

THE CITY OF GREATER GEELONG

ANNUAL REPORT 2020-21



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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.

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



133 KM
OF COASTLINE



19,580
BUSINESSES



83%
OF WORKFORCE
LIVE IN GREATER
GEELONG



1,300 HECTARES
PROTECTED
NATURAL
HABITAT



2.41
AVERAGE
HOUSEHOLD
SIZE



40
MEDIAN AGE



16.2%
POPULATION
BORN OVERSEAS



2.29%
POPULATION
GROWTH RATE
(2019–20)



3.2 MILLION
VISITORS TO
THE REGION



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

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.

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.



Mayor – Cr Stephane Asher and Chief Executive Officer – Martin Cutter

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

THE YEAR IN REVIEW

FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Greater 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 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

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2020–21.

For full details, please refer to the Annual Financial Report on page 122.

- 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

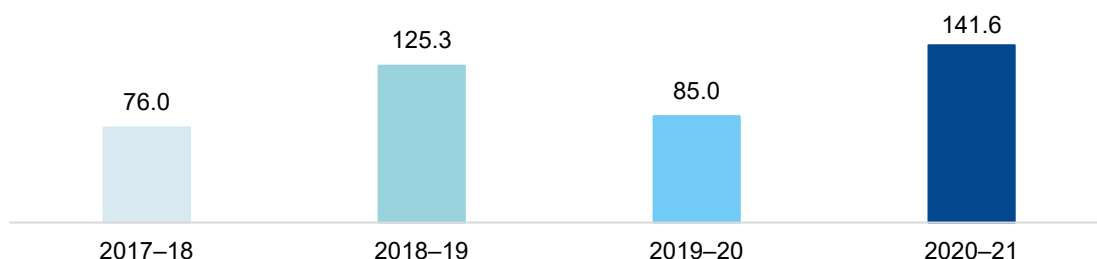


FIGURE 1: Net result 2017–18 to 2020–21 (\$m)

Total Comprehensive Results

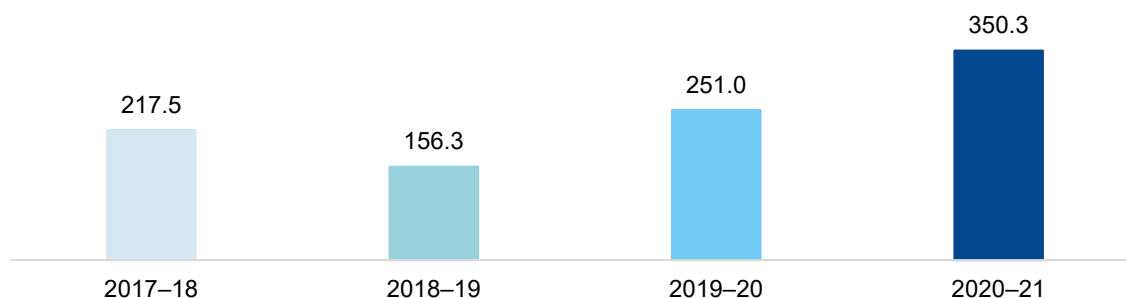


FIGURE 2: Total comprehensive results 2017–18 to 2020–21 (\$m)

Recurrent Operating Results

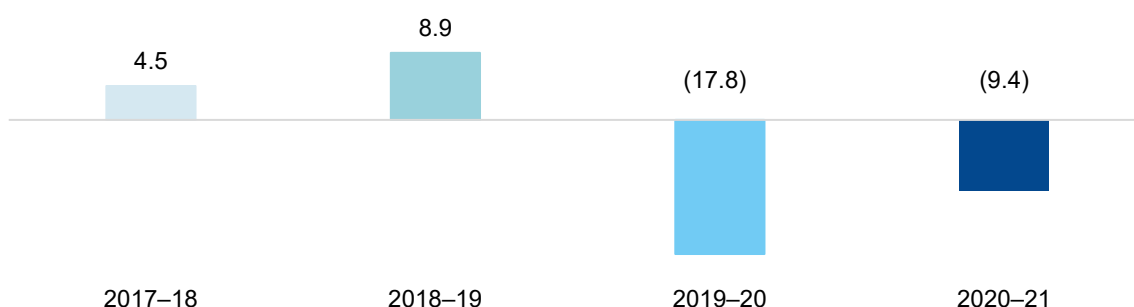


FIGURE 3: Recurrent operating results 2017–18 to 2020–21 (\$m)

The \$56.6 million increase in our surplus – that is, income minus expenditure – is shown in Figure 1. 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

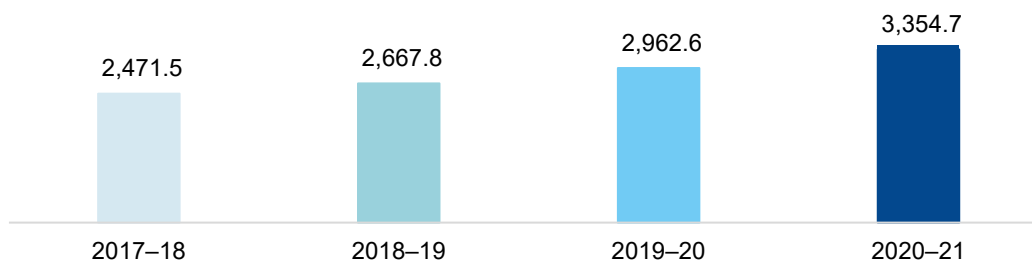


FIGURE 4: Total assets 2017–18 to 2020–21 (\$m)

Investments

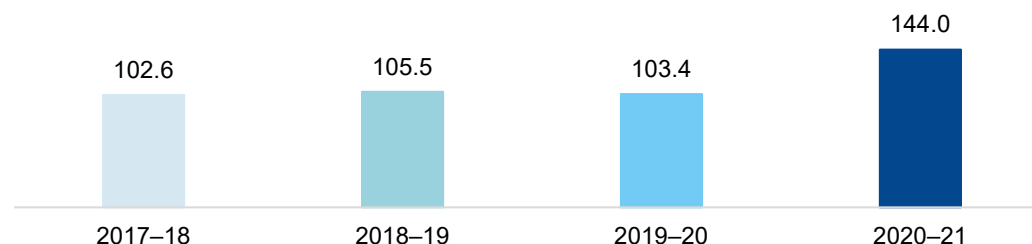


FIGURE 5: Investments 2017–18 to 2020–21 (\$m)

Capital program

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

As Figure 6 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).

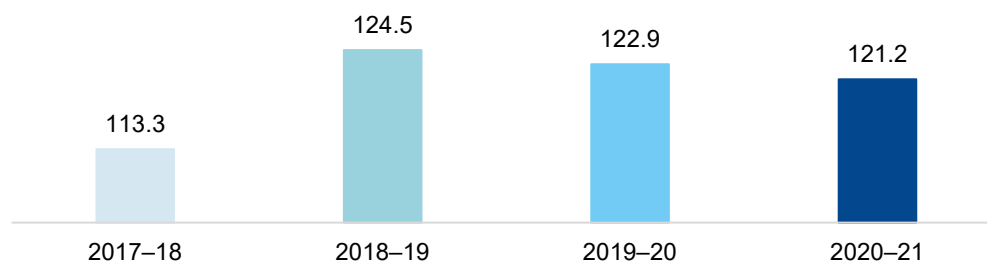


FIGURE 6: Capital works expenditure 2017-18 to 2020-21 (\$m)

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 7 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.

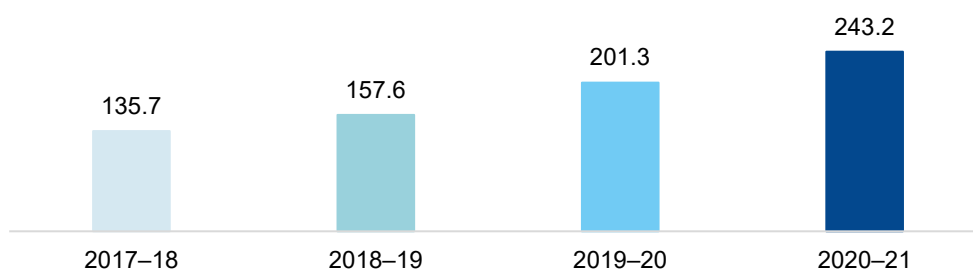


FIGURE 7: Total liabilities 2017-18 to 2020-21 (\$m)

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.

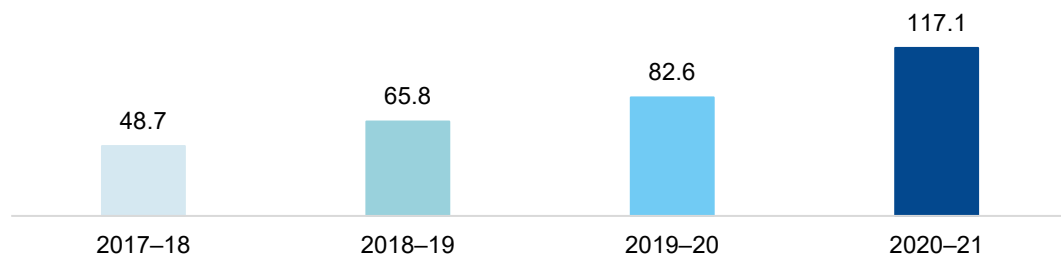


FIGURE 8: Loans from 2017–18 to 2020–21 (\$m)

Debt commitment

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

Figure 9 shows that a low percentage of rates are being used to service loans and we have ample capacity to meet our debt repayments.

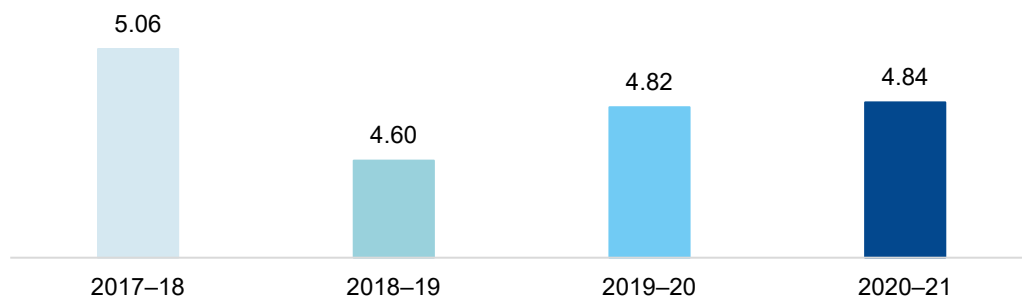


FIGURE 9: Debt commitment percentage 2017–18 to 2020–21 (%)

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 10 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.

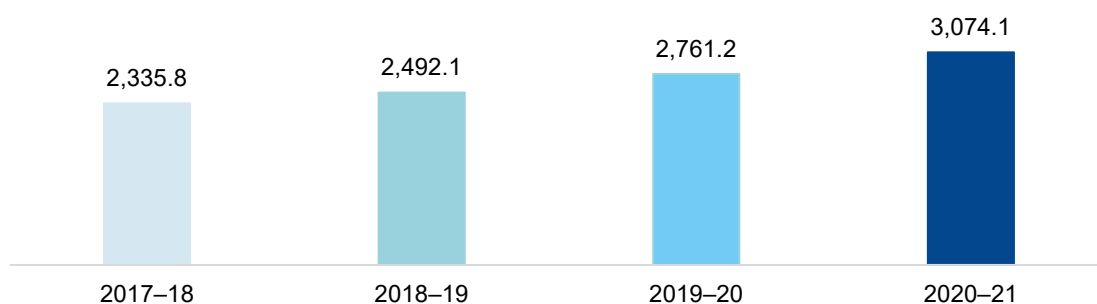


FIGURE 10: Ratepayer equity 2017–18 to 2020–21 (\$m)

OUR COUNCIL

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 11):

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



FIGURE 11: 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
Deputy Mayor
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
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 LGBTIQ+ (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 LGBTIQ+
- 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 Karreenga) 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 Murrphy
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 PEOPLE

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



MICHAEL DUGINA
Director Customer
and Corporate
Services



KAARINA PHYLAND
Director Strategy,
People and
Performance



GARETH SMITH
Director City Planning
and Economy



ROBYN STEVENS
Director
Community Life



**GUY WILSON-
BROWNE**
Director City Services

FIGURE 12: Our leadership team as at 30 June 2021

OUR ORGANISATIONAL STRUCTURE

We changed our structure in 2020–21 as part of our Future Ways of Working program, which is helping us find better ways to serve our community.

As a first step in improving how we operate, our organisation was structured around five directorates that work together to deliver a range of services, activities and infrastructure.

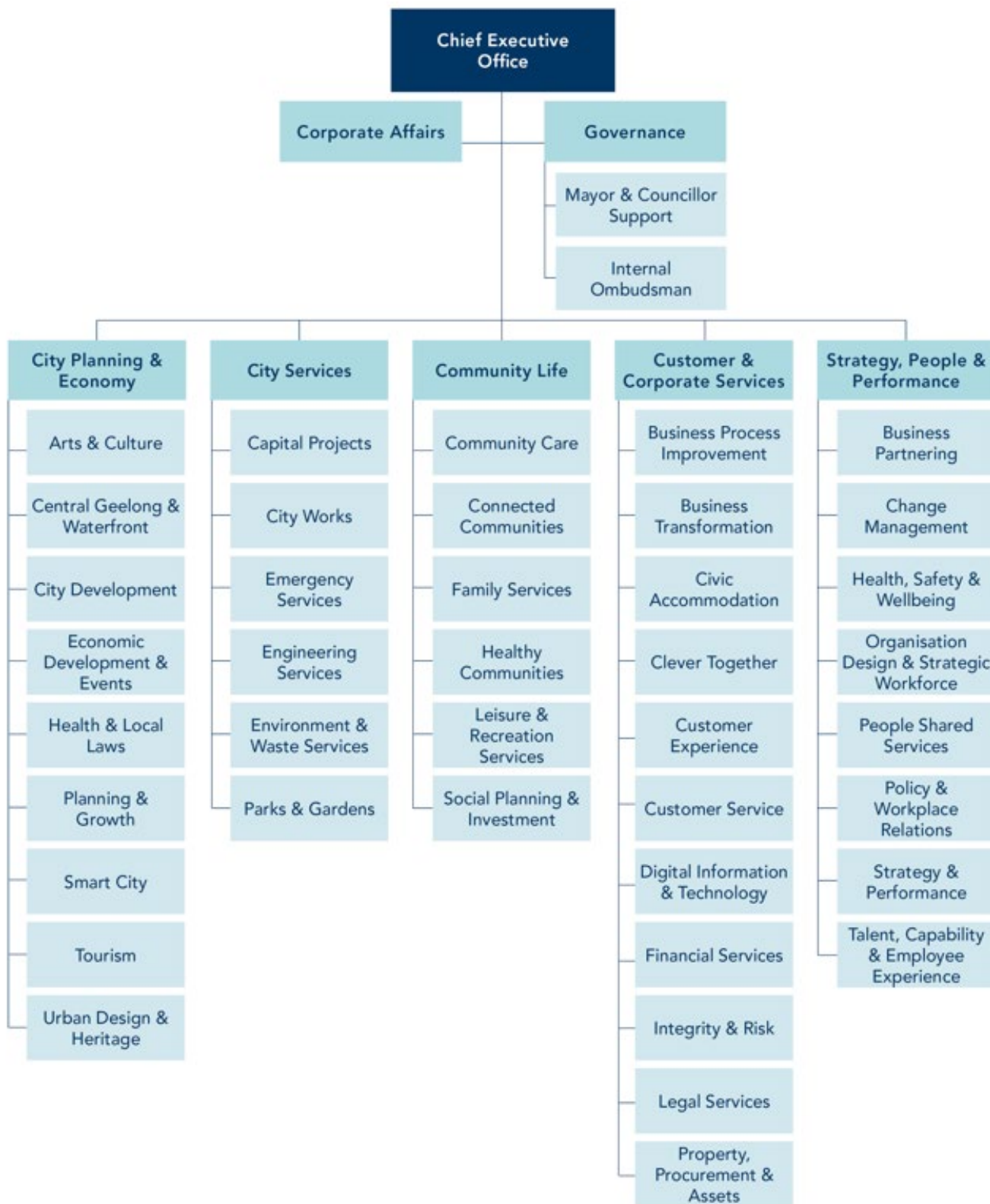


FIGURE 13: Our organisational structure as at 30 June 2021

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

Legend: W = Women, M = Men, X = persons of self-described gender

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

² As at 30 June 2021

³ Excludes casual employees

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

EQUAL EMPLOYMENT OPPORTUNITY – AN INCLUSIVE AND DIVERSE WORKPLACE

We believe that our people are our greatest asset and are committed to creating an inclusive and fair organisation that encourages our employees to do their best work.

In June 2021, our *Inclusion and Diversity Roadmap* was endorsed by the Executive Leadership Team, to foster new approaches to equal employment opportunity in our organisation. As part of this roadmap, and in response to the *Gender Equality Act (Vic) 2020*, we've also started developing our first gender equality action plan.

As part of our sustainability indicators and targets, endorsed by Council in June 2021, we've committed to reporting on a number of Global Reporting Initiative indicators relevant to equal opportunity employment, including parental leave by gender, incidents of discrimination and workforce representation and diversity. We also added organisational diversity and inclusion indicators and targets in line with *Local Government Act (Vic) 2020* requirements.

Other plans we're using to further improve diversity and inclusion in our workplace include our:

- *Gender Equity Framework: Ba-gurrk*
- *Multicultural Action Plan 2018–22*
- *Access and Inclusion Plan 2018–22*
- *Reconciliation Action Plan – Reflect 2020–21.*

Continuing to achieve against the workplace actions described in these plans will help us build on the work we're already doing, which will include relevant training for all employees as part of their induction.

OCCUPATIONAL HEALTH AND SAFETY

Health and safety matters to us.

Our safety management system, CitySafe, gives us the tools and processes we need to address employee, contractor and community health and safety. Due to the pandemic restrictions in 2020, we were unable to offer alternative duties to injured employees as part of the return to work process. This led to an increase in the lost time injury frequency rate.

