), continuing the Geelong Business Support Program, continuing the shop-local campaign, It's Our Backyard, and supporting outdoor dining initiatives.
- Geelong was named host city for the 2021 UNESCO Cities of Design Subnetwork Meeting, an online event that is scheduled for October 2021.
- We launched CODE Souvenir Geelong, an online store featuring locally designed gifts and keepsakes, to highlight local design talent and boost economic opportunities for the creative sector.
- We continued to deliver the Regional Industry Sector Employment program (RISE), with two recent RISE graduates receiving local and regional apprenticeship awards.
- We continued to support four clean technology development projects through CleanTech Innovations Geelong, a partnership with the Geelong Manufacturing Council and state government.

FOCUS AREAS

- Identifying opportunities for Geelong to leverage and benefit from our UNESCO designation.
- Targeting industry growth in clean technology and advanced manufacturing.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
MUNICIPAL						
More businesses within the municipality.	Annual	17,029 [^] businesses (30 Jun 2017)	Increase	19,580 businesses (30 Jun 2020) 18,850 businesses (30 Jun 2019) 17,995 businesses (30 Jun 2018)	Businesses increased 730 2020-21 – an increase of 2,551 since June 2017.	■
CITY OF GREATER GEELONG						
15 years of industrial land supply planned.	Annual	21 years (Sep 2018)	Maintain	27 years (Jun 2020) 28 years (Jun 2019)	There are a range of industrial development areas available for new and existing businesses, however there's a shortage south of the Barwon River. The North East Industrial Precinct and West Employment Precinct at Armstrong Creek will be important to address this local shortage of supply.	■

■ On track ◆ Needs improvement ● Off track ❄ Off track COVID-19 △ Not yet available ✓ Complete

GROWING OUR TOURISM AND EVENTS

Our tourism and events offering is strong, but we aim to grow it further.



LINKS TO CLEVER AND CREATIVE VISION:



A destination that attracts local and international visitors



A prosperous economy that supports jobs and education opportunities

ACHIEVEMENTS

- We held seven major events between January and June 2021, stimulating \$9.2 million of economic spending in the region.
- We secured \$812,500 in federal and state funding to deliver a series of COVID-19 recovery and industry support initiatives.
- We supported community events by providing \$109,800 in Community Events grants.
- We partnered to deliver significant regional community events online, including Pako Festa, Geelong Gala and Christmas Eve Carols.
- We delivered the 'You Belong in Geelong' campaign, to drive business events recovery and secure over \$800,000 in estimated economic benefit to the region.
- We developed the *Tourism Greater Geelong & The Bellarine 2021–25 Corporate Plan*.
- Geelong promoted on Channel 7 breakfast television program, Sunrise.
- We hosted the RONE in Geelong exhibition at the Geelong Gallery with over 42,000 visitors attending.