TABLE 3: Occupational health and safety performance in 2020–21

	Lost time injury frequency rate	Total recordable injury frequency rate	High potential incident frequency rate
2019–20 Results	18.1	25.7	3.8
2020–21 Targets	15	20	10
2020–21 Results	20.8	24.0	2.9
2020–21 Variation	+38.7% ×	+20.0% ×	-71.0% ✓

COVID-19 response

Several coronavirus working groups and sub-committees, overseen by the Crisis Management Team, guided activities to help our employees, volunteers, services and community respond to the impact of the virus on our region.

Contractor safety

In 2020, we implemented LinkSafe to manage contractor inductions. Since that time, the system has been expanded to include:

- contractor prequalification
- management of licences and competencies
- QR code sign in/out.

The system allows us to send emails to one or many companies, which makes communication quick and simple.

Workplace injuries and reported incidents

We released our new online hazard and incident reporting system, Riskware, in May 2021. This easy-to-use online tool makes it easier and faster to report incidents or hazards, assign actions to responsible officers and track them to completion.

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 14: Key Capital Projects 2020–21

OUR PERFORMANCE

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.

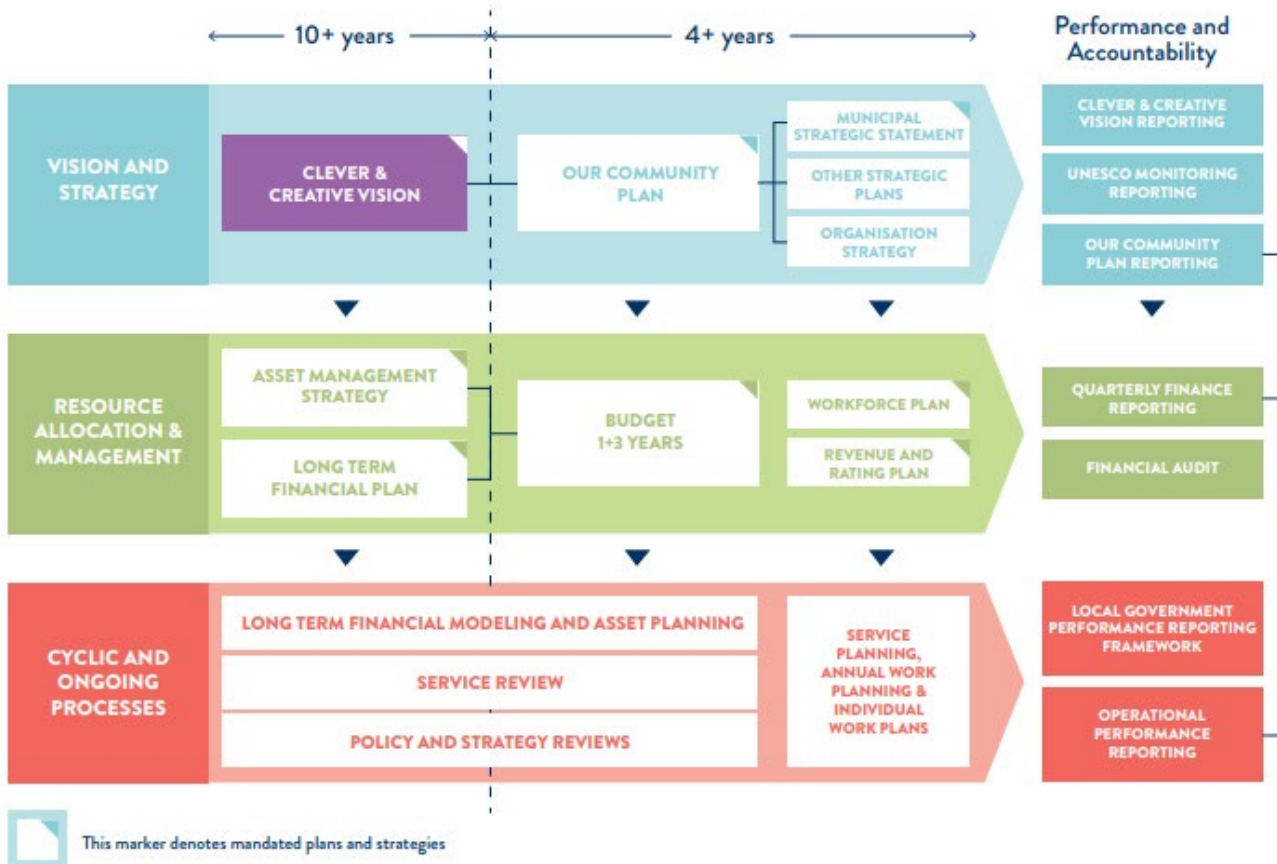


FIGURE 15: Our integrated strategic planning and reporting framework

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.

TRENDS IMPACTING OUR SERVICES

There are several factors that impact on the delivery of our services, as Table 4 shows.

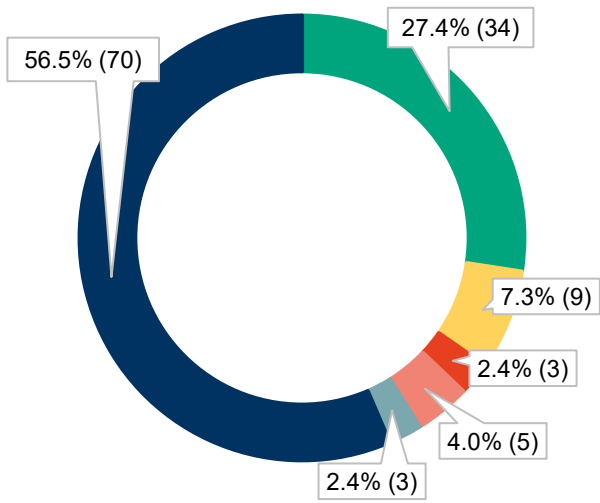
Trend	What it means for us	How we need to respond
Pandemic response and management	We must continue to deliver essential services and provide support to address the social and economic impacts of ongoing government restrictions caused by COVID-19.	We need to continue to be flexible, agile and responsive 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 4: Trends

COUNCIL PLAN HIGHLIGHTS FOR 2020–21

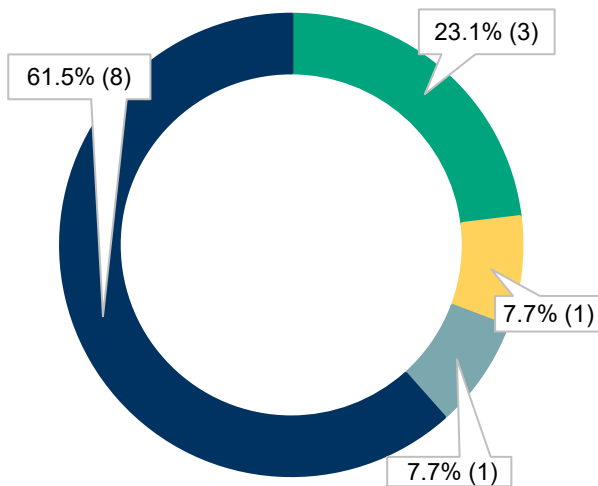
In the 2020–21 update of our council plan, we committed to 124 initiatives in total. Thirteen of these were major initiatives.

FIGURE 16: Council plan progress for 2020–21 (overall, major and other initiatives)



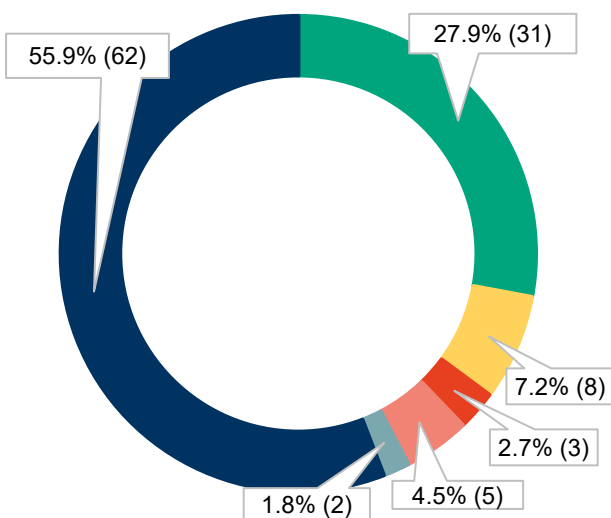
Council plan overall progress result

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.



STRATEGIC PRIORITY	ACHIEVEMENTS
Improved health and safety of our community	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – We implemented the <i>Settlement Strategy 2020, Northern and Western Geelong Growth Areas Framework Plan</i> and the <i>Retail Strategy 2020–36</i> into the Greater Geelong Planning Scheme. – Council adopted the <i>Saleyards Precinct Plan</i>.
Effective environmental management	<ul style="list-style-type: none"> – Council adopted the <i>Environment Strategy 2020–30</i>. – We developed and released a draft Climate Change Response Plan for community consultation.
Vibrant arts and culture	<ul style="list-style-type: none"> – We sought community feedback on the draft <i>Arts and Cultural Strategy 2021–2031</i>. – We collaborated with Traditional Owners to create the First Nations Cultural Heritage Grants.
Integrated transport connections	<ul style="list-style-type: none"> – We revised the <i>Municipal Road Management Plan</i>. – We sought community feedback on the Geelong Growth Area Transport Infrastructure Strategy.
A thriving and sustainable economy	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – Council adopted the <i>2021–22 to 2024–25 Budget</i>, our first to incorporate a set of four-year budget priority projects. – Council adopted the <i>Smart City Strategic Framework</i>, which will set us up to successfully harness emerging technology to improve liveability in Greater Geelong.
Organisational leadership, strategy and governance	<ul style="list-style-type: none"> – Council endorsed <i>Our Community Plan 2021–25</i>, 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.

A full account of our achievements under each strategic priority follows.

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 THE CLEVER 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 Breamlea 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



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

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	⬢

Municipal			Target	YTD	Progress comments	Status
Measures of Success	Frequency	Baseline	2022	Jun 2021		
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			Target	YTD	Progress comments	Status
Measures of Success	Frequency	Baseline	2022	Jun 2021		
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	<i>Implement actions in the Ba-gurrk Gender Equity Framework.</i>	Although repeated lockdowns impacted our ability to complete all planned actions, we still completed the state government's gender equity pilot program, finalised research into gender impacts of COVID-19 and staged the Women in Community Life Awards as an online event for International Women's Day.	
Support local organisations that address homelessness, substance abuse, family violence and food security.	<i>Support the establishment of an expanded Food Distribution Centre in the Geelong Region.*</i>	We signed a capital and service funding contract with the Geelong Food Relief Centre. The works on the redevelopment commenced in December 2020 with the refurbished premises completed in May 2021.	✓
	<i>Support the work of key partner agencies to address homelessness.</i>	Working with Neami, we offered showers at one of our Senior Citizens Centres during one of the lockdowns. We also worked with the Geelong Food Relief to assist with food shortages.	✓
Create healthy environments in children's settings.		We've worked to protect the health and safety of children, families and educators throughout the COVID-19 pandemic using COVID-safe workplans and changing how we operate to minimise risks. We've also transitioned playgroups into outdoor nature play activities for children.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Develop a housing policy to provide a range of social and affordable housing options.	<i>Implement actions from the Social Housing Plan 2020–41.</i>	In 2020–21, we recruited two employees dedicated to social housing and established an Affordable Social Housing Advisory Committee, which met for the first time in February. In April, Council agreed to establish a Geelong Social and Affordable Housing Trust. We also worked with the Victorian Government to implement the <i>Big Housing Build</i> social housing program.	✓
Improve safety in our community.	<i>Provide support to vulnerable members of the community and support community recovery efforts in response to COVID-19.</i>	We distributed 7,750 face masks and 250 hygiene packs (masks, gloves, disinfectant and hand sanitiser) to community members in need. For young people aged 12–25, we delivered: <ul style="list-style-type: none"> • 150 crisis support interventions • 140 education sessions • 206 group programs • 110 drop in programs • 24 holiday programs • 6,289 meals to address youth food security. We also supported 351 sporting clubs and community groups to develop COVID-safe workplans and conducted wellbeing calls with 210 community members, helping them connect with local services.	✓
Provide safer public spaces.	<i>Partner with key agencies to respond to emerging issues and community concerns regarding safety in public spaces.</i>	We successfully obtained a grant to fund community safety audits in several parks and public open spaces. These Crime Prevention Through Environmental Design audits were completed in May 2021, as part of the Working for Victoria program.	✓
Encourage responsible pet ownership.	<i>Continue to implement the Domestic Animal Management Plan 2017–21.</i>	In 2020–21, we achieved the following: <ul style="list-style-type: none"> • completed the July 2020 cat desexing program • installed 560 dog signs across the municipality • stencilled 80 responsible dog ownership messages on shared paths and trails • celebrated the human-animal bond with the ‘Furry Friends’ pet competition • translated the responsible pet ownership brochure into five common community languages • obtained pet surrender statistics across the municipality to identify suburbs with the highest surrender rates • commenced work on initiatives for emergency care of pets in domestic violence situations • redeveloped the ‘Park your Pet’ app with new information, business alerts, discounts, news and warnings • collected, recorded and analysed dog attack data to improve our service • drafted the <i>Domestic Animal Management Plan 2022–25</i> and released it for community consultation • promoted dog parks and their intended use • investigated offering reduced registration for rescue cats • conducted a community education campaign about managing dogs in public spaces. 	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Promote healthy eating and support active living.	<i>Deliver the Healthier Eating and Active Living Program in partnership with other agencies across the G21 region.</i>	As well as working on the Healthier Eating and Active Living Program, we also funded the Active Geelong website, to promote accessible and enjoyable local physical activity opportunities. We also successfully completed the VicHealth funded 'This Girl Can' project, in partnership with the G21 councils in November and supported the statewide campaign.	✓
	<i>Design and implement the Mental Health Action Plan to promote positive mental health outcomes.</i>	We completed the final report and recommendations for community mental health and wellbeing, along with an action plan, resources and tools, using the outcomes to inform <i>Our Community Plan 2021–25</i> . Our <i>Mental Health Action Plan</i> transitioned into six projects that will be trialled locally to instruct how we support mental health and wellbeing in the future.	✓
	<i>Create and facilitate environments for all ages and abilities to engage in regular exercise.</i>	We delivered online health and fitness support during the various lockdowns. As our leisure and recreation facilities were closed, we also took the opportunity to upskill employees in first aid, lifeguarding and CPR, with over 200 qualification updates completed. While centre memberships have declined 30 per cent, our Webstar's Swim School lessons have returned to pre-COVID levels. In lieu of changed conditions, we've finalised a balanced return of services, including operating hours and creche services, that will allow our facilities to operate at full capacity, as restrictions allow.	✓
Work towards having the safest roads in Victoria.	<i>Update the Geelong Road Safety Strategy 2012–17 to reduce deaths and serious injuries on Geelong roads.</i>	The draft strategy will be sent out for community feedback early in the next financial year. The feedback received will be used to inform the final draft, which will then be presented to Council for final endorsement.	◆
	<i>Deliver the Safe Travel in Local Streets Program in South Geelong and Norlane.</i>	We have nearly completed constructing infrastructure for the Safe Travel in Local Streets program. We delivered safety improvements on several projects targeting 14 streets in Corio/Norlane, and 15 locations across South Geelong, East Geelong and Geelong.	✓

*Major Initiative

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.67	1.00	1.00	1.00	One inspection was conducted at each of our six pools around pandemic restrictions.
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	8.36	8.82	6.53	3.32	Centre closures and density limits caused by COVID-19 restrictions significantly impacted aquatic facility use in 2019–20, and even more so in 2020–21.
Service cost <i>Cost of aquatic facilities</i> [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	\$3.01	\$7.53	Centre closures and density limits caused by COVID-19 restrictions decreased revenue and visitor numbers, thus increasing service costs significantly.
Animal Management					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	1.00	All animal management requests are actioned within one day.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	20.26%	18.65%	23.92%	25.49%	We make every effort to reunite registered cats and dogs with their owners before they are impounded. There was a decrease in impounded animals again this financial year, as more people were at home due to lockdowns.
Service standard <i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	59.61%	61.27%	We actively try to rehome unclaimed animals, advertising them for adoption on websites and social media. Increased adoptions in 2020–21 coincided with COVID-19 restrictions and people spending more time at home.

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$13.48	\$8.75	Our service cost was significantly reduced in 2020–21 due to: <ul style="list-style-type: none"> • decreased animal prosecutions • fewer animals impounded • vacant positions.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	New in 2020	100.00%	100.00%	COVID-19 restrictions led many animal management prosecutions to be postponed in 2020–21. However, we again successfully prosecuted all cases that ended up before the court.
Food Safety					
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2.04	1.78	1.64	1.43	We received 180 food complaints in the 2020 calendar year, with almost 80 per cent of these actioned within one day.
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act (Vic) 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act (Vic) 1984</i>] x100	105.74%	99.94%	98.27%	35.84%	COVID-19 restrictions significantly hindered our ability to complete food safety assessment compared to previous years.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act (Vic) 1984</i>]	\$506.52	\$517.04	\$532.42	\$469.45	Our service cost was significantly reduced in 2020 due to a significant growth in the number of food businesses without any additional council overheads.
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.46%	99.32%	98.19%	95.45%	We generally perform very well in this indicator, with only slight variations each year. In 2020, only three notifications did not receive follow-up. This was due to seasonality and the impacts of COVID-19 restrictions on re-inspections.

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Maternal and Child Health (MCH)					
Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service / Number of birth notifications received] x100	100.00%	98.89%	101.12%	101.01%	We had an increase in enrolments (births) with minimal impact on our service delivery.
Service cost Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$79.68	\$80.35	\$80.18	\$80.66	Our results are consistent with only slight increases due to annual labour cost rises.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100	73.78%	73.17%	73.14%	72.56%	We've observed consistent participation rates in recent years, despite COVID-19 restrictions and an increasing birth rate in the municipality.
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	64.86%	63.39%	76.37%	77.47%	Through our partnership with Wathaurong Aboriginal Co-operative, we continued providing place-based Maternal and Child Health services, changing from a two-day model, to a more flexible, responsive service.
Satisfaction <i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	93.77%	94.37%	State government guidelines for the Maternal and Child Health service during the peak of the pandemic required all infants 0–8 weeks to be prioritised with a face-to-face appointment. This led to a slight increase in 4-week participation rates.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicators:

RETIRED SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
Health and safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	22	18	Retired in 2020	Retired in 2020	As of 1 July 2019, councils are no longer required to report on this indicator.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.51	\$0.69	Retired in 2020	Retired in 2020	As of 1 July 2019, <i>Cost of indoor aquatic facilities</i> and <i>Cost of outdoor aquatic facilities</i> have been merged into one measure.

RETIRED SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Service cost <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$4.71	\$6.21	Retired in 2020	Retired in 2020	As of 1 July 2019, <i>Cost of indoor aquatic facilities</i> and <i>Cost of outdoor aquatic facilities</i> have been merged into one measure.
Animal Management					
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$64.22	\$66.26	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by <i>Cost of animal management service per population</i> .
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	21	19	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by an amended <i>Animal management prosecution</i> measure that is a proportion rather than a number.
Maternal and Child Health (MCH)					
Participation <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	94.22%	96.84%	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by <i>Participation in 4-week Key Age and Stage visit</i> .

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

LINKS TO THE CLEVER 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

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 Waurm 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

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

City of Greater Geelong	Frequency	Baseline	Target	YTD	Progress comments	Status
Measures of success			2022	Jun 2021		
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.	◆

City of Greater Geelong		Target	YTD			
Measures of success	Frequency	Baseline	2022	Jun 2021	Progress comments	Status
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.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Undertake detailed design for an outdoor pool to cater for the needs of a growing Bellarine community.</i>	Council endorsed Drysdale as the preferred location for an outdoor pool in August 2020. The concept design, planning and costing is complete. Council resolved in April 2021 to proceed with a stage-one detailed pool design based on the concept plan.	✓
	<i>Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.</i>	There were no planned activities to support this action in 2020–21.	Not started
	<i>Develop an inclusive and accessible play space at Rippleside Park.</i>	We shared the play space concept plan with the community in September 2020 and received over 2,000 responses, plus 46 more detailed submissions. We updated the plans to reflect community feedback and then consulted with key community stakeholders in early 2021. Council endorsed the final concept plan and the detailed design phase has started.	✓
Support the growth of localised and regional sporting facilities.	<i>Upgrade lighting, facilities and changerooms at sporting reserves across the municipality including Barwon Heads, Grovedale, Geelong West, Herne Hill, Lara, Portarlington, North Shore and Thomson.</i>	We received \$3.1 million in funding from the Victorian Government to deliver a range of facility upgrades at nine reserves across the municipality. During 2020–21, we completed construction of the West Oval, North Geelong and Herne Hill pavilions. We also started constructing the Grovedale change facilities and implementing the Lara Recreation Reserve Master Plan. In 2021, we engaged with the community engagement about the draft <i>Barwon Heads Village Park Master Plan</i> in April and prepared the draft <i>Portarlington Recreation Reserve Master Plan</i> for engagement in July 2021.	✓
Maintain our public open space.	<i>Ensure planning approval and handover of new parks and reserves in growth areas and new subdivisions.</i>	We implemented a better handover process for parks and reserves coming from growth areas and subdivisions. During 2020–21, we took ownership of 28.02 hectares of unencumbered open spaces, across 36 sites, in new growth areas and subdivisions.	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver accessible and attractive community infrastructure, based on local and municipal community need.	<i>Design new community infrastructure including the Barwon Heads Arts and Community Hub, Lara Family Hub and Library, the Jetty Road Children's and Community Hub and the Drysdale Integrated Children's Centre.*</i>	We worked with key stakeholders to complete concept designs for a new Barwon Heads Arts and Community Hub, secured a planning permit and started the detailed design. We finalised the scope of the co-located family hub and library in Lara and have appointed architects. We also engaged with the community about the proposed new children's and community hub in the Jetty Road growth area in Drysdale/Clifton Springs.	✓
	<i>Planning for the repurpose of the early years centre at Eversley Street, Drysdale for community use.</i>	We engaged with the community and finalised the schematic design for the proposed community hub in Eversley Street.	✓
	<i>Develop a social infrastructure report for the Armstrong Creek Town Centre Master Plan.</i>	We presented key findings to the Managing Growth Committee in August 2020 and delivered the final report in December 2020.	✓
	<i>Review the Barwon Heads Village Park Master Plan.</i>	We updated the plan and released the draft from community feedback in May 2021. The engagement period was extended until June to support further face-to-face meetings, which were limited by COVID-19 restrictions.	✓
	<i>Endorse and commence implementation of the Social Infrastructure Planning and Investment Policy and Social Infrastructure Plan 2014–2031.</i>	Council endorsed <i>Our Community Places, Spaces and Services, A Social Infrastructure Plan for the City of Greater Geelong – Generation One: 2020-2023</i> and an associated policy in July 2020. This replaces the previous <i>Social Infrastructure Plan 2014–2031</i> . Associated projects completed during 2020–21 included: <ul style="list-style-type: none"> • Belmont Dog Park • West Oval Sporting Pavilion • Herne Hill Sporting Pavilion • Goldsworthy District Playspace. We also started a more detailed data collection process for all social infrastructure assets in December 2020 to give us a better understanding of their condition and use.	✓

*Major Initiative

A MORE INCLUSIVE AND DIVERSE COMMUNITY

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

LINKS TO THE CLEVER 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

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

Municipal			Target	YTD	Progress comments	Status
Measures of success	Frequency	Baseline	2022	Jun 2021		
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			Target	YTD	Progress comments	Status
Measures of success	Frequency	Baseline	2022	Jun 2021		
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.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Advocate for and help to achieve the priorities set by local Aboriginal people.	<i>Implement the Reflect Reconciliation Action Plan 2020.</i>	Reconciliation Australia endorsed our first ever Reconciliation Action Plan in September 2020. Over half of the actions were underway by the end of June, including: <ul style="list-style-type: none"> • naming of the new Civic Precinct in Wadawurrung language • preparing First Nations Cultural Heritage Grants to fund the identification, conservation and promotion of Aboriginal heritage places and • the inaugural meeting of the Reconciliation Action Plan Implementation Group in November 2020. 	✓
	<i>Develop the Innovate Reconciliation Action Plan 2021.</i>	We will commence the development of the <i>Innovate Reconciliation Action Plan</i> in July 2021. It will be finalised during 2021–22 and demonstrate our ongoing commitment to reconciliation and fostering strong relationships.	⬢
Facilitate employment programs for the communities that need it most, including young people.	<i>Address social and economic development through the Vital Communities Program which improves social inclusion and workforce participation for local communities.</i>	We supported the Vital Communities Program to encourage job readiness and support employment opportunities. We also supported Deakin University research into social disadvantage and the local impacts of the pandemic. The final report was noted by Council in June 2021. Further stakeholder and community engagement is needed to refine the recommendations and develop an action plan.	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise our returned service men and women.	<i>Establish new and upgrade existing memorials and recognitions in Anakie and Norlane to honour returned service men and women.</i>	We digitised and catalogued items from the Geelong Maritime Museum, including some significant naval objects and stories. We also met with the Office of Naval Heritage to discuss the possibility of collaborating. We did routine cleaning and maintenance of our war memorials prior to Remembrance Day. We also developed concept designs for the new Malaya Borneo Memorial in St. Helens Park, in consultation with the veteran community.	
Advocate for inclusive, multicultural activities and respect for cultural diversity.	<i>Implement the second year of the Multicultural Action Plan 2018–2022.</i>	In the second year of the <i>Multicultural Action Plan 2018–2022</i> , we supported a number of initiatives including: <ul style="list-style-type: none"> • a resource promoting equal opportunities for culturally and linguistically diverse community members • a swimming program for international students • resources and workshops to help culturally and linguistically diverse communities apply for grants • a campaign highlighting stories of Geelong-based refugees • a Safety at Work forum for key stakeholders around the rights of migrant workers in the workplace. 	✓
Support activities that improve social connections in our community.		We supported initiatives, including: <ul style="list-style-type: none"> • the Victorian Government’s Community Activation and Social Isolation initiative • grants including the COVID-19 Quick Response Community Grants (\$141,153), Healthy and Connected Communities Grants (\$233,200) and Neighbourhood House Grants (\$129,800) • employment pathway information sessions for young people from Corio/Norlane in October 2020 • an online social group for parents and carers of children with Autism Spectrum Disorder • programs for young people (890 programs, 11,500 people) • 439 COVID-safe workplans for community groups. 	✓
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<i>Invest in programs and facilities to support gender equity in sport.*</i>	We launched the This Girl Can – Victoria campaign by hosting a free seminar on 17 November 2020, in partnership with several agencies. We also shared resources and key messages and hosted online events throughout November 2020 to encourage female participation in sport.	✓
Improve access to facilities and programs for people of all abilities.	<i>Continue to implement the Access and Inclusion Plan 2018–22.</i>	We supported people with disabilities and mental health conditions to tell their stories using different mediums as part of the MY STORY Project. These were then showcased as part of an online exhibition, which started in November 2020. We appointed eight new members to the Access and Inclusion Advisory Committee and inducted all involved committee members and employees. The committee reviewed the <i>Access and Inclusion Action Plan 2018–22</i> progress and set the work plan for the next 12 months, which includes preparing a new plan for 2022.	✓
Further develop programs that support older people and young people in our community.	<i>Develop and launch the Positive Ageing Strategy.</i>	After postponing community engagement due to COVID-19 restrictions, we held workshops to inform this strategy in February 2021. We incorporated this feedback and presented the draft <i>Positive Ageing Strategy</i> to Council in May 2021.	

*Major Initiative

PLANNED SUSTAINABLE DEVELOPMENT

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

LINKS TO THE CLEVER 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.
- Council adopted the *Saleyards Precinct Plan*.
- We engaged with the community on the draft 20-year master plan for the Sparrovale Wetlands.
- 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

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

City of Greater Geelong Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	■

City of Greater Geelong Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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 Birralelee 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.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Ensure housing supply, diversity and affordability meets the needs of our growing community.	<i>Implement the City's Settlement Strategy, a plan to meet Geelong's housing needs through to 2036.</i>	Amendment C395 was completed and implemented into the <i>Greater Geelong Planning Scheme</i> in May 2021.	
Improve the environmental performance of new developments using planning controls.		Since the Environmentally Sustainable Development guidelines were introduced into the Greater Geelong Planning Scheme in October 2019, we have been implementing them in many developments across the region.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Facilitate opportunities for infill residential development.	<i>Work with the Victorian Government to deliver an updated planning framework for Central Geelong.</i>	Council endorsed a submission to the Department of Environment, Land, Water and Planning on 22 June 2021. We supported several initiatives including: <ul style="list-style-type: none"> • providing ongoing design advice for infill development applications, including participating in Victorian Design Review Panels for major developments • providing input into the development of the Central Geelong Structure Plan and Urban Design Guidelines being developed by Department of Environment, Land, Water and Planning. 	✓
	<i>Unlock barriers to investment in key development areas, urban renewal areas and station precincts.</i>	We completed community engagement for the draft <i>South Geelong Urban Design Framework</i> , which outlines a framework plan, design concepts and design principles for the South Geelong Station Hub and Moorabool Street. We are reviewing this feedback before completing further consultation. Council adopted the <i>Geelong Saleyards Precinct Plan</i> in June 2021 and we have started a planning scheme amendment.	
Continue to develop urban growth areas across the region.	<i>Continue to progress delivery of the Armstrong Creek Urban Growth Area.</i>	Amendment C410 was approved to apply the public acquisition overlay and the land purchase program will commence in July 2021. This will allow for the timely rollout for long-planned water management, transport, recreation and public open space projects.	
	<i>Work with the Victorian Government to deliver the Geelong Growth Areas Transport Infrastructure Strategy.</i>	We worked with the Department of Transport and Victorian Planning Authority to prepare scenario modelling that will inform this strategy. We also completed engagement with landowners and developers in mid-March 2021.	
	<i>Work with Victorian Government and Barwon Water to deliver the Integrated Water Management Strategy for the Northern and Western Geelong Growth Areas.</i>	We completed the <i>Integrated Water Management Strategy</i> to inform the next phase of planning for the Northern and Western Growth Areas precinct structure plans. We are working with Barwon Water to implement the strategy recommendations into the first two precinct structure plans.	✓
	<i>Commence a precinct structure plan in each of the Northern and Western Geelong Growth Areas.</i>	We undertook the technical work to inform the precinct structure plans, including ongoing consultation with landowners and developers.	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Manage the impact of development on the character of our townships.	<i>Work with the Victorian Government to conserve the Bellarine Peninsula as a distinctive landscape area.</i>	We worked with the Department of Environment, Land, Water and Planning on the Distinctive Area and Landscape project, supporting their draft statement of planning policy engagement. Council will consider our organisation's submission in August 2021.	✓
	<i>Progress the Municipal Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.</i>	Our <i>Heritage Strategy 2017–2021</i> comprises 50 separate projects. We commenced or completed most of these actions by 30 June 2021, with only a small number not able to proceed, or no longer relevant, and some actions due to continue into 2021–22.	◆
	<i>Prepare, review and update strategic plans for townships, precincts and places.*</i>	Council adopted the <i>Saleyards Precinct Plan</i> in June 2021. We've reviewed community feedback on the <i>South Geelong Urban Design Framework</i> and started additional technical works, that will inform further consultation and engagement.	✓
Preserve nature reserves, rural and coastal environments.	<i>Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.</i>	We surveyed for spiny rice flower, striped legless lizard and golden sun moth to inform this strategy. We also worked with the Department of Agriculture, Water and the Environment and Department of Environment, Land, Water and Planning to inform the <i>Biodiversity Conservation Strategy</i> .	■
	<i>Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.</i>	After finalising the Livestock and Information Exchange Feasibility Study, the Rural and Peri Urban Advisory sub-committee agreed to run an Expression of Interest process to generate innovative solutions to the needs identified in this study.	✓

*Major Initiative

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Statutory Planning					
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	64.00	84.00	83.00	78.00	In 2020–21, planning applications increased 17 per cent compared to the previous year. However, we've still reduced the median time taken to determine applications.
Service standard <i>Planning applications decided within required time frames</i> [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	72.20%	68.50%	69.39%	80.90%	We improved the number of applications managed within the required statutory timeframe as a result of process improvements.
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,887.19	\$2,415.62	\$2,453.48	\$2,304.98	Our service cost has been consistent over the past three financial years.
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	68.00%	64.00%	54.17%	71.79%	In 2020–21, 28 out of 39 matters had our decision supported by VCAT, an increase from 2019–20 due to employee knowledge and experience. One appeal was postponed due to COVID-19 restrictions.

EFFECTIVE ENVIRONMENTAL MANAGEMENT

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

LINKS TO THE CLEVER 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





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

City of Greater Geelong			Target	YTD		
Measures of success	Frequency	Baseline	2022	Jun 2021	Progress comments	Status
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.	■

^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

City of Greater Geelong Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Implement the Environment Strategy 2020–30.</i>	<p>Key actions we implemented include:</p> <ul style="list-style-type: none"> switching our small and large Council buildings over to green power (in July 2020 and January 2021 respectively) planning for additional solar panels at Leisurelink Aquatic and Recreation Centre partnering with Geelong Sustainability to deliver Sustainable House Day online. <p>We also established new corporate carbon emissions targets:</p> <ul style="list-style-type: none"> all City-managed operations to be carbon neutral by 2025 100 per cent renewable electricity supply used for all City-owned and operated buildings and streetlights by 2025. 	✓
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Enhance our waste management by implementing the Waste and Resource Recovery Strategy 2020–2030.</i>	<p>Key actions we implemented include:</p> <ul style="list-style-type: none"> planning for a residential food organics collection trial in August 2021 partnering with Barwon Water, G21 councils and Wyndham City Council to develop a regional organics processing facility securing funding from the state government to plan for a regional Waste and Resource Recovery Hub and transfer station. 	✓
	<i>Continue the hard waste collection services trial.*</i>	Our hard waste collection service reached a near-capacity rate of 500 to 600 collections per week after service changes to support mattress collection and an extensive advertising campaign.	✓
	<i>In partnership with key stakeholders implement the Victorian Government Recycling Victoria Policy.</i>	In consultation with the Victorian Government, we prepared a kerbside waste services transition plan to support a move to a four-bin or equivalent waste service, so we can meet their new circular economy policy requirements.	✓
	<i>Implement the Stormwater Services Strategy 2020–30.</i>	<p>Council endorsed our <i>Stormwater Services Strategy 2020–30</i> in June 2020 and actions are advancing. As part of this strategy, we worked in partnership with Barwon Water to help progress regional integrated water management projects. We are also reviewing the <i>Flood Management Plan 2013</i> and the <i>Stormwater Quality Plan 2015</i>.</p> <p>Flood management studies for Ocean Grove, Hovells Creek and Cowies Creek catchments commenced to inform growth area planning and future improvement projects in these areas.</p>	■
	<i>Generate community awareness and support community initiatives that enhance and protect our local environment.</i>	<p>We funded the Nature Stewards program run by Outdoors Victoria in Geelong to educate people with an interest in the environment and encourage them to become volunteers.</p> <p>We also promoted our switch to renewable energy power supply to residents, supported community groups to promote the use of electric vehicles and install rooftop solar and continued our community waste and recycling education activities.</p>	✓
Commence Drysdale landfill rehabilitation.		We prepared the draft <i>Drysdale Landfill Rehabilitation Plan</i> , after engaging with the Drysdale Landfill Community Consultation Group. This draft plan will be presented to Council in August 2021.	■

Four-year council plan			
priorities	2020–21 actions	Progress comment	Status
Use sustainable materials to construct and renew roads, footpaths and street furniture.		Our procurement tenders for roads encourage the use of recycled materials. We used crumb rubber in road asphalt overlays and applied recycled glass in asphalt on Christies Road and Walkers Road, Leopold. In addition, we trialled new asphalt with recycled glass, plastic and crumb rubber content on Minerva Road and Finchaven Street, Herne Hill. We also explored using local recycled glass product in asphalt, as well as recycled soft plastic pellets in concrete for footpaths, and kerb and channel works.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		In March 2021, we commenced a multi-year implementation to replace approximately 14,000 streetlights with LED luminaires and smart control technology allows remote adjustment of lighting. This rollout is the first stage of an overall project that will convert all Greater Geelong's 25,000-plus streetlights to LED.	
Construct a green organics facility.	<i>Increase the volume of materials processed at the Green Organics Composting Facility.</i>	We've increased the volume of compost we can process to over 27,000 tonnes per year at our garden organics processing site by implementing better site irrigation, enhanced product flow and areas for stockpiling and maturing compost.	✓
Plant more trees to green and cool our urban areas.	<i>Continue to implement the Urban Forest Strategy 2015–2025.</i>	We completed the following actions this financial year: <ul style="list-style-type: none"> • planted 3,152 trees in streets and parks • created an avenue of trees in Rossack Drive, Grovedale • partnered with Friends of Rippleside Park and Environs Inc. to plant canopy trees in St Helens Reserve, Rippleside. Council also endorsed a <i>Tree Management Policy</i> in September 2020 to guide decisions about planting, pruning and removing trees, as well as protect and enhancing the tree population.	✓
Reduce single-use plastic across the region.	<i>Introduce the Wastewise Policy to reduce waste at City events.</i>	Council adopted the <i>Prevention of Single-Use Plastics Policy</i> in September 2020. We also amended event permit guidelines and approval processes to remove single-use plastics from public events held on council land, or in council facilities.	✓
Manage pests, plants and animals more effectively.		We implemented our ongoing pest plant and animal control works across 1,300 hectares of reserves and rural roadsides, as well as an annual rabbit baiting control program. We also resumed some on-ground conservation activities with community groups following the easing of COVID restrictions. We engaged with the community about the draft <i>Rabbit Control Plan 2020–24</i> in mid-2020. The finalised draft, incorporating community feedback, will be presented to Council in July 2021.	
Deliver biodiversity conservation programs.		After completing community engagement, we've incorporated feedback into the draft 20-year masterplan for the Sparrovale Wetlands and will present it, with a supporting implementation plan, to Council in July 2021. We finished biodiversity assessments for the Northern and Western Geelong Growth Areas in January 2021, mapped and recorded areas of significant species and habitat in conservation reserves and completed the initial community engagement for a draft biodiversity conservation strategy.	