FOCUS AREAS

- Focusing on marketing to our domestic and business visitors to assist with COVID-19 recovery of the tourism industry.
- Facilitating tourism development and investment that leverages opportunities from City Deal projects focused on growing and strengthening our visitor economy.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
MUNICIPAL						
Annual increase in visitors.	Annual	5.1 million (Apr 17 to Mar 18)	2.1% per annum	3.2 million* (Apr 20 to Mar 21) 6.0 million* (Apr 19 to Mar 20) 6.0 million^ (Apr 18 to Mar 19)	The 46 per cent decrease from last year was caused by multiple lockdowns and travel restrictions imposed across Australia to halt the spread of COVID-19.	Off track COVID-19
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17 to Mar 18)	3.8% per annum	\$580 million* (Apr 20 to Mar 21) \$1.1 billion* (Apr 19 to Mar 20) \$1.1 billion^ (Apr 18 to Mar 19)	The 47 per cent decrease from last year was caused by multiple lockdowns and travel restrictions imposed across Australia to halt the spread of COVID-19.	Off track COVID-19
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17 to Mar 18)	4.9% per annum	0* (Apr 20 to Mar 21) 56,900* (Apr 19 to Mar 20) 61,800^ (Apr 18 to Mar 19)	We had no international overnight visitors because borders were closed to leisure travellers in response to the COVID-19 pandemic.	Off track COVID-19
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17 to Mar 18)	1.9% per annum	859,000* (Apr 20 to Mar 21) 1.6 million* (Apr 19 to Mar 20) 1.6 million^ (Apr 18 to Mar 19)	The 46 per cent decrease from last year was caused by multiple lockdowns and travel restrictions imposed across Australia to halt the spread of COVID-19.	Off track COVID-19
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6% per annum	Estimated 4,900 (2020–21) Estimated 5,961 (2019–20) Estimated 6,226 (2018–19)	Tourism employment has decreased by 18 per cent from last year due to the impacts of COVID-19. Our visitor economy is facing a significant workforce supply challenge as a result of prolonged pandemic impacts.	Off track COVID-19
CITY OF GREATER GEELONG						
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	28:1 (2020–21) 45:1 (2019–20) 49:1 (2018–19)	Seven events were held between January and June 2021. Eleven other major events were cancelled or postponed due to COVID-19 restrictions.	Off track COVID-19

*There has been a methodology change in the collection of tourism data, so caution should be applied when comparing results from January 2019 onwards.

■ On track
 ◆ Needs improvement
 ● Off track
 ❄️ Off track COVID-19
 △ Not yet available
 ✓ Complete

INNOVATIVE FINANCES AND TECHNOLOGY

Clever and sustainable financial management, matched with digital growth, will advance our future.



LINKS TO CLEVER AND CREATIVE VISION:



A leader in developing and adopting technology



A prosperous economy that supports jobs and education opportunities

ACHIEVEMENTS

- Council adopted the 2021–22 to 2024–25 Budget, our first to incorporate a set of four-year budget priority projects.
- Council adopted the *Smart City Strategic Framework*, which will set us up to successfully harness emerging technology to improve liveability in Greater Geelong.
- We were awarded the 2020 MAV Technology Award for Excellence – Collaboration or Partnership of the Year and were shortlisted for 2020 IoT Awards for the Geelong Data Exchange.
- We were a finalist in the 2021 MAV Technology Award for Excellence in two categories: Strategy & Planning Achievement of the Year and Customer Experience Achievement of the Year.
- We adopted new mobile software that will help our community care workers stay connected with information while they're out in the field.
- We partnered with Telstra and Thales to trial a safe and secure drone management system, which was a finalist in the Australia Association for Unmanned Systems national awards.
- We used our IoT network to support a smart farming trial using in-ground sensors at Marcus Oldham Management College.
- We launched Weather Together, a community weather data project that uses backyard weather sensors to improve understanding of micro-climates across Greater Geelong.
- We assisted business, community groups and residents impacted by COVID-19 restrictions with \$16.9 million in financial support packages.

FOCUS AREAS

- Leveraging advances in technology that are shifting the world in which we live.
- Providing support for those hit hard by COVID-19 and return the budget to surplus.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
CITY OF GREATER GEELONG						
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the City and 11 City-owned facilities with free Wi-Fi (Jul 2018)	Increase	106 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (Jun 2021)	We focused on planning and design work for installing new Wi-Fi in the Northern Suburbs this year. We've added nine new Wi-Fi access points and free Wi-Fi at two City owned facilities since July 2018.	Off track COVID-19
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074 (2017–18)	Increase	Payments 158,317 Forms 38,625 Requests for service 28,440 (2020–21)	With customer service centres closed due to COVID-19 restrictions, online transactions have increased since last financial year – payments by 27.2 per cent and forms by 60.2 per cent, with only a 2.6 per cent decrease in requests for service.	On track
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	65% (2020–21) >5% (2019–20) 5% variation (2018–19)	The 65 per cent positive variation was caused by better-than-expected developer contributions and gifted assets of \$42.8 million and grants of \$22.9 million. In addition, our expenditure remained on budget.	On track
Increased revenue streams.	Annual	-	Increase	-	An increase in the 'rates and charges' revenue stream was caused by rateable property growth, as well as supplementary valuations.	On track