*Major Initiative

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Waste Collection					
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	236.69	256.80	256.85	276.30	Requests for additional bins coincided with COVID-19 directives to work from home.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.29	9.71	12.14	12.28	The rate of bins being missed increased this financial year because: <ul style="list-style-type: none"> • new drivers are missing bins during their learning period • there's been a slight increase in the number of bins not being on the kerb by collection time • cars blocking bins in denser suburbs have led to second collections • new collection routes in housing estates can increase the chance of human error.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$100.71	\$104.98	\$115.38	\$108.89	Our service costs reflect less material per household being put out than previous years.
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$28.75	\$37.58	\$57.40	\$60.85	Service cost changes reflect increased processing costs and changes in the world market for recycling materials.

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
<p>Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	54.75%	54.00%	55.73%	53.87%	<p>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.</p>

VIBRANT ARTS AND CULTURE

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

LINKS TO THE CLEVER 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

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


Municipal Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	△

Municipal			Target	YTD	Progress comments	Status
Measures of success	Frequency	Baseline	2022	Jun 2021		
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, so past results are not comparable.	
City of Greater Geelong			Target	YTD	Progress comments	Status
Measures of success	Frequency	Baseline	2022	Jun 2021		
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)	Increase	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.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.	<i>Identify public art and heritage opportunities across the region, including the new Civic Precinct development.</i>	<p>We support public art and heritage in the following ways:</p> <ul style="list-style-type: none"> • Potato Shed redevelopment • Civic Precinct – integrating Wadawurrung designs into the external facade • Revitalising Central Geelong’s <i>Arts and Cultural Precinct Masterplan</i> and Green Spine projects • an Arts Industry Commissions program • public art projects in new housing estates at The Point, St Leonards, Lara, Anchorage and the North West growth corridor • mural installations in Central Geelong and Portarlington. 	✓
	<i>Continue to support the implementation of Armstrong Creek Public Art Strategy.</i>	We worked with developers to progress public art opportunities within large scale residential developments including Armstrong Creek. Public art will also be incorporated into the design of the new library for Armstrong Creek.	■
Recognise and share our heritage through storytelling.	<i>Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.</i>	<p>We developed a discussion paper to further inform the review of the Connecting Memory App.</p> <p>Budget for the Arts and Culture Trails App was redirected to COVID-19 arts recovery efforts this financial year.</p>	⚙️
Deliver UNESCO City of Design creative outcomes.	<i>Adopt and implement the first year of the Arts and Cultural Strategy.</i>	We completed the first two stages of engagement, with input from more than 890 individual community and industry representatives. This informed a draft strategy, presented to Council in March 2021, and then released for community consultation. The final strategy and supporting action plan will be completed next financial year.	◆
	<i>Deliver Geelong After Dark 2021.</i>	Geelong After Dark 2021 was cancelled due to the uncertainty of COVID-19 restrictions. The funding was reinvested into the Arts Industry Commission program to support local artists and creative industries. We received 54 applications and a panel commissioned 19 projects. Eight have been delivered to date.	⚙️
	<i>Create a future vision plan for the National Wool Museum.</i>	We engaged a consultant to review a draft 30-year vision and develop a UNESCO Framework. Engagement with key stakeholders is currently underway and the project is expected to be completed by the end of 2021.	◆
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.	<i>Endorse and implement the recommendations of the Our Heritage, Our Collections strategic report.</i>	<p>We successfully delivered many initiatives, including:</p> <ul style="list-style-type: none"> • cleaning and repair of public art and heritage collections • allocating a new position to manage and care for collections • working with Traditional Owner and regional artist, Deanne Gilson, to acquire <i>Yaluk, Beek, Murrup</i> • an online exhibition of <i>Our Heritage, Our Collection</i> • cataloguing of the National Wool Museum indoor collection • creating an asset database • <i>On the Land: Our Story Retold</i> core gallery redevelopment • securing \$40,000 to commission and acquire indoor works. 	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise and celebrate Geelong's Aboriginal culture and history.	<i>Work with Wadawurrung to ensure Aboriginal culture, heritage and stories are presented.</i>	<p>We partnered with Aboriginal, Torres Strait Islander and non-Indigenous organisations to deliver a program of activities celebrating NAIDOC Week in November 2020. We also engaged with Traditional Owners on other initiatives, including:</p> <ul style="list-style-type: none"> • redevelopment of the National Wool Museum's Wool Harvest, Gallery One, to incorporate story of place name and the role of Aboriginal people in the wool and textile industry, and the <i>On the Land: Our Story Retold</i> exhibition • various public art commissions and integrated design opportunities, as well as cultural awareness training for all successful Arts Industry Commission artists • the commissioning of a 'Geelong Story' possum skin cloak • working with Wadawurrung artist, Deanne Gilson, to acquire a series of works themed on 'Wadawurrung Seasons' for a major exhibition in 2022. 	✓
	<i>Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.</i>	<p>The planned Indigenous Traineeship, funded by Creative Victoria, was unfortunately cancelled due to COVID-related challenges. The indigenous song writing mentorship was also postponed and budget reallocated to the Arts Industry Commissions program.</p> <p>Eight local musicians performed as part of Isol-Aid, an online music festival and gathering space, where artists could stream live sets via their Instagram accounts. This reached an audience of over 18,000 and local First Nations musician, Mick Ryan, was subsequently featured in several media articles. We also facilitated an event with Songlines, Strong Brother Strong Sister and Narana, to design and develop First Nations music. This included support to secure funding allowing representatives from Strong Brother Strong Sister and Ngarrimili to go the Barunga Festival and conduct cultural exchange activities with the community.</p>	
Work with galleries and museums to improve our public art and heritage offering.	<i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i>	Council adopted the <i>Osborne House Sustainable Development Plan</i> in September 2020 and endorsed an Expression of Interest process for the redevelopment in February 2021. Three submissions were received and will proceed to the next stage of the development process.	✓
Attract new and support existing creative industries.	<i>Deliver the Creative Communities Grants and establish the First Nations Heritage Grants.*</i>	<p>We supported 19 arts projects (\$140,522 total), eight community festivals (\$66,700 total) and five professional development opportunities (\$11,250 total) through 2020–21 Creative Communities Grants programs. We also allocated \$302,341 for COVID-19 Arts Culture and Heritage Recovery Grants, which assisted 67 projects.</p> <p>In addition, we collaborated with Wadawurrung Traditional Owners Aboriginal Corporation to establish the First Nations Cultural Heritage Grants, designed to support projects that recognise, protect and preserve Aboriginal cultural heritage.</p>	✓

*Major Initiative

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Libraries					
Utilisation <i>Physical library collection usage</i> [Number of physical library collection item loans / Number of physical library collection items]	6.06	5.96	4.45	3.52	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: From 2019–20, this indicator measures the performance of physical library items as a subset of the wider library collection, so past results are not comparable.
Resource standard <i>Recently purchased library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	72.46%	74.08%	73.18%	63.31%	The Geelong Library and Heritage Centre is now over five years old and, even though we purchase new items each year, this impacts the overall result.
Participation <i>Active library borrowers in the municipality</i> [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100	18.17%	18.20%	17.57%	15.70%	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, so past results are not comparable.
Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	New in 2020	New in 2020	\$37.00	\$36.88	Service cost was consistent over the past two financial years. Note: This measure replaces the previous 'Cost of library service' indicator, which was based on number of visits, rather than population.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicator:

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Libraries					
Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.09	\$5.49	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by an amended <i>Cost of library service per population</i> measure.

INTEGRATED TRANSPORT CONNECTIONS

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

LINKS TO THE CLEVER CREATIVE VISION:



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

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

City of Greater Geelong			Target	YTD		
Measures of success	Frequency	Baseline	2022	Jun 2021	Progress comments	Status
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 add shared paths to this measure for 2020–21.

Four-year council plan			
priorities	2020–21 actions	Progress comment	Status
Support projects in the <i>G21 Region Road Transport Plan 2017–2027</i> .		<p>We completed the following supporting actions in 2020–21:</p> <ul style="list-style-type: none"> • delivering the Building Better Bike Connections project • supporting Major Road Projects Victoria in the Barwon Heads Road duplication • advocating to the Department of Transport for resolution and progression of heavy vehicle restrictions in Central Geelong • completing heavy vehicle routes and restrictions in Lara. <p>We also started an integrated transport plan for the municipality to support a broader G21 Integrated Transport Strategy.</p>	
Work with VicRoads to deliver the <i>Transport Network Operating Plan</i> .		Council rejected VicRoads proposed <i>Transport Network Operating Plan</i> for Central Geelong, instead requesting that work begin on an <i>Integrated Transport Plan</i> for Greater Geelong.	✓
Improve our road management and engagement program.	<i>Continue to seek input from the community on the planning and delivery of transport infrastructure.</i>	We sought community feedback on our <i>Municipal Road Management Plan</i> , which specifies how we will manage and maintain the road and footpath network across the municipality. The final plan was adopted by Council in June 2021.	✓
	<i>Implement planned council program of infrastructure upgrades including streets, roads and drains.</i>	We delivered approximately \$40 million of infrastructure works across 485 projects to renew and improve the safety and condition of roads, bridges, drains, footpaths and other civil assets. These projects helped increase local employment and support the economy. The program of works included multiple safety and pedestrian improvements in the northern suburbs and South Geelong, valued at \$4.5 million.	✓
Deliver better-connected walking, cycling and trail paths across our region.	<i>Upgrade and deliver new footpaths and cycling paths and focus on linkages between paths.</i>	We are developing a draft Integrated Transport Plan to support a cohesive transport and land use planning framework, which will prioritise active transport modes and routes. We also appointed a contractor to start the Building Better Bike Connections – Southern Link Stage 1 project in August 2021. As part of the <i>Shared Trails Masterplan</i> , we have nearly completed four new links and designed a further three.	
	<i>Deliver actions in the Shared Trails Masterplan.*</i>	We developed project plans for each trail and delivered four new links in 2020–21, as well as detailed designs for a further three. We also investigated suitable routes for four links on the Bellarine Peninsula.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Advocate to improve rail, road and sea connections for our region.	<i>Advocate on behalf of our residents to have access to safe, reliable and consistent transport, including rail.</i>	We advocated with neighbouring councils and the Department of Transport through the G21 Alliance Transport Pillar for improved transport connections. We anticipate the Integrated Transport Plan will also be a key advocacy and action plan for the region once completed.	
Work with government to improve freight connections to the Geelong Port.		We undertook projects to support freight logistics and access to the Geelong Port, including improvements to local roads. The routes connecting the Geelong Port to the Princes Freeway are also included in the Department of Transport's draft Principal Freight Network.	
Support further international flights at Avalon.		Tourism Greater Geelong & The Bellarine supported Avalon Airport as part of a tourism partnership. Avalon Airport was one of a select number of regional airports in Australia involved with the federal government's half-priced airfare subsidy scheme. Tourism Greater Geelong & The Bellarine also worked with Regional Development Victoria and Great Ocean Road Regional Tourism to develop an interstate marketing program for 2021–22 that is focused on destinations flying into Avalon Airport, supported by \$400,000 funding.	
Support the redevelopment of the rail station precinct, including a modern bus terminal.		We participated in the Revitalising Central Geelong Partnership, working with state government to update and deliver the Geelong Station Precinct Masterplan Implementation Strategy. This will support and integrate the requirements of Victoria's Big Build projects including: <ul style="list-style-type: none"> • Geelong Fast Rail • Geelong Line Upgrade • Waurn Ponds station upgrade. 	
Deliver the <i>Better Bike Connections</i> project.	<i>Deliver the southern section of the Better Bike Connections program from Central Geelong to Highton.</i>	We completed a detailed design for the Southern Link of the <i>Better Bike Connections</i> project. We appointed a contractor for Stage 1 of this project and construction is planned to commence in August 2021. We also started design planning for Stage 2 of the project.	

*Major Initiative

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Roads					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	59.46	45.70	85.86	79.21	Sealed local road requests reduced over the last year. We've also improved our maintenance response times and used budget increases to support more road renewal activities.
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	95.65%	95.30%	91.86%	95.26%	A new road condition audit was undertaken this financial year meaning we would expect some variability from the 2019–20 results.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$199.05	\$177.83	\$201.39	\$124.09	Our major reconstruction project this financial year was Anakie Road, which was over three kilometres long. Given the size of this project, the complexity of the reconstruction program was reduced, which resulted in a decrease in services costs.
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$17.18	\$16.45	\$18.23	\$18.94	The cost of local road resealing is consistent with previous years. It should be noted that these costs include both asphalt and spray seal resurfacing, which will lead to some inherent variability between reporting periods.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	49	54	60	62	Community satisfaction has increased by two index points, continuing the upward trend over the past four years. As well as improving our maintenance response times, a budget increase supported more road renewal activities.

A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

LINKS TO THE CLEVER 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

■ On track
 ◆ Needs improvement
 ⬢ Off track
 ⚙️ Off track COVID-19
 ⚠️ Not yet available
 ✓ Complete

Municipal Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	■

^We incorrectly reported this baseline data but this has now been corrected.

City of Greater Geelong Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	<i>Work with the Victorian Government to deliver the Central Geelong Planning Framework Review.</i>	We worked with the Department of Environment, Land, Water and Planning to finalise the <i>Central Geelong Central Geelong Structure Plan</i> . The draft plan is available to the community and we are engaging with Revitalising Central Geelong and other stakeholders to refresh the action plan.	
Work with government to deliver City Deal projects.	<i>Plan and prepare for the delivery of Revitalising Central Geelong projects funded through the Geelong City Deal.</i>	We are integrating the City Deal projects with the <i>Revitalising Central Geelong Action Plan</i> , which is due to be updated by the end of 2021. The Royal Geelong Yacht Club completed the <i>Safe Harbour</i> project and the Wangim Walk wave attenuator, which opened to the public in November 2020. The Geelong Arts Centre Stage 3 work is well underway, with demolition completed and ground piling underway. The project is on track for completion in late 2022.	
Use Geelong's UNESCO City of Design designation to secure economic development projects.	<i>Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation.*</i>	We delivered Geelong Design Week in March 2021, featuring 69 events. 6,131 participated, attending a diverse mix of exhibitions, experiences, public art installations, open studios, performance, pop-up shops, talks, tours and workshops. CODE Souvenir, a curated catalogue of locally designed products aimed at business events, tourism, retail and corporate gift markets, launched in March 2021. We will host the virtual 2021 UNESCO Cities of Design Subnetwork Meeting in October 2021. The UNESCO Working Group approved the draft Guiding Principles for Geelong Creative City of Design and we engaged a consultant and started engagement for a UNESCO Framework.	✓
Help to renew industrial precincts.		There were no planned activities to support this priority in 2020–21.	Not started
Execute strategies for economic growth in the region's north.	<i>Continue to deliver the Regional Industry Sector Employment program.</i>	We delivered the last Regional Industry Sector Employment (RISE) program for 2020–21. Eight of 11 participants graduated, thanks in part to a partnership with Barwon Child, Youth and Family to support starting students. The RISE Advisory Group agreed to Terms of Reference and key performance indicators for the eight programs, to be delivered over the next two years.	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Attract new investments to the region.	<i>Coordinate the Geelong Defence Alliance to support Hanwha's Land400 Phase 3 bid to create an elite defence production facility in Geelong.</i>	We coordinated support for Hanwha Defence Australia, which plans to establish a manufacturing base in Geelong. Hanwha are shortlisted as a preferred supplier to manufacture self-propelled howitzers and are undertaking risk mitigation assessment as part of the Land400 Phase 3 program.	✓
	<i>Create opportunities to increase the number of start-up and entrepreneurial businesses in the region.</i>	We measured the economic impact of our funding of Runway's start-up programs in 2017 and 2018. Results show the investment created 49 new jobs and a \$6.2 million contribution to our region's Gross Regional Product. We also delivered the Geelong Small Business Festival in partnership with the state government in September 2020, worked with a range of providers to support start-ups and entrepreneurial businesses and facilitated individual mentoring sessions through the Small Business Mentoring Service and Geelong Business Support program.	✓
	<i>Deliver the Cleantech Innovation Geelong Business Plan to encourage and enable sustainable practice in local business and use of clean technologies.</i>	We implemented the following actions: <ul style="list-style-type: none"> • funded four Cleantech demonstration projects • implemented procurement for employee innovation training • supported a procurement process to introduce circular economy products for use on road surfaces • provided grants for product development projects • funded eight start-up Cleantech businesses to participate in a business accelerator program. 	✓
Support and promote across the region, local businesses, markets and products.	<i>Deliver the Small Business Festival to support existing and generate new small business owners.</i>	We delivered the tenth Geelong Small Business Festival online from 1 to 18 September 2020. It included 40 events over three weeks and attracted over 15,000 participants.	✓
	<i>Support the recovery of businesses in the region following COVID-19 through the delivery of Geelong's Business Support Package.</i>	We provided the following support to businesses impacted by COVID-19: <ul style="list-style-type: none"> • 676 free vouchers to 487 businesses for free professional advice in legal, finance, marketing, digital services, occupational health and safety, grant writing wellbeing, COVID-safe operations and human resources • two rounds of a Geelong Small Business Grants – one in December 2020 and one in February 2021 – distributing 103 businesses with \$502,049. • an e-Concierge service. 	✓
	<i>Continue shopping centre streetscape renewal projects.*</i>	We delivered a series of outdoor dining parklets at various locations across the municipality following community engagement about COVID-19 restrictions. However, there were no planned activities to support this priority in 2020–21.	Not started

*Major Initiative

GROWING OUR TOURISM AND EVENTS

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

LINKS TO THE CLEVER 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


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

Municipal Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	⚙️

Municipal Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	
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.	
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.	
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.	

^Data reported in the 2018–19 annual report was for the period January 2019 to December 2019 and has been corrected in this report.

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

City of Greater Geelong			Target	YTD		
Measures of success	Frequency	Baseline	2022	Jun 2021	Progress comments	Status
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.	

Four-year council plan priorities				Status
	2020–21 actions	Progress comment		
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.	<i>Work with Government to deliver City Deal tourism infrastructure projects.</i>	The federal government released the <i>Geelong City Deal Annual Progress Report 2019–20</i> in November 2020, which highlighted key achievements, including completion of the Queenscliff Ferry terminal redevelopment and Geelong Waterfront Safe Harbour projects. The City Deal projects continued to progress with Tourism Greater Geelong & The Bellarine working directly with Regional Development Victoria to inform the development of the proposed Geelong Convention and Exhibition Centre.		
Build on the current events program and increasing cross-promotional opportunities.	<i>Attract and procure major events to the region.*</i>	We held seven major events between January and June 2021, stimulating \$9.2 million of economic spending in the region. Events included: <ul style="list-style-type: none"> • Oceania Regional Tennis Championships • Ironman 70.3 Geelong • Wildfighter Boxing Round Five • Head of the Schoolgirls Rowing Regatta • RONE In Geelong @ Geelong Gallery • Victoria Police & Emergency Services Games • Western United Football Club summer of football. 		

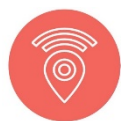
Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i> .	<i>Support Parks Victoria in the development of the You Yangs and Serendip Sanctuary Master Plan.</i>	Parks Victoria released the draft plan for public comment on 1 September 2020. As consultation with relevant community and business groups did not occur until early 2021, the final plan is not expected to be endorsed by Parks Victoria until July 2021.	✓
	<i>Support the Study Geelong initiative to attract international students to the region.</i>	<p>Study Geelong launched the International Friends Program as part of our COVID-19 Support Package in November 2020. The cultural exchange program matched 19 international students with local people in the first intake, and a further 21 in the second intake in March 2021.</p> <p>A range of other initiatives were also supported including:</p> <ul style="list-style-type: none"> • the Study Geelong Ambassadors program • supporting events for students • an education campaign about COVID-19 • wellness circles for students • funding bids to support the program • Insider Guides promoting Geelong as a study destination • social media videos encouraging students to ask for help • laptops for international students and hard drive replacements for students in need • the Study Geelong Career Mentoring Program • swimming courses for international students • public speaking workshops for Study Ambassadors. 	✓
	<i>Support and secure business events to the region via the activities of Business Events Geelong.</i>	Business Events Geelong (BEGeelong) moved into Phase 3 of the Crisis Management and Recovery Strategy. The 'You Belong in Geelong' campaign generated over \$600,000 in estimated economic benefit, with a further \$300,000 in pending business. A number of engagement activities were also undertaken to support a business-events-led recovery in the region including presentations, exhibitions, a marketing program, virtual booths and publicity.	✓
	<i>Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow visitor demand.</i>	<p>Tourism Greater Geelong & The Bellarine launched a 'Greater Than' campaign to encourage local visitors to the area. Commencing in December 2020, the campaign ran over summer and the 2021 shoulder season.</p> <p>As well as 23 videos about signature experiences and activities that were promoted via social media channels, the campaign also featured print, digital, television and regional features, prompted by RONE in Geelong @ Geelong Gallery.</p>	✓
<i>Help the region reach its potential through the delivery of critical infrastructure through advocacy for tourism priority projects as outlined in the Tourism Development Plan.</i>	<p>There are currently 44 major infrastructure projects and six masterplans in the pipeline directly supporting the Greater Geelong visitor economy. These include:</p> <ul style="list-style-type: none"> • 21 accommodation developments worth \$521 million, adding an additional 1,835 rooms to the existing 3,075 • 12 attraction and experience developments worth \$291 million • seven visitor infrastructure developments worth over \$435 million. 	■	

*Major Initiative

INNOVATIVE FINANCES AND TECHNOLOGY

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

LINKS TO THE CLEVER 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

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

City of Greater Geelong			Target	YTD	Progress comments	Status
Measures of success	Frequency	Baseline	2022	Jun 2021		
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 added nine new Wi-Fi access points and have added free Wi-Fi at two City-owned facilities since July 2018.	⚙️

City of Greater Geelong Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	
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.	
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.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.	<i>Implement the first year of the LED Street Light and Smart Remote Controller Program.</i>	We finalised the purchasing phase of the LED Street Light and Smart Remote Controller Program and commenced phase 1 installation with 4,600 of the 14,000 residential street lights already fitted.	
Develop digital tools and technologies to improve service delivery and our customer experience.	<i>Implement an online booking and ticketing system for the City's facilities and assets.</i>	We completed a significant engagement with business stakeholders to produce a fit-for-purpose system. The online booking system, linked to the Oracle Smart-Council solution, will be implemented in July 2021.	
	<i>Implement the City's new risk management and reporting software solution.</i>	We launched new Occupational Health and Safety reporting software and will release the risk management module in 2021–22.	
Increase free Wi-Fi in public spaces and community facilities.	<i>Provide new Wi-Fi points at various locations across the municipality.</i>	We started our Wi-Fi project in the northern suburbs. We identified major gaps in infrastructure, which crossed over with several recreation master plans. We therefore reviewed the project and amended the scope of work. These changes have extended the project timeline.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Develop a strategic plan for the Smart City program, which uses technology and data to improve the lives of people in the community.</i>	Council endorsed the <i>Smart City Strategic Framework</i> and accompanying action in March 2021, setting us up to successfully harness emerging technology to improve liveability in Greater Geelong.	✓
	<i>Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.</i>	We are finalising the Bellarine enhanced broadband project contracts and detailed specifications. The project start is pending the completion of an environmental and heritage permit approval, which is expected to alter the fibre route.	
Attract more technology-focused businesses to our region.		We managed ongoing business enquiries and opportunities for attracting technology-focused businesses through Cleantech Innovations Geelong and the <i>Smart Cities Strategy</i> .	✓
Examine our budget to fund future initiatives.	<i>Continue to review our internal processes and services to find and implement efficiencies.</i>	Our Council Expenditure Review Panel made a series of recommendations that were incorporated into our subsequent budget, as were the 2020–21 budget development review findings and feedback from budget submissions. In June 2021, Council adopted our <i>2021–22 to 2024–25 Budget</i> and our <i>Revenue and Rating Plan 2021–25</i> . Both are focused on generating enough revenue to deliver infrastructure, services and programs to our community.	✓
Establish sustainable financial and infrastructure management systems for our future.	<i>Implement the City's Digital Modernisation program to improve digital capability across the business to enrich the experience of our customers and employees.*</i>	While some Digital Modernisation projects are on time, others are behind schedule. We have appointed an external organisation to help us implement this program, including: <ul style="list-style-type: none"> • planning and design for phase 1 of the project • delivery of stakeholder showcases • system and people development build • change strategy and change impact assessment • data migration and strategy integration. 	
	<i>Continue the Asset Management Transformation program, including delivery of the Asset Management Strategy.</i>	The Asset Management Steering Committee approved the <i>Asset Management Strategy</i> in December 2020. We also started work on: <ul style="list-style-type: none"> • a data, systems, processes and procedures review • development of Strategic Asset Models to better manage our growing asset base and support service delivery in the future. We worked with a team from Working for Victoria to support the delivery of key data inputs to support this project. The <i>Local Government Act 2020</i> requires us to develop 10-year asset management plans. We drafted these plans during the year and will start community engagement in 2021–22.	

*Major Initiative

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




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

City of Greater Geelong Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2021	Progress comments	Status
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.	◆



City of Greater Geelong			Target	YTD		
Measures of success	Frequency	Baseline	2022	Jun 2021	Progress comments	Status
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.	

City of Greater Geelong			Target	YTD		
Measures of success	Frequency	Baseline	2022	Jun 2021	Progress comments	Status
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%^ (Average 2020–21) 66.0%^ (Average 2019–20) 62.6% (Average 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.

Four-year council plan priorities			
2020–21 actions	Progress comment	Status	
<i>Develop a Sales and Acquisitions Strategy.</i>	We originally drafted a strategy, however a change in scope led us to switch to a new set of guidelines. These guidelines will proceed to Council for endorsement in 2021–22, prior to community engagement.		
<i>Commence construction and build of the new Civic Precinct.*</i>	The planning permit was issued at the end of June 2020 and a site blessing and cleansing ceremony was completed by Wadawurrung Traditional Owners before construction commenced in August. We also engaged with Traditional Owners on landscaping, building design, artworks, employment opportunities and the naming of the Civic Precinct.		
<i>Support the voice of the youth in the community by promoting and supporting the 2020 Junior Youth Council.</i>	Twelve young people aged 12–17 years came together in January to form the 2021 Youth Council and replace the 2020 Youth Council. These young people have been supported to not only provide advice, but also develop their leadership skills, through a comprehensive program. As well as advising our organisation, our 2020 and 2021 Youth Councils also provided advice to headspace, the Commission for Children, the Geelong Regional Library Corporation, Deakin University and Revitalising Central Geelong.		

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Continue to transform our workplace culture.	<i>Deliver the Working Better Together program to achieve a positive workplace culture.</i>	We delivered a wide variety of team-building and leadership development sessions in 2020–21. We also worked to deliver: <ul style="list-style-type: none"> • a Leadership Capability Framework • a new performance review program • a culture evaluation framework. • an <i>Inclusion and Diversity Roadmap</i>. 	✓
Use data and analytics to make better decisions.	<i>Embed the Sustainability Framework within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework.*</i>	Council endorsed the updated <i>Sustainability Framework 2020</i> and <i>Sustainability Framework Action Plan 2020–22</i> in July 2020 and Sustainability Policy in February 2021. Furthermore, organisational and municipal sustainability targets and measures were endorsed in June 2021. We also established our first ever Sustainability Advisory Committee, comprising community members and industry representatives with diverse local expertise, experience, and networks.	■
	<i>Establish an Enterprise Project Management Office to support consistent and strategically planned project delivery across the organisation.</i>	We scoped our Enterprise Project Management Office and developed governance and organisational systems to support consistent and strategically planned project delivery. The office will be integrated into Future Ways of Working program.	◆
Develop, promote and improve the City's brand.	<i>Set a baseline with brand awareness research.</i>	We conducted a baseline investigation into brand awareness at the end of 2019–20. This will be used to inform future marketing and communications strategies. We also received feedback on our key brand indicators, to improve our understanding of community sentiment.	■
Lead major local organisations in collaborative projects.		We collaborated with both governments and key stakeholders across a range of areas including implementation of the City Deal, Australia's Gateway Cities alliance, the Geelong Collective, the Northern Aquatic and Community Hub and the Clever Creative Vision partnership. We also worked with G21 and the Committee for Geelong, held regular COVID-19 meetings with Members of Parliament, hosted Central Geelong taskforce forums and, participated in Barwon Regional Partnership COVID-19 recovery discussions. We successfully advocated for the Australian Tax Office to remain in Geelong, supported several government-funded projects in Geelong, including rail and social housing and led the Designing Geelong webinar series. In addition, our Mayor has been appointed as the chair of G21 for the next two years.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Make our processes more effective and efficient.	<i>Deliver the second year of the City's Service Planning Program and implement our Service Review Framework to ensure we are servicing and meeting existing and emerging needs of our community.</i>	We completed the second year of our service planning program. The data was used to inform <i>Our Community Plan 2021–25</i> and Future Ways of Working program. We finalised our annual business planning process and service planning is now integrated into this annual process.	✓
	<i>Deliver the Clever Together Project change program to ready our workforce for working in new ways.</i>	Our Clever Together Project brings together the Civic Precinct, and Digital Modernisation programs to improve the experience of our customers and employees. Some of the activities completed, or underway include: <ul style="list-style-type: none"> • community and Aboriginal engagement in matters such as the naming of the Civic Precinct, Wurriki Nyal, and scar tree relocation • vendor appointment for the Digital Modernisation program, with projects systems, implementation scheduling and identification of change impacts underway • extensive employee engagement that included workspace design workshops and new ways of working • regular union briefings about proposed changes. 	
	<i>Mobilise the City's resources to enable delivery of organisational and community recovery following the COVID-19 pandemic.</i>	In 2020–21, Council endorsed six COVID-19 support packages, worth an estimated \$16.9 million, to assist businesses, community groups and residents impacted by the pandemic. This included: <ul style="list-style-type: none"> • over \$9 million to 12 community support initiatives • \$7 million for 23 business support initiatives • \$500,000 for three tourism support initiatives In addition, our Community Grants program funded over \$1 million of quick response grants to support community groups, businesses and the arts industry.	✓
	<i>Deliver organisational changes in line with the new Local Government Act 2020.</i>	We met our required <i>Local Government Act (Vic) 2020</i> obligations for 2020–21, including: <ul style="list-style-type: none"> • updating the Audit and Risk Committee Charter • adopting <i>Our Community Plan 2021–25</i> and annual action plan • adopting the <i>2021–22 to 2024–25 Budget</i> • adopting the four-year <i>Revenue and Rating Plan 2021–22 to 2024–25</i> • releasing a draft second edition of <i>Greater Geelong: A Clever and Creative Future</i> for community feedback • completing the mandatory Councillor Induction training and declarations • finalising the review of Councillor allowances. 	✓
Increase state and federal funding for the region.		We successfully applied for several state grants aligned to our strategic priorities. These funds were used for road works, lighting, CCTV and outdoor dining initiatives. We also secured state and federal government funding for the Northern Aquatic and Community Hub.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Use better communication to strengthen our strategic priorities.	<i>Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government's target.</i>	We hosted two webinars in August 2020 for women interested in standing for the 2020 Council General Elections. We partnered with the Municipal Association of Victoria to deliver Council Community and Candidate Information Sessions. We also partnered with the Victorian Electoral Commission to deliver a Voter Education Session for culturally and linguistically diverse communities. Finally, we promoted Your Community Country and Council sessions run by the Victorian Local Governance Association.	✓
	<i>Build the advocacy function to support the City to utilise and attract state and federal funding for the region.</i>	We developed an advocacy framework and enhanced relationship management with all tiers of federal and state governments. We also: <ul style="list-style-type: none"> • centralised reporting and oversight of incoming grants and • created a policy document to develop a consistent narrative about council matters. 	✓

*Major Initiative

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Governance					
Transparency <i>Council decisions made at meetings closed to the public</i> [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors] x100	12.25%	8.39%	9.03%	8.03%	In accordance with the City's Public Transparency Policy, Council is committed to improving public access to the decision-making process. These results reflect that the vast majority of council decisions are open to the public.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	50	55	53	57	Community satisfaction increased by four index points, continuing the upward trend of the past four years. We've continued to focus on better consultation and engagement with our community, adopting a new Engagement Policy and adding more accessibility features to our Have Your Say website.
Attendance <i>Councillor attendance at council meetings</i> [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) × (Number of councillors elected at the last council general election)] x100	94.54%	96.36%	93.45%	96.97%	Our results are consistent with previous years, with only six recorded apologies for the financial year 2020–21.
Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$101,558.08	\$48,135.89	\$43,543.45	\$45,711.91	The marginal increase in the cost of delivering council's governance service this financial year is primarily due to the councillor induction training, a requirement of the <i>Local Government Act (Vic) 2020</i> .

SERVICE/INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
<p>Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	53	55	56	59	<p>Community satisfaction with Council decisions increased by three index points, continuing the upward trend of the past four years.</p> <p>We've continued to improve the quality of the information and analysis we provide to best support councillor decision-making.</p>

GOVERNANCE

COUNCIL INFORMATION

The role of council

The *Local Government Act (Vic) 2020* (the Act) requires all councils to provide good governance in its municipal district for the benefit and wellbeing of the community.

Good governance includes giving effect to the overarching governance principles:

- a) Council decisions are to be made and actions taken in accordance with the relevant law
- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted
- d) the municipal community is to be engaged in strategic planning and strategic decision making
- e) innovation and continuous improvement is to be pursued
- f) collaboration with other Councils and Governments and statutory bodies is to be sought
- g) the ongoing financial viability of the Council is to be ensured
- h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making and
- i) the transparency of Council decisions, actions and information is to be ensured.

In giving effect to the overarching governance principles, a Council must take into account the following supporting principles:

- a) the community engagement principles
- b) the public transparency principles
- c) the strategic planning principles
- d) the financial management principles and
- e) the service performance principles.