■ On track
 ◆ Needs improvement
 ◻ Off track
 ❄️ Off track COVID-19
 △ Not yet available
 ✓ Complete

ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE

We will be the 'leading voice' of the community by delivering confident governance and strategic planning.



ACHIEVEMENTS

- Council endorsed *Our Community Plan 2021–25*, bringing together our council plan and municipal public health and wellbeing plan together for the first time.
- We established our first ever Sustainability Advisory Committee.
- We commenced construction of the Civic Precinct project, now known as Wurriki Nyal.
- Our Customer Experience and Future Flexibility programs were highlighted in the 2021 MAV Technology Awards for Excellence.
- We delivered the *Greater Geelong: A Clever and Creative Future Our Progress 2020* report.
- We continued to focus on our workplace culture through forums, surveys and leadership programs as part of our Working Better Together initiative.
- We launched an online hazard and incident management system.
- We commenced the Future Ways of Working Program, which is supporting our employees to co-design our organisation in a way that will best serve the growing Greater Geelong community.
- Council adopted a new *Community Engagement Policy*, outlining its commitment to best-practice engagement.
- Council endorsed a set of sustainability indicators and targets to track and report on sustainability performance.
- We secured over \$36 million in state and federal government funding, including \$16.76 million to help deliver the Northern Aquatic and Community Hub.
- We sought input from the community on major draft strategies including the *Climate Change Response Plan, Domestic Animal Management Plan 2022–25, Positive Ageing Strategy 2021–47* and *Arts and Cultural Strategy 2021–2031*.

FOCUS AREAS

- Advocating for initiatives that support sustainable prosperity for our community.
- Redefining how we work together, how we make decisions, and ensure we have the people, process and system capabilities to achieve our goals.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2021	PROGRESS COMMENTS	STATUS
CITY OF GREATER GEELONG						
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	63 (2021) 60 (2020) 58 (2019)	The public's perception of overall council performance has improved again this year – up three index points since last year and nine index points from 2018.	◆
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	77 (2021) 73 (2020) 71 (2019)	Community satisfaction with customer service has improved again this year – up four index points since last year and seven index points since 2018. This outcome may have been influenced by improved online services and our ability to resolve the majority of customer enquires over the phone.	■
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	59 (2021) 56 (2020) 55 (2019)	Community satisfaction with Council decisions increased by three index points, continuing the upward trend of the past four years. We've continued to improve the quality of the information and analysis we provide to best support councillor decision-making.	■
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	57 (2021) 53 (2020) 55 (2019)	Community satisfaction has increased by four index points, as part of an overall upward trend since 2018. In the last 12 months, we've adopted a new Engagement Policy and added more accessibility features to our Have Your Say website.	■
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	56 (2021) 54 (2020) 55 (2019)	Community satisfaction has been consistent over the past four surveys and will remain a focus for improvement.	●
Reduction in Lost Time Injury Frequency Rate.	Every three months	14.9 (Jun 2018)	Reduce	20.8 (Jun 2021) 18.1 (Jun 2020) 32.8 (Jun 2019)	This measure was impacted in the 2018–19 year by a changed definition, as well as an increase in the actual number of lost time injuries reported. The strong downward trend in 2019–20 is likely related to new early intervention programs we've introduced. This financial year's results were affected by pandemic restrictions, which limited our ability to offer alternative duties to injured employees as part of the return to work process.	●
Increased employee engagement.	Annual	54% (2017)	70%	52% (2020) 52% (2018)	In 2020–21, we opted to complete three short employee experience surveys to gauge feelings about leadership, culture and our COVID-19 response. We will return to an annual Employee Opinion Survey in 2021–22.	●
Increased employee satisfaction.	Annual	62% (2017)	80%	63% (2020) 58% (2018)	In 2020–21, we opted to complete three short employee experience surveys to gauge feelings about leadership, culture and our COVID-19 response. We will return to an annual Employee Opinion Survey in 2021–22.	●
Increased positive media coverage.	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	59.3% [^] (Avg 2020–21) 66.0% [^] (Avg 2019–20) 62.6% (Avg 2018–19)	Our COVID support and funding initiatives influenced positive sentiment throughout the year.	■