Local Government Act 2020

The Act gained Royal Assent on 24 March 2020 and implementation is planned in four key stages. A number of compliance requirements occurred during the financial year, including:

1 September 2020

- Governance Rules
- Expenses Policy
- Delegated Committees
- Community Asset Committee
- Audit and Risk Committee
- Public Transparency Policy

17 September 2020

- Mandatory Candidate Training

24 February 2021

- Councillor Code of Conduct

1 March 2021

- Community Engagement Policy

30 April 2021

- Gift policy

30 June 2021

- Councillor Induction Training – within 6 months of Oath of Office

Annual Budget

- Revenue and Rating Plan

2020 Council General Election

The Greater Geelong City Council Election (2020 Election) was held on 24 October 2020 by postal voting.

Ten candidates were successful in being re-elected from a field of 39 candidates, with one new councillor, Belinda Moloney, elected to the Kardinia Ward.

There were a number of challenges for the 2020 election, including changes to the Act and regulations, and the difficulties of conducting an election during a global pandemic.

The overall participation rate in the 2020 election was 86.16 per cent, higher than the state average of 84.12 per cent (excluding Melbourne City Council) and higher than the 79.73 per cent rate of the 2017 Greater Geelong City Council general election.

The informal voting rate was recorded at 4.76 per cent, compared with the state average of 4.76 per cent. This was lower than 6.09 per cent rate recorded at the 2017 Greater Geelong City Council general election.

Council Meetings

The Governance Rules were adopted by Council on 1 September 2020. The Governance Rules describe the way Council will conduct meetings and make decisions. Since 1 September 2020, Council meetings have no longer been referred to as 'Ordinary council meetings'.

From 2021, a meeting cycle of one council meeting per month was introduced, with four off-site meetings in each of the wards throughout the year. By livestreaming all meetings in 2021, including off-site meetings, it has improved community access to the decision-making process.

TABLE 5: Council meetings in 2020–21

Meeting type	Number held	Held at
Ordinary council meetings	4	City Hall (30 Gheringhap Street, Geelong)
Special council meetings	2	City Hall (30 Gheringhap Street, Geelong)
Community focus council meetings	3	Previously held monthly in a different location, these meetings were moved to City Hall due to COVID-19 restrictions
Council meetings	9	City Hall (30 Gheringhap Street, Geelong) Off-site meeting – Kardinia Ward (Highton) Off-site meeting – Bellarine Ward (Portarlington)

TABLE 6: Councillor attendance for 2020–21

Councillor	Council Meetings
S Asher (Mayor)	17
A Aitken (Councillor)	18
K Grzybek (Councillor)	18
B Harwood (Councillor)	18
E Kontelj (Councillor)	16
S Mansfield (Councillor)	17
J Mason (Councillor)	18
B Moloney* (Councillor)	9
P Murnane* (Councillor)	9
P Murrhy (Councillor)	17
R Nelson (Councillor)	18
T Sullivan (elected Deputy Mayor)	17

*Attendance reflects the outcome of the Greater Geelong City Council General Election, held 24 October 2020.

TABLE 7: Delegated Committees in 2020–21 (s 63)

Section 86 of the *Local Government Act (Vic) 1989*, which related to Special Committees, was repealed on 1 May 2020. However, a grace period of 4 months was allowed to help local governments to comply with the new requirements.

On 1 September 2020, Council endorsed the following Delegated Committees and Community Asset Committee:

Committee	Purpose and Appointment
Central Geelong Marketing Delegated Committee	Appointed under s 63 of the Act To market and promote Central Geelong in a coordinated and integrated way, enhancing economic and social viability and general amenity
Geelong Major Events Delegated Committee	Appointed under s 63 of the Act To coordinate how we attract, assist and fund events
Bellarine Multi-Arts Facility (Potato Shed) Community Asset Committee	Appointed under s 65 of the Act To support the long-term management and promotion of the Potato Shed
Planning Committee	Appointed under s 63 of the Act To consider and determine planning permit applications that have been called in by a councillor
Chief Executive Officer (CEO) Employment Matters Delegated Committee	Appointed under s 63 of the Act To oversee the recruitment of the CEO, and other CEO employment matters

At the 25 May 2021 council meeting, Council resolved to dissolve the Central Geelong Marketing Delegated Committee, effective 1 July 2021.

Code of conduct

In accordance with the *Local Government Act 2020*, all councils are required to develop and approve a Councillor Code of Conduct within the period of four months after a general election. On 23 February 2021, our Council adopted a revised *Councillor Code of Conduct*. The policy prescribes that five standards of conduct that must be observed by every Councillor:

- treatment of others
- performing the role of a Councillor
- compliance with good governance measures
- councillor must not discredit or mislead Council or public and
- standards do not limit robust political debate.

Councillor allowances

All councillors are entitled to an allowance while performing their duty.

Under section 39 of the Act, allowances are set by a Determination of the Victorian Independent Remuneration Tribunal. The Tribunal must conduct the review of allowances within six months of the Minister's request. As the Minister did not make this request during 2020–21, the current allowance framework under the *Local Government Act 1989* and *City of Greater Geelong Act 1993* continued to operate.

The Minister for Local Government determined that there would be no adjustments to the allowance, which has been in place since 1 December 2019.

TABLE 8: Current annual allowances

Councillor	Allowance \$
S Asher (Mayor)	100,434
A Aitken (Councillor)	31,444
K Grzybek (Councillor)	31,444
B Harwood (Councillor)	31,444
E Kontelj (Councillor)	31,444
S Mansfield (Councillor)	31,444
J Mason (Councillor)	31,444
B Moloney (Councillor)	31,444
P Murrihy (Councillor)	31,444
R Nelson (Councillor)	31,444
T Sullivan (Deputy Mayor)	31,444

Councillor expenses

Councillors must be reimbursed for expenses incurred while performing their duties. Council has adopted a policy to determine what will be reimbursed, as well as other resources, facilities and support needed to help the mayor and councillors discharge their duties.

TABLE 9: Details of reimbursements and expenses paid in 2020–21

Name	Travel \$	Car Mileage \$	Childcare \$	Information & Communication expenses \$	Conference & Training expenses \$	Total \$
A Aitken	-	-	-	467	1,710	2,177
S Asher ⁴	325	10,370	-	768	3,837	15,300
K Grzybek ⁵	-	-	-	436	10,628	11,064
B Harwood	15	-	-	437	1,710	2,162
E Kontelj	-	-	-	767	1,710	2,477
S Mansfield	-	-	-	436	1,710	2,146
J Mason	-	1,519	-	436	1,710	3,665
B Moloney ⁶	-	-	-	283	10,428	10,711
P Murnane ⁷	-	-	-	152	-	152
P Murrhy	-	-	-	436	1,710	2,146
R Nelson	221	-	-	436	1,710	2,367
T Sullivan ⁸	-	4,652	-	436	1,710	6,798

Note: No expenses were paid by council including reimbursements to members of council committees during the year

⁴ Mayor 2020–21

⁵ Deputy Mayor July 2020 to October 2020

⁶ Elected November 2020

⁷ Ceased being a Councillor October 2020

⁸ Deputy Mayor November 2020 to June 2021

AUDIT AND RISK COMMITTEE

Our Audit and Risk Committee provides structured, systematic oversight of Council's governance, assurance, risk management and internal control practices. This oversight mechanism also helps maintain the integrity of these practices. The Committee:

- is comprised of five voting members; three independent members, the Mayor and one Councillor
- holds at least four regular meetings per annum, plus one to consider the annual financial accounts
- provides its minutes to Council for information purposes.

TABLE 10: Audit and Risk Committee

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Mr Geoff Harry (independent member – chair)	5
Ms Lisa Tripodi (independent member)	5
Mr John Watson (independent member)	5
Cr Stephanie Asher (Mayor)	4
Cr Kylie Grzybek	5

Audit

Audit is an independent function that assesses the effectiveness of risk management, controls and governance processes. Internal audit is focused on processes and controls. External audit provides an independent examination of the financial statements prepared by the organisation. The Victorian Auditor-General's Office provides our external audit service.

Risk Management

Risk management is an important function that helps us meet the expectations of our many stakeholders and provide quality services to our community. It allows decision-makers to be better informed, more decisive and more confident in achieving our specified outcomes and objectives.

The objectives of our risk management program are to:

- provide a structured and consistent approach to identifying, rating, mitigating, managing and monitoring risks
- assist decision-makers to weigh risks against potential opportunities
- create an environment where employees understand and assume responsibility for managing risks and controls
- provide relevant and timely information, using a clear reporting structure.

GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist, as at 30 June 2021.

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
GC1 Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 23 March 2021
GC2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation: 18 May 2021
GC3 Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Financial Plan currently being developed and is expected to be adopted before the Act deadline of 31 October 2021 Not yet adopted in accordance with section 91 of the Act
GC4 Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Asset Plan currently being developed and is expected to be adopted before the Act deadline of 30 June 2022 Not yet adopted in accordance with section 92 of the Act
GC5 Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 22 June 2021
GC6 Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 22 June 2021
GC7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 20 November 2019
GC8 Fraud policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 17 February 2021
GC9 Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 16 December 2019
GC10 Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to all purchases of goods and services by Council)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 30 June 2020 Procurement Policy currently being updated and is expected to be adopted before the Act deadline of 31 December 2021 Not yet adopted in accordance with section 108 of the 2020 Act

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<p>GC11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan</p> <p>Date of commencement of current plan: 16 May 2011</p> <p>Updated in the 2019–20 financial year to include a revised business impact assessment that identifies critical activities and formalises resource dependencies</p> <p>Both the business continuity framework and policy were approved by our Executive Leadership Team</p>
<p>GC12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Plan</p> <p>Date of commencement of current plan: 1 July 2020</p> <p>We have an IT disaster recovery plan</p>
<p>GC13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Framework</p> <p>Date of commencement of current framework: 11 November 2019</p>
<p>GC14 Audit Committee (advisory committee of Council under section 53 of the Local Government Act whose role is to monitor the compliance of Council policies and procedures, monitor Council's financial reporting, monitor and provide advice on risk management, and provide oversight on internal and external audit functions)</p>	<p>Established in accordance with section 53 of the Act</p> <p>Date of establishment: 1 September 2020</p>
<p>GC15 Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged</p> <p>Date of engagement of current provider: 7 December 2016</p>
<p>GC16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the 1989 Act)</p>	<p>Framework</p> <p>Date of adoption of current framework: 20 May 2020</p>
<p>GC17 Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Report</p> <p>Date of current report: 23 March 2021</p>
<p>GC18 Financial reporting (quarterly statements to Council under section 138(1) of the 1989 Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to Council in accordance with section 138(1) the of <i>Local Government Act 1989</i></p> <p>Date statements presented: 8 September 2020, 1 December 2020, 24 February 2021 and 25 May 2021</p>

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<p>GC19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: 19 August 2020, 26 November 2020, 3 March 2021 and 19 May 2021 We report to the Executive Leadership Team and Audit and Risk Committee quarterly on the strategic risks profile, including risk rating and minimisation strategies</p>
<p>GC20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act)</p>	<p>Reports Date of reports: 20 October 2020 and 23 March 2021 We report annually against a performance reporting framework, which satisfies section 131 of <i>Local Government Act 1989</i>, and produce quarterly financial reports</p>
<p>GC21 Annual report (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> to the community containing a report of operations and audited financial performance statements)</p>	<p>Considered at meeting of Council in accordance with section 134 of the <i>Local Government Act 1989</i> Date Annual Report considered: 20 October 2020</p>
<p>GC22 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 23 February 2021</p>
<p>GC23 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 1 September 2020 Council to staff: 2 February 2021</p>
<p>GC24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 1 September 2020</p>

We certify that this information presents fairly the status of council's governance and management arrangements.

DocuSigned by:



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Cr Stephanie Asher

Mayor

Dated: 8 September 2021

DocuSigned by:



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Martin Cutter

Chief Executive Officer

Dated: 8 September 2021

STATUTORY INFORMATION

The following information is provided in accordance with legislative and other requirements applying to council.

Documents available for public inspection

In accordance with regulation 12 of the *Local Government (General) Regulations 2015*, we were required to provide copies of the following documents for public inspection.

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any councillor, or employee, in the previous 12 months.
- Minutes of ordinary and special meetings held in the previous 12 months, which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting closed to members of the public under section 89 of the Act that are confidential information within the meaning of section 77(2) of the Act.
- The minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act that are confidential information within the meaning of section 77(2) of the Act.
- A register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act.
- A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease.
- A register of authorised officers appointed under that section, maintained under section 224(1A) of the Act.
- A list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant, and the amount of each donation or grant.

Regulation 12 was repealed on 24 October 2020; however, this information remains available in accordance with the City's Public Transparency Policy. This policy describes the ways in which Council information is to be made publicly available and gives effect to the public transparency principles prescribed in section 58 of the Act.

Contracts

During the year we extended a services agreement for the operations of the Breamlea Caravan Park without undertaking the relevant public processes in accordance with Section 186 of the *Local Government Act (Vic) 1989*. This is a reportable breach of the Act.

During the year, we did not enter into any other service contracts valued at \$150,000 or more, or works contracts for \$200,000 or more, for works or more of a kind specified in section 186(5)(a) and (c) of the 1989 Act. We also did not enter into any other contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works, without engaging in a competitive process.

Food Act Ministerial directions

In accordance with section 7E of the *Food Act (Vic) 1984*, we are required to publish a summary of any ministerial directions received during the financial year in our annual report. No such ministerial directions were received during the financial year.

Information privacy

We are committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act (Vic) 2014* and *Health Records Act (Vic) 2001*.

Our policies set out our requirements for managing and handling of personal information. The policies are public documents which are available on request, or via our website.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act (Vic) 1982*, we are required to publish certain statements in the annual report or separately, such as on our website, concerning our functions and information available. We have chosen to publish the statements separately, however the following summarises the application and operation of the *Freedom of Information Act (Vic) 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act (Vic) 1982* and in summary as follows:

- it should be in writing
- it should identify the document being requested as clearly as possible
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in our possession should be addressed to the Freedom of Information Officer. Requests can also be lodged online, or by email.

Access charges may also apply once documents have been processed and a decision on access has been made – for example, photocopying, and search and retrieval charges.

Further information regarding freedom of information can be found at www.foi.vic.gov.au and on our website.

Public interest disclosure procedures

In accordance with section 69 of the *Public Interest Disclosures Act 2012*, our website at www.geelongaustralia.com.au provides information about making a public interest disclosure.

This Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

There were four disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) during the financial year.

Road Management Act Ministerial direction

In accordance with section 22 of the *Road Management Act (Vic) 2004*, we are required to publish a copy or summary of any ministerial direction in its annual report. No such ministerial directions were received during the financial year.

Charter of Human Rights and Responsibilities

In June 2006, the Victorian Parliament passed the *Charter of Human Rights and Responsibilities Act (Vic) 2006*. The Charter came into effect on 1 January 2008.

The Charter enshrines civil and political rights, and some cultural rights, into Victorian law, while promoting and protecting principles of freedom, respect, equality and dignity.

We consider the 20 human rights established by the Charter when delivering our services, developing our policies and implementing our plans.

Local Laws

The following local laws remain current.

Neighbourhood Amenity Local Law 2014

This local law regulates activities and provides standards and conditions to protect people in, or the environment of, the municipal district. The local law aims to achieve the following objectives, which align with our overall objectives and strategies:

- to secure community safety
- to protect public assets
- to enhance neighbourhood amenity.

Council Meeting Procedures Local Law 2017

This local law regulates the use of the Common Seal and offence provisions relating to the conduct of Council and Delegated Committee meetings.

Previous provisions, relating to meeting procedures, were repealed with the introduction of the Governance Rules.

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

We have a legal obligation under the *Domestic Animals Act (Vic) 1994* to produce a four-year domestic animal management plan and evaluate its progress in our annual report.

We have one of the largest dog and cat populations of any Victorian municipality, with 29,071 registered dogs and 8,781 registered cats.

Council adopted the *Domestic Animal Management Plan 2018–21* on 12 March 2018, following an extensive engagement period.

Activities we've undertaken in the last 12 months in support of the plan include:

- completed the July 2020 cat desexing program
- installed 560 dog signs across the municipality
- stencilled 80 responsible dog ownership messages on shared paths and trails
- celebrated the human-animal bond with the 'Furry Friends' pet competition
- translated the responsible pet ownership brochure into five common community languages
- obtained pet surrender statistics across the municipality to identify suburbs with the highest surrender rates
- commenced work on initiatives for emergency care of pets in domestic violence situations
- redeveloped the 'Park your Pet' app with new information, business alerts, discounts, news and warnings
- collected, recorded and analysed dog attack data to improve our service
- drafted the *Domestic Animal Management Plan 2022–25* and released it for community consultation
- promoted dog parks and their intended use
- investigated offering reduced registration for rescue cats
- conducted a community education campaign about managing dogs in public spaces.

ACCESS AND INCLUSION PLAN UPDATE

We have a legal obligation under the *Disability Act (Vic) 2006* to produce a disability action plan and evaluate its progress in the annual report.

Our *Access and Inclusion Action Plan 2018–22* was endorsed by Council in November 2018. The action plan is based on four key areas and contains 37 goals, with 49 measures.

TABLE 11: Key projects undertaken in 2020–21

Key area	Number of projects undertaken	Examples of 2020–21 actions
Promoting inclusion and participation in the community of persons with a disability.	18	<ul style="list-style-type: none"> • We celebrated International Day of People with Disability 2020, partnering with local organisations and individuals to promote an extensive range of events, activities, celebrations and exhibitions taking place across Greater Geelong. • We presented the MY STORY Project, a collection of stories and experiences of living with disability and mental health challenges told through word, music, film and sound. Over 100 people participated in the project, which was a key event of International Day of People with a Disability and Geelong Design Week. It was also featured in the ABCD Practice Insight Journal. • We partnered to present the 2020 Geelong Awards for People with Disability, with representatives from the City's Access and Inclusion Advisory Committee comprising part of the judging panel. • We hosted the 2021 Women in Community Life Awards, which saw 12 women nominated under the category of 'Disability Rights'. • We facilitated workshops for women with disabilities to make placards and banners for the Reclaim the Night March, which was led by the Women with Disabilities (Vic) Geelong Group and other women with disability. • We supported participation in the pilot of the national Sport4All program, designed to help sporting clubs and schools become more accessible and inclusive to people with disability. • We engaged almost 100 people living with a disability in the design of a sculpture, I AM, which celebrates people of all abilities. • We delivered programs to support young people with a disability including drop-ins (23), groups (21) and digital programs (5). • We facilitated 65 Mental Health First Aid workshops focused on older people. • We provided an online peer support group for parents and carers of children with confirmed, or suspected, Autism Spectrum Disorder. • We facilitated a free workshop in June about preparing for an NDIS plan review to support individuals with autism, and their families.

Key area	Number of projects undertaken	Examples of 2020–21 actions
Reducing barriers in accessing goods, services and facilities	47	<ul style="list-style-type: none"> • We supported 782 clients through 2,460 hours of home modification. • We delivered accessibility upgrades to our existing buildings and facilities, including, Drysdale Tennis Club, Cobbin Farm Homestead and Chapel, and the Newcomb Senior Citizens Centre. • We provided input into the design and delivery of over \$98 million worth of new subdivision assets, including new roads, kerb and footpath upgrades, shared paths and bus routes across the municipality. • We installed Changing Places facilities at the Rosewall Community Hub and Armstrong Creek Community Hub. • We provided guidance on disability access and inclusion and complying with the Disability Discrimination Act for various projects, including: <ul style="list-style-type: none"> – Improving Access in Geelong – draft <i>Positive Ageing Strategy 2021–47</i> – Wurriki Nyal workspace and landscape design – Rippleside Park Inclusive Play Space – <i>Our Community Plan 2021–25</i> – Moorabool Street public toilet renewal – Drysdale Recreation Reserve – Herne Hill Football Club bathroom facilities. • We worked towards improving the current Mobi Chair arrangements, and promoting community access and use. • We facilitated the Access and Inclusion Advisory Committee, whose members have a lived experience of disability and advise us on our strategies and policies, activities, projects and facility upgrades.
Reducing barriers to obtaining and maintaining employment.	10	<ul style="list-style-type: none"> • We supported people with lived experience of disability and mental health challenges to participate in our projects, steering groups, reference groups and advisory committees, either as paid consultants, or as volunteers.
Achieving tangible changes in attitudes and practices that discriminate against persons with a disability.	11	<ul style="list-style-type: none"> • We managed an increased number of requests to: <ul style="list-style-type: none"> – consult with the Access and Inclusion Advisory Committee – participate in, and engage with, community projects and programs – provide representation on advisory committees, networks and working groups. • We received a record number of EOIs for Access and Inclusion Advisory Committee positions. • We saw a number of people move into employment, study and voluntary positions, receive awards and be invited to be part of reference groups or similar activities. • We received requests to: <ul style="list-style-type: none"> – provide disability access and inclusion training – provide mediation and advocacy for community members – contribute to international opportunities, such as Geelong Design Week and the ABCD Insight Journal.

DEVELOPMENT CONTRIBUTIONS PLAN (DCP) PROGRESS REPORT

In accordance with sections 46GM and 46QM of the *Planning and Environment Act 1987*, we must prepare and give a report to the Minister for Planning on infrastructure (not applicable to us) and development contributions, including levies and works-in-kind. This information must be published in our annual report.

Development contributions are payments, or works-in-kind, that are made by developers to support the infrastructure needs of new developments.

For 2020–21, the following information about infrastructure and development contributions has been disclosed.

Development contributions

TABLE 12: Total DCP levies received in 2020–21

DCP name	Year Approved	Levies received in 2020–21 financial year (\$)
DCP01 Armstrong Creek North East Industrial	2010	0.00
DCP02 Jetty Road Urban Growth Area Stage 1	2012	391,462.25
DCP03 Armstrong Creek East Precinct	2012	6,258,622.90
DCP04 Armstrong Creek West Precinct	2013	10,392,805.85
DCP05 Armstrong Creek Horseshoe Bend Precinct	2014	6,784,925.12
DCP06 Armstrong Creek Town Centre Precinct	2014	0.00
DCP07 Lara West Urban Growth Area	2014	1,350,671.93
Total		25,178,488.05

TABLE 13: DCP land, works, services or facilities accepted in-kind in 2020–21

DCP name (year approved)	Project ID	Project description	Item purpose	Project value (\$)
DCP03 Armstrong Creek East Precinct 2012	DI_DR_3	Armstrong Creek Drainage and Waterway Improvement Works – Section 3 (Horseshoe Bend Rd to Surf Coast Hwy)	Drainage	181,097.32
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network – Off Road	Trails	35,098.24
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_DR_05	Drainage Works – Barwon Heads Road to Sparrovale Road – Construction	Drainage	1,488,455.76
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_DR_3	Wetland / retarding basin – South Western (Construction)	Drainage	888,690.78
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_LA_1	Library – Land	Land	141,600.00
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_P_1	PSP / DCP Preparation	Other	330,902.23
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_P_1	PSP / DCP Preparation	Other	330,902.23
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_RO_03	Intersection – Surf Coast Hwy and ACTC Main St	Intersection	988,852.68
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_DR_3	Wetland / retarding basin – South Western (Construction)	Drainage	592,460.52
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_DR_5	Drainage – Outfall Works – Total Precinct (South Western Wetland to Armstrong Creek)	Drainage	1,044,535.98
DCP04 Armstrong Creek West Precinct 2013	DI_DR_07	Drainage Works – Wetland retarding Basins (WLRB1) – construction	Drainage	31,881.16
DCP04 Armstrong Creek West Precinct 2013	DI_DR_08	Drainage Works – Wetland retarding Basins (WLRB2) – construction	Drainage	134,298.18
DCP04 Armstrong Creek West Precinct 2013	DI_DR_12	Drainage Works – Wetland retarding Basins (WLRB6) – construction	Drainage	211,067.13
DCP04 Armstrong Creek West Precinct 2013	DI_RO_10	Creek Road Crossing – Structure – North South Connector	Roads	6,717.27

DCP04 Armstrong Creek West Precinct 2013	DI_TR_2	Shared Path network – Off-road	Trails	51,997.40
DCP04 Armstrong Creek West Precinct 2013	DI_DR_07	Drainage Works – Wetland retarding Basins (WLRB1) – construction	Drainage	150,676.42
DCP04 Armstrong Creek West Precinct 2013	DI_DR_14	Drainage Works – Wetland retarding Basins (WLRB8) – construction	Drainage	413,942.07
DCP04 Armstrong Creek West Precinct 2013	DI_OS_6	Playground Equipment – Local parks (5 no.)	Open Space	129,807.69
DCP07 Lara West Urban Growth Area 2014	DI_RO_9	LAC Intersection Signals (O'Hallorans Rd and EW Connector Rd)	Intersection	36,178.79
DCP07 Lara West Urban Growth Area 2014	DI_RO_4	Intersection – Windermere Road/ O'Hallorans Road and Kees Road	Intersection	638,839.29
DCP07 Lara West Urban Growth Area 2014	DI_P_1	PSP/DCP Preparation	Other	444,865.25
Total				8,272,866.39

TABLE 14: Land, works, services or facilities delivered in 2020–21 from DCP levies collected

Project description	Project ID	DCP name (year approved)	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered %
Sparrovale Wetlands – Management Plan	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct – 2014	652,699				652,699	11
Drainage Works – Barwon Heads Road to Harriot Road – Land	DI_LA_18	DCP05 Armstrong Creek Horseshoe Bend Precinct – 2014	735,677				735,677	34
Library – Construction (contribution)	CI_CF_1	DCP06 Armstrong Creek Town Centre Precinct – 2014	94,644				94,644	6.22
Community Complex – NAC – Construction	DI_C_1	DCP04 Armstrong Creek West Precinct – 2013	176,383				176,383	0.43
Intersection – GRR-4c and Connector (west of Airport Road)	DI_RO_01	DCP04 Armstrong Creek West Precinct – 2013	232,204				232,204	8.47
Regional Community and Learning Hub	C003	DCP02 Jetty Road Urban Growth Area Stage 1 – 2012	395,513			1,000,000	395,513	9.42
Pedestrian signals at Bellarine Rail Trail	P003	DCP02 Jetty Road Urban Growth Area Stage 1 – 2012	21,724				21,724	5.09
North South Collector Road Part A – Construction (Stage 1)	R001	DCP02 Jetty Road Urban Growth Area Stage 1 – 2012	1,356,396				1,356,396	38.86
Library – Construction	CI_C_1	DCP07 Lara West Urban Growth Area – 2014	75,680				75,680	5.22
Patullos Road (east) – road widening	DI_RO_7	DCP07 Lara West Urban Growth Area – 2014	172				172	0.01
Armstrong Creek Drainage and Waterway Improvement Works – Section 3 (Horseshoe Bend Rd to Surf Coast Hwy)	DI_DR_3	DCP03 Armstrong Creek East Precinct 2012		181,097			181,097	1.89
Shared Path Network – Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		35,098			35,098	0.67

Project description	Project ID	DCP name (year approved)	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered %
Drainage Works – Barwon Heads Road to Sparrovale Road – Construction	DI_DR_05	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		1,488,456			1,488,456	100.00
Wetland / retarding basin – South Western (Construction)	DI_DR_3	DCP06 Armstrong Creek Town Centre Precinct 2014		888,691			888,691	60.00
Library – Land	DI_LA_1	DCP06 Armstrong Creek Town Centre Precinct 2014		141,600			141,600	100.00
PSP / DCP Preparation	DI_P_1	DCP06 Armstrong Creek Town Centre Precinct 2014		330,902			330,902	46.25
PSP / DCP Preparation	DI_P_1	DCP06 Armstrong Creek Town Centre Precinct 2014		330,902			330,902	46.25
Intersection – Surf Coast Hwy and ACTC Main St	DI_RO_03	DCP06 Armstrong Creek Town Centre Precinct 2014		988,853			988,853	26.41
Wetland / retarding basin – South Western (Construction)	DI_DR_3	DCP06 Armstrong Creek Town Centre Precinct 2014		592,461			592,461	40.00
Drainage – Outfall Works – Total Precinct (South Western Wetland to Armstrong Creek)	DI_DR_5	DCP06 Armstrong Creek Town Centre Precinct 2014		1,044,536			1,044,536	100.00
Drainage Works – Wetland retarding Basins (WLRB1) – construction	DI_DR_07	DCP04 Armstrong Creek West Precinct 2013		31,881			31,881	0.84
Drainage Works – Wetland retarding Basins (WLRB2) – construction	DI_DR_08	DCP04 Armstrong Creek West Precinct 2013		134,298			134,298	8.35
Drainage Works – Wetland retarding Basins (WLRB6) – construction	DI_DR_12	DCP04 Armstrong Creek West Precinct 2013		211,067			211,067	9.36
Creek Road Crossing – Structure – North South Connector	DI_RO_10	DCP04 Armstrong Creek West Precinct 2013		6,717			6,717	1.28
Shared Path network – Off-road	DI_TR_2	DCP04 Armstrong Creek West Precinct 2013		51,997			51,997	2.26
Drainage Works – Wetland retarding Basins (WLRB1) – construction	DI_DR_07	DCP04 Armstrong Creek West Precinct 2013		150,676			150,676	3.97

Project description	Project ID	DCP name (year approved)	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered %
Drainage Works – Wetland retarding Basins (WLRB8) – construction	DI_DR_14	DCP04 Armstrong Creek West Precinct 2013		413,942			413,942	17.37
Playground Equipment – Local parks (5 no.)	DI_OS_6	DCP04 Armstrong Creek West Precinct 2013		129,808			129,808	20.00
LAC Intersection Signals (O'Hallorans Rd and EW Connector Rd)	DI_RO_9	DCP07 Lara West Urban Growth Area 2014		36,179			36,179	3.73
Intersection – Windermere Road/ O'Hallorans Road and Kees Road	DI_RO_4	DCP07 Lara West Urban Growth Area 2014		638,839			638,839	100.00
PSP/DCP Preparation	DI_P_1	DCP07 Lara West Urban Growth Area 2014		444,865			444,865	28.00
Total			3,741,092	8,272,866	0.00	1,000,000	12,013,958	

PERFORMANCE STATEMENT

Description of municipality

For the year ended 30 June 2021

The City of Greater Geelong municipality is located 75 kilometres south west of Melbourne and is Victoria's largest regional municipality, covering an area of 1,252 square kilometres. The municipality has a population of nearly 265,000 people, which is expected to increase to more than 393,000 by 2041 – growth of over 48 per cent.

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.

Greater Geelong's economy has performed exceptionally well in recent years, recording the highest growth in Australia compared to similar large cities and regions. 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.

Other Information

For the year ended 30 June 2021

COVID-19 impact on Council in 2020–21

To address the social and economic impacts of COVID-19 restrictions, Council approved support and recovery packages of over \$16.9 million during the 2019–20 and 2020–21 financial years. This response was well-regarded by the community, rating higher than the Victorian average, according to the annual Local Government Community Satisfaction Survey.

Support was provided in the following areas: business support; support for arts, culture and heritage; financial relief; and health and wellbeing support. Council also committed to a \$160 million capital works program – the biggest capital works commitment in the Council's history – in a bid to stimulate the local economy.

Despite the challenges presented by lockdowns, most of our services – including waste and recycling, road maintenance and community services – continued, although some services had to be modified to comply with restrictions.

Where COVID-19 impacts have been noted as affecting the indicators in this report, explanatory notes have been provided.

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

Basis for preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance, and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act (Vic) 1989* and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Local Government Act (Vic) 2020*).

Where applicable, the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from our information systems, or from third parties, such as the Australian Bureau of Statistics.

The performance statement presents the actual results for the current year, and for the prescribed financial performance indicators and measures, as forecast by the strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 require explanation of any material variations in the results contained in the performance statement.

The forecast figures included in the performance statement are those that were adopted in the strategic resource plan on 30 June 2020, and which forms part of the council plan. The strategic resource plan includes estimates, based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting the City of Greater Geelong.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2021

INDICATOR/MEASURE		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Population						
C1	<i>Expenses per head of population</i> [Total expenses / Population]	\$1,455.15	\$1,439.94	\$1,554.22	\$1,504.49	The 2020–21 results were less than the 2019–20 financial year as the prior year was impacted by several one-off expenses, including increased waste charges, higher asset write-offs and doubtful debts.
C2	<i>Infrastructure per head of population</i> [Value of infrastructure / Population]	\$6,695.35	\$7,080.74	\$7,955.62	\$8,596.71	The value of infrastructure assets has increased largely due to higher gifted asset values and the impacts of increased asset revaluations.
C3	<i>Population density per length of road</i> [Population / Kilometres of local roads]	110.26	111.85	112.28	112.57	We add to our local road network every year to meet the needs of our increasing population.
Own-source revenue						
C4	<i>Own-source revenue per head of population</i> [Own source revenue / Population]	\$1,221.66	\$1,258.73	\$1,202.83	\$1,197.71	The 2020–21 result is less than previous years due to changes associated with the COVID-19 pandemic, such as restrictions on leisure and recreation facilities and free parking initiatives designed to support Central Geelong businesses.
Recurrent grants						
C5	<i>Recurrent grants per head of population</i> [Recurrent grants / Population]	\$232.62	\$236.45	\$229.83	\$239.27	The increase in 2020–21 reflects the additional government funding we received for family services, as part of their response to the COVID-19 pandemic.
Disadvantage						
C6	<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	6	6	6	6	Greater Geelong's Relative Socio-Economic Disadvantage Index from the 2016 Census was in the sixth decile within Victoria. The first decile indicates the most disadvantaged and the tenth decile indicates the least disadvantaged. We acknowledge there are areas experiencing significant disadvantage and others with low disadvantage within the municipality. New results will be available after the 2021 Census.
Workforce turnover						
C7	<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	10.9%	8.8%	8.9%	11.1%	Our turnover rate is usually very steady, with the exception of 2017–18, when there were more resignations than usual. In 2020–21, there was an increase in retirements, employees changing career direction and resignations.

Definitions

'Adjusted underlying revenue' means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

'Infrastructure' means non-current property, plant and equipment excluding land

'Local road' means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

'Population' means the resident population estimated by council

'Own-source revenue' means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

'Relative socio-economic disadvantage', in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

'SEIFA' means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

'Unrestricted cash' means all cash and cash equivalents other than restricted cash

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

SERVICE/INDICATOR/MEASURE		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities						
AF6	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	8.36	8.82	6.53	3.32	Centre closures and density limits caused by COVID-19 restrictions significantly impacted aquatic facility use in 2019–20, and even more so in 2020–21.
Animal Management						
AM7	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	New in 2020	100%	100%	COVID-19 restrictions led many animal management prosecutions to be postponed in 2020–21. However, we again successfully prosecuted all cases that ended up before the court.
Food Safety						
FS4	Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.46%	99.32%	98.19%	95.45%	We generally perform very well in this indicator, with only slight variations each year. In 2020, only three notifications did not receive follow-up. This was due to seasonality and the impacts of COVID-19 restrictions on re-inspections.
Governance						
G5	Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	53	55	56	59	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.

SERVICE/INDICATOR/MEASURE		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Libraries						
LB4	Participation <i>Active library members</i> [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100	18.17%	18.20%	17.57%	15.70%	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, so past results are not comparable.
Maternal and Child Health (MCH)						
MC4	Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	73.78%	73.17%	73.14%	72.56%	We've observed consistent participation rates in recent years, despite COVID-19 restrictions and an increasing birth rate in the municipality.
MC5	Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	64.86%	63.39%	76.37%	77.47%	Through our partnership with Wathaurong Aboriginal Co-operative, we continued providing place-based Maternal and Child Health services, changing from a two-day model, to a more flexible, responsive service.
Roads						
R5	Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	49	54	60	62	Community satisfaction has increased by two index points, continuing the upward trend over the past four years. As well as improving our maintenance response times, a budget increase supported more road renewal activities.