[^]The methodology used to collect this data changed in 2019–20, so caution should be applied when comparing results with previous years.

■ On track ◆ Needs improvement ● Off track ● Off track COVID-19 △ Not yet available ✓ Complete

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2020–21. For full details, please go to www.geelongaustralia.com.au/annualreport.

SURPLUS OF \$141.6 MILLION

An increase of \$56.6 million on the previous year.

\$540 MILLION REVENUE

with 47.7 per cent coming from rates and charges.

\$398.5 MILLION EXPENDITURE

43.1 per cent employee costs and 29.6 per cent materials and services.

\$3.11 BILLION IN NET ASSETS

\$350.3 million increase on the previous year.

\$121.2 MILLION CAPITAL EXPENDITURE

34.3 per cent relating to roads, foot and bike paths, and drainage; 30.2 per cent to land and buildings; and 21.9 per cent to parks and open space, as well as recreational, leisure and community facilities.

COMPREHENSIVE INCOME STATEMENT

The comprehensive income statement shows how much we earned during the 2020–21 financial year. It details where we received our income and how it was spent.

NET RESULT

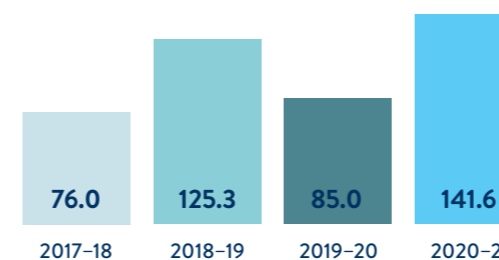


Figure 6: Net result 2017–18 to 2020–21 (\$m)

TOTAL COMPREHENSIVE RESULTS

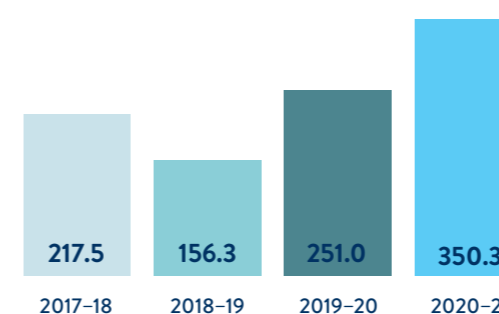


Figure 7: Total comprehensive results for 2017–18 to 2020–21 (\$m)

RECURRENT OPERATING RESULTS

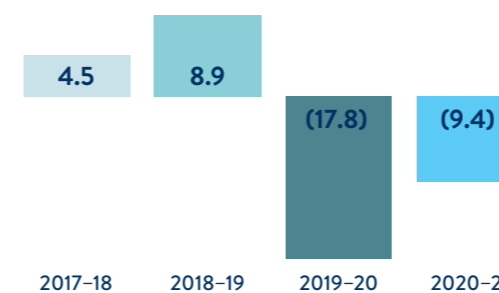


Figure 8: Recurrent operating results for 2017–18 to 2020–21 (\$m)

The \$56.6 million increase in our surplus – that is, income minus expenditure – is shown in Figure 6.

This result can largely be attributed to:

- rates and charges increasing by \$15.8 million due to a wider property base
- grants increasing by \$22.6 million largely from state government
- contributions increasing by \$24.3 million
- employee costs increasing by \$8.6 million.

The total comprehensive result accounts for items that will not be classified to surplus or deficit in future periods. In this case, it is the net asset revaluation of land, buildings and infrastructure which, in 2020–21, was an increment of \$208.7 million.

The total surplus includes an operating recurrent deficit of \$9.4 million (\$17.8 million 2019–20) and a non-recurrent surplus of \$151 million (\$102.8 million 2019–20). The non-recurrent result includes gifted assets of \$98.3 million (\$89 million 2019–20).

Our *Strategic Resource Plan* forecasts surpluses over the next four years, including a \$131.5 million surplus in 2021–22. This is a critical part of our financial strategy, as it gives us the capacity to maintain our community assets.

BALANCE SHEET

The balance sheet shows what we own (assets), what we owe (liabilities) and our net worth (equity).

ASSETS

Our assets are primarily made up of:

- cash and cash equivalents of \$66.9 million – used to cover our long-service leave obligations and provide funds for capital works that have been carried over
- property, plant and equipment worth \$3.2 billion – an increase of \$344.8 million on the previous year.

These asset types make up 98.4 per cent of our total assets.

TOTAL ASSETS

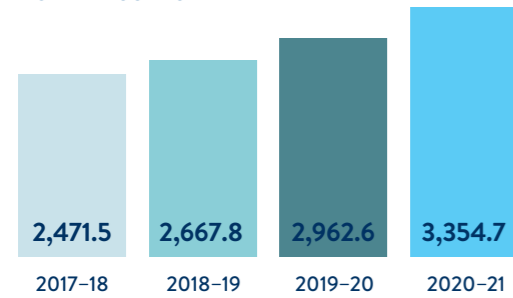


Figure 9: Total assets 2017-18 to 2020-21 (\$m)

INVESTMENTS

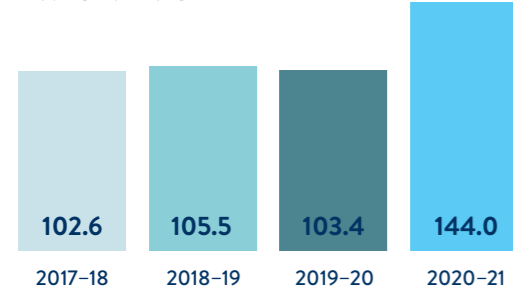


Figure 10: Investments 2017-18 to 2020-21 (\$m)

CAPITAL PROGRAM

We deliver an extensive capital works program – renewing, upgrading and building assets to meet community need.

As Figure 11 shows, our capital works expenditure in 2020-21 was \$121.2 million. This included:

- \$81.8 million on new assets (67.5 per cent),
- \$34.4 million on renewal works (28.4 per cent) and
- \$5.0 million on upgrade works (4.1 per cent).

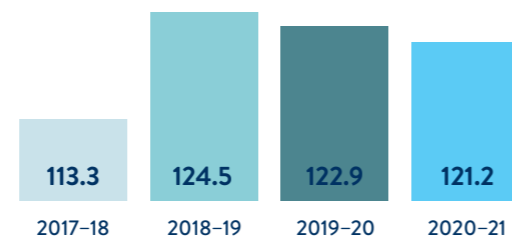


Figure 11: Capital works expenditure 2017-18 to 2020-21 (\$m)

The main categories of expenditure were:

- \$36.7 million on land and buildings
- \$31.8 million on roads
- \$24.2 million on parks, open space and streetscapes
- \$9.5 million on plant and equipment
- \$5.5 million on drainage
- \$4.3 million on foot and bike paths
- \$2.4 million on recreational, leisure and community facilities
- \$6.8 million on other assets.

LIABILITIES

Our liabilities include future commitments to suppliers, employees (for leave entitlements), loans and costs associated with providing landfill.