SERVICE/INDICATOR/MEASURE		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Statutory Planning						
SP4	Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	68.00%	64.00%	54.17%	71.79%	In 2020–21, 28 out of 39 matters had our decision supported by VCAT, an increase from 2019–20 due to employee knowledge and experience. One appeal was postponed due to COVID-19 restrictions.
Waste Collection						
WC5	Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	54.75%	54.00%	55.73%	53.87%	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.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicator:

RETIRED SERVICE/INDICATOR/MEASURE		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	MATERIAL VARIATIONS AND COMMENTS
Animal Management						
AM4	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	21	19	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by the amended <i>Animal management prosecution</i> measure AM7.

Definitions

'Aboriginal child' means a child who is an Aboriginal person

'Aboriginal person' has the same meaning as in the *Aboriginal Heritage Act 2006*

'Active library borrower' means a member of a library who has borrowed a book from the library

'Annual report' means an annual report prepared by a council under section 98 of the Act

'Class 1 food premises' means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

'Class 2 food premises' means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

'Critical non-compliance outcome notification' means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

'Food premises' has the same meaning as in the *Food Act 1984*

'Local road' means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

'Major non-compliance outcome notification' means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, or a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

'MCH' means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

'Population' means the resident population estimated by council

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

DIMENSION/ INDICATOR/MEASURE		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2022	2023	2024	2025	
Efficiency										
E2	Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,974.29	\$2,952.67	\$3,193.97	\$3,088.94	\$3,136.58	\$3,172.15	\$3,301.98	\$3,389.89	The 2020–21 results were less than the 2019–20 financial year as the prior year was impacted by several one-off expenses. A steady increase in expenses is forecast and will be partially offset by growth in property assessments.
E4	Revenue level <i>Average rate per property</i> [Total rate revenue / Number of property assessments]	New in 2020	New in 2020	\$1,602.56	\$1,639.93	\$1,655.15	\$1,702.76	\$1,752.76	\$1,804.23	The average rate per property is forecast to grow in-line with the forecast annual rate cap allowance.
Liquidity										
L1	Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	145.35%	155.09%	112.69%	140.29%	123.27%	123.23%	102.85%	111.89%	Working capital ratio has increased as a result of high cash levels, but this is forecast to decrease from 2022 as cash balances are used to fund an increased capital program.
L2	Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	115.02%	118.83%	75.68%	97.96%	107.01%	107.32%	87.32%	96.57%	Restricted cash, in the form of unspent conditional grants, increased in 2020–21. However, this was offset by the high cash balance at the end of the year. Reduced cash balances and increasing current liabilities are forecast to impact this result in the future.

DIMENSION/ INDICATOR/MEASURE	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	FORECASTS				MATERIAL VARIATIONS AND COMMENTS	
					2022	2023	2024	2025		
Obligations										
O2	Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	22.73%	28.83%	34.31%	45.94%	69.54%	77.15%	80.18%	80.59%	Loan values increased in 2020–21 to pay for the Civic Precinct construction. Forecast years project further loan increases to fund other large capital projects as well, including the Northern Aquatic and Community Hub.
O3	Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.06%	4.70%	4.34%	5.29%	6.34%	8.27%	9.16%	9.46%	Forecast years project loan increases to fund large capital projects, including the Civic Precinct and the Northern Aquatic and Community Hub.
O4	Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	18.36%	23.93%	30.10%	39.46%	52.29%	56.92%	59.05%	58.80%	The indebtedness rate increased during 2020–21 due to the loans taken out to support the construction of the Civic Precinct. Forecast years project further loan increases to fund other large capital projects as well, including the Northern Aquatic and Community Hub.
O5	Asset renewal and upgrade <i>Asset renewal and upgrade expense compared to depreciation</i> [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	New in 2020	New in 2020	67.30%	57.65%	71.32%	74.28%	78.24%	74.10%	Significant new infrastructure was delivered in 2020–21, which reduced our spend on renewal and upgrade. Forecast years project increased expenditure for asset renewals and upgrades.

DIMENSION/ INDICATOR/MEASURE		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2022	2023	2024	2025	
Operating Position										
OP1	Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	1.99%	5.38%	-3.42%	5.61%	7.46%	10.99%	5.87%	7.39%	COVID-19 has negatively impacted our service revenue. In addition, our community support and recovery packages have resulted in short-term deficits in 2019–20. The results for 2020–21 were positive due to an increase in rates revenue and grant income. We are forecasting on-going surplus positions.
Stability										
S1	Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	58.93%	59.50%	61.87%	60.37%	59.38%	58.70%	62.00%	61.50%	The 2020–21 rate was impacted due to reduced revenue from fees and charges, as a result of service closures during COVID-19.
S2	Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.41%	0.36%	0.33%	0.33%	0.33%	0.34%	0.35%	0.36%	Rates revenue and Capital Improved Value increases are forecast to remain stable in coming years.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicators:

RETIRED		RESULTS	RESULTS	RESULTS	RESULTS	MATERIAL VARIATIONS AND COMMENTS
DIMENSION/ INDICATOR/MEASURE		2018	2019	2020	2021	
Efficiency						
E1	<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,525.79	\$1,585.94	Retired in 2020	Retired in 2020	As of 1 July 2019, this measure was replaced by E4.
Obligations						
O1	<i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100]	47.55%	50.36%	Retired in 2020	Retired in 2020	As of 1 July 2019, this measure was replaced by O5.

Definitions

'Adjusted underlying revenue means total income other than:

- (a) non-recurrent grants used to fund capital expenditure and
- (b) non-monetary asset contributions and
- (c) contributions to fund capital expenditure from sources other than those referred to above

'Adjusted underlying surplus (or deficit)' means adjusted underlying revenue less total expenditure

'Asset renewal expenditure' means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

'Current assets' has the same meaning as in the AAS

'Current liabilities' has the same meaning as in the AAS

'Non-current assets' means all assets other than current assets

'Non-current liabilities' means all liabilities other than current liabilities

'Non-recurrent grant' means a grant obtained on the condition that it be expended in a specified manner, and is not expected to be received again during the period covered by a council's strategic resource plan

'Own-source revenue' means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

'Population' means the resident population estimated by council

'Rate revenue' means revenue from general rates, municipal charges, service rates and service charges

'Recurrent grant' means a grant other than a non-recurrent grant


'Residential rates' means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

'Restricted cash' means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

'Unrestricted cash' means all cash and cash equivalents other than restricted cash

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act (Vic) 1989* and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Government Act (Vic) 2020*).

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Karen Olesnicky CPA
Principal Accounting Officer
Dated: 14 September 2021

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2021 presents fairly the results of council's performance, in accordance with the *Local Government Act (Vic) 1989* and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Government Act (Vic) 2020*).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capability.

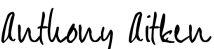
At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Greater Geelong City Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

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Cr Trent Sullivan
Councillor
Dated: 14 September 2021

DocuSigned by:

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Cr Anthony Aitken
Councillor
Dated: 14 September 2021

DocuSigned by:

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Martin Cutter
Chief Executive Officer
Dated: 14 September 2021

Independent Auditor's Report

To the Councillors of the City of Greater Geelong

<p>Opinion</p>	<p>I have audited the accompanying performance statement of the City of Greater Geelong (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the performance statement</p>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p>Auditor's responsibilities for the audit of the performance statement</p>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
22 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

The cover features a light blue background with a large, abstract geometric design in the bottom-left corner. This design consists of two overlapping triangles: a larger light blue triangle and a smaller, darker blue triangle nested within it. The text is centered in the upper half of the page.

**ANNUAL FINANCIAL
REPORT FOR THE YEAR
ENDING 30 JUNE 2021**

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2021

Understanding the Financial Report and Financial Statements

Our Financial Report and Performance Statement are prepared in accordance with the Australian Accounting Standards, the *Local Government Act (Vic) 1989* and Local Government Victoria's model accounts.

The Financial Report and Performance Statement are audited by the Victorian Auditor-General's agent and are approved in principle by both our Audit and Risk Committee and by Council. The reports are then forwarded to the Victorian Auditor-General's Office for finalisation and an independent opinion.

Financial statements

The financial report consists of five financial statements, explanatory notes supporting the reports and endorsement from the Council and the Victorian Auditor-General.

The five financial statements are:

- a comprehensive income statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- a statement of capital works.

The explanatory notes detail our accounting policies and the make-up of the values contained in the statements.

Comprehensive income statement

The comprehensive income statement measures our performance over the year.

It lists our revenue sources under various income headings, as well as the expenses we incurred during the year. The expenses relate only to the 'operations' and do not include the cost associated with the purchase or building of assets. Expenses do include an item for depreciation, which is the value of the assets used up during the year.

Balance sheet

The balance sheet shows the assets we own and what we owe (liabilities) as of 30 June 2021.

The bottom line of the balance sheet is net assets, which is the net worth we have built up over many years.

Our assets and liabilities are separated into current and non-current. Current refers to assets or liabilities that will fall due within the next 12 months (except Long service leave – refer to note 5.5 within the notes to the accounts section of this report).

Statement of changes in equity

The statement of changes in equity summarises the change in value of total ratepayer equity. The value of equity can only change as a result of:

- profit or loss from operations, described as surplus or deficit in the income statement
- use of monies from our reserves
- a change in the value of non-current assets, resulting from a revaluation of these assets.

Cash flow statement

The cash flow statement summarises our cash payments and receipts for the year, as well as our level of cash at the end of the financial year.

Cash in this statement refers to bank deposits and investments that can be quickly converted to cash.

Our cash arises from, and is used in, three main areas:

- Cash flows from operating activities – summarises all income and expenses relating to our operations, including service delivery and maintenance.
- Cash flows from investing activities – relates to capital works payments recorded as assets in the balance sheet, as well as receipts for the sale of assets.
- Cash flows from financing activities – represents repayments of and receipts from loans.

Statement of capital works

This statement provides detail of capital expenditure by asset type and distinguishes renewal, upgrade and new capital expenditure.

Notes to the accounts

The notes to the accounts enable the reader to understand the basis on which the values shown in the accounts are established. The notes also advise if there has been any change to the accounting standards, policy or legislation that has impacted on how the standards were prepared.

Within the five financial statements, there is a 'note' column to indicate where the reader should go for additional information. This is particularly useful where there has been a significant change from the previous year's comparative figure.

Statements by the Principal Accounting Officer, Chief Executive Officer and councillors

The Financial Statements and the Performance Statement require certification under the *Local Government Act (Vic) 1989*. The certifications are made by a combination of the Principal Accounting Officer, the Chief Executive Officer and two councillors, on behalf of the Council, as a written undertaking to the statements being correct and not misleading.

Auditor-General's report

This document provides a written undertaking of the accuracy, fairness and completeness of the accounts.

The audit report from the Auditor-General provides an independent view of the statements and advises the reader if there are any issues of concern.

**City of Greater Geelong
ANNUAL FINANCIAL REPORT**

For the Year Ended 30 June 2021

City of Greater Geelong

Financial Report

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Financial Report
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City of Greater Geelong
2020-2021 Financial Report

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Karen Olesnicky CPA
Principal Accounting Officer

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Karen Olesnicky
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Date : 14th September 2021
Geelong

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Greater Geelong for the year ended 30 June 2021 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

DocuSigned by:
Cr Trent Sullivan
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Cr T Sullivan
Councillor

Date : 14th September 2021
Geelong

DocuSigned by:
Anthony Aitken
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Cr A Aitken
Councillor

Date : 14th September 2021
Geelong

DocuSigned by:
Martin Cutter
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Martin Cutter
Chief Executive Officer

Date : 14th September 2021
Geelong

Independent Auditor's Report

To the Councillors of the City of Greater Geelong

<p>Opinion</p>	<p>I have audited the financial report of the City of Greater Geelong (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the financial report</p>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
22 September 2021



Santhu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	257,691	241,910
Statutory fees and fines	3.2	12,504	11,546
User fees	3.3	45,697	53,685
Grants - operating	3.4(a)	68,867	57,451
Grants - capital	3.4(b)	21,485	10,250
Contributions - monetary	3.5	33,761	18,170
Contributions - non monetary	3.5	98,699	89,952
Other income	3.7	1,341	4,420
Total income		540,045	487,384
Expenses			
Employee costs	4.1(a)	171,830	163,273
Materials and services	4.2	118,038	121,238
Depreciation	4.3	68,281	68,999
Amortisation - intangible assets	4.4	387	663
Amortisation - right of use assets	4.5	3,201	2,981
Bad and doubtful debts	4.6	1,741	6,327
Borrowing costs	4.7	2,993	2,246
Finance costs - leases	4.8	147	375
Other expenses	4.9	30,802	29,694
Share of net (profits) or loss of associates and joint ventures	6.2	74	725
Net (gain) or loss on disposal of property, infrastructure, plant and equipment	3.6	995	5,918
Total expenses		398,489	402,440
Surplus for the year		141,556	84,945
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1	208,718	166,028
Total comprehensive result		350,274	250,973

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	66,913	22,083
Trade and other receivables	5.1(c)	16,251	11,900
Other financial assets	5.1(b)	77,092	81,287
Inventories	5.2(a)	1,092	1,113
Other assets	5.2(b)	4,233	4,850
Total current assets		165,581	121,232
Non-current assets			
Trade and other receivables	5.1(c)	15,317	9,429
Intangible assets	5.2(c)	2,450	2,837
Investments in associates	6.2	9,327	9,401
Right-of-use assets	5.8	3,230	5,628
Property, infrastructure, plant and equipment	6.1	3,158,782	2,814,027
Total non-current assets		3,189,106	2,841,322
Total assets		3,354,687	2,962,553
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	36,647	35,827
Trust funds and deposits	5.3(b)	12,800	12,827
Unearned Income	5.3(c)	15,578	9,119
Provisions	5.5	38,164	35,706
Interest-bearing liabilities	5.4	12,006	11,291
Lease liabilities	5.8	2,835	2,812
Total current liabilities		118,030	107,583
Non-current liabilities			
Provisions	5.5	19,557	19,488
Interest-bearing liabilities	5.4	105,062	71,317
Lease liabilities	5.8	558	2,957
Total non-current liabilities		125,176	93,762
Total liabilities		243,206	201,345
Net assets		3,111,481	2,761,209
Equity			
Accumulated surplus		1,652,273	1,541,038
Reserves	9.1	1,459,208	1,220,169
Total Equity		3,111,481	2,761,207

The above balance sheet should be read in conjunction with the accompanying notes.

**Statement of Changes in Equity
For the Year Ended 30 June 2021**

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	Total Reserves \$'000
2021						
Balance at beginning of the financial year		2,761,207	1,541,038	1,187,580	32,589	1,220,169
Surplus/(deficit) for the year		141,556	141,556	-	-	-
Net asset revaluation increment/(decrement)	9.1(a)	208,718	-	208,718	-	208,718
Transfers to other reserves	9.1(b)	-	(62,135)	-	62,135	62,135
Transfers from other reserves	9.1(b)	-	31,813	-	(31,813)	(31,813)
Balance at end of the financial year		3,111,481	1,652,273	1,396,298	62,910	1,459,208

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	Total Reserves \$'000
2020						
Balance at beginning of the financial year		2,510,236	1,469,699	1,021,552	18,983	1,040,535
Surplus/(deficit) for the year		84,945	84,945	-	-	-
Net asset revaluation increment/(decrement)	9.1(a)	166,028	-	166,028	-	166,028
Transfers to other reserves	9.1(b)	-	(46,477)	-	46,477	46,477
Transfers from other reserves	9.1(b)	-	32,872	-	(32,872)	(32,872)
Balance at end of the financial year		2,761,207	1,541,038	1,187,580	32,589	1,220,169

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows
For the Year Ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		245,240	237,279
Statutory fees and fines		13,233	13,238
User fees		39,671	60,723
Grants - operating		78,406	63,228
Grants - capital		31,125	15,811
Contributions - monetary		33,803	18,061
Interest received		567	1,484
Trust funds and deposits taken		5,710	6,838
Net GST refund/(payment)		22,370	19,348
Employee costs		(164,639)	(152,031)
Materials and services		(173,335)	(180,766)
Short-term, low value and variable lease payments		(1,384)	(1,259)
Trust funds and deposits repaid		(5,504)	(2,765)
Net cash provided by/(used in) operating activities	9.2	125,263	99,189
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(121,179)	(122,882)
Proceeds from sale of property, infrastructure, plant and equipment		8,463	9,933
Payments for investments		(140,098)	(155,517)
Proceeds from sale of investments		144,293	168,148
Net cash provided by/(used in) investing activities		(108,521)	(100,318)
Cash flows from financing activities			
Finance costs		(2,937)	(2,223)
Proceeds from borrowings		45,000	25,000
Repayment of borrowings		(10,540)	(8,234)
Interest paid - lease liability		(147)	(375)
Repayment of lease liabilities		(3,288)	(2,840)
Net cash provided by/(used in) financing activities		28,088	11,328
Net increase/(decrease) in cash and cash equivalents		44,830	10,200
Cash and cash equivalents at the beginning of the financial year		22,083	11,883
Cash and cash equivalents at the end of the financial year	5.1	66,913	22,083
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flows should be read in conjunction with the accompanying notes.

**Statement of Capital Works
For the Year Ended 30 June 2021**

	Note	2021 \$'000	2020 \$'000
Property			
Land		126	4,612
Buildings		36,527	25,371
Total property		36,653	29,983
Plant and equipment			
Plant, machinery and equipment		3,492	6,620
Computers and telecommunications		5,987	4,274
Total plant and equipment		9,479	10,894
Infrastructure			
Roads		31,758	26,970
Footpaths and cycleways		4,317	5,614
Drainage		5,452	16,005
Recreational, leisure and community facilities		2,389	14,285
Waste management		1,294	1,599
Parks, open space and streetscapes		24,204	11,100
Other infrastructure		5,634	6,433
Total infrastructure		75,047	82,006
Total capital works expenditure		121,179	122,883
Represented by:			
New asset expenditure		81,812	76,446
Asset renewal expenditure		34,414	36,765
Asset upgrade expenditure		4,953	9,672
Total capital works expenditure		121,179	122,883

The above statement of capital works should be read in conjunction with the accompanying notes.

OVERVIEW

Introduction

The City of Greater Geelong was established by an Order of the Governor in Council on 18 May 1993 and is a body corporate. The Council's main office is located at 30 Gheringhap Street, Geelong.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of landfill airspace (refer to Note 5.2)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- management have reviewed the relationship with Geelong Regional Library Corporation (GRLC) and will continue