TOTAL LIABILITIES

As Figure 12 shows, total liabilities were \$243.2 million, an increase of 20.8 per cent on the 2019-20 balance. This increase is due to new loans financing our Civic Precinct project and grants received in advance. These asset types make up 98.4 per cent of our total assets.

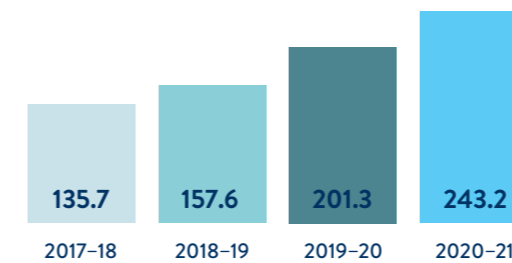


Figure 12: Total liabilities 2017-18 to 2020-21 (\$m)

LOANS

Our loan balance equates to 48.1 per cent of total liabilities, which is slightly higher than 2019-20 (41 per cent).

The overall increase in our loan balance of \$34.5 million is due to \$45 million in new loans, offset by \$10.5 million of debt paid off during the year.

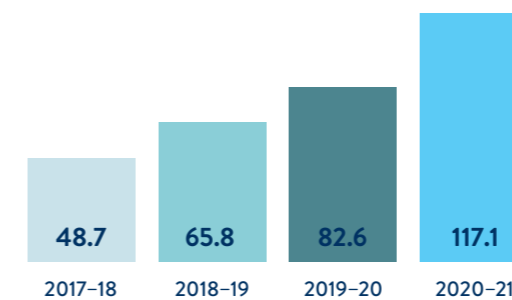


Figure 13: Loans from 2017-18 to 2020-21 (\$m)

DEBT COMMITMENT

The debt commitment ratio shows the percentage of rates required to meet loan repayments for the following 12 months.

Figure 14 shows that a low percentage of rates are being used to service loans and we have ample capacity to meet our debt repayments.

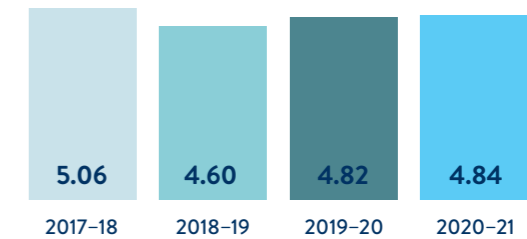


Figure 14: Debt commitment percentage 2017-18 to 2020-21 (%)

RATEPAYER EQUITY

Ratepayer equity is represented by our net worth – that is what we own (\$3,317.3 million) minus what we owe (\$243.2 million).

As Figure 15 shows, ratepayer equity at 30 June 2021 was \$3,074.1 million – an 11.3 per cent increase on the previous year. This is due to continued growth of our fixed asset base – that is, property, plant and equipment – and the impact of land and building revaluations.

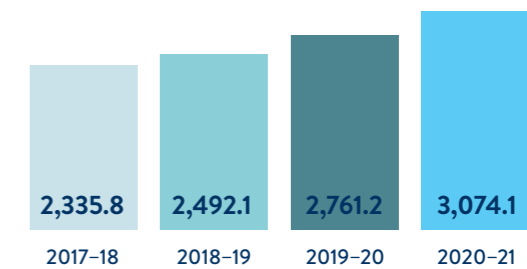


Figure 15: Ratepayer equity 2017-18 to 2020-21 (\$m)

ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2020–21*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- our response to the coronavirus pandemic
- what we've achieved in 2020–21, as it applies to our council plan strategic priorities.

For the full details of our 2020–21 performance, download the complete annual report at www.geelongaustralia.com.au/annualreport



This document contains important information about the City of Greater Geelong. Please contact us if you have any questions or would like to request a hard copy of the report.





You can also view hard copies at our customer service centres and branches of the Geelong Regional Library Corporation. However, please be aware these services may be impacted by COVID-19 restrictions.

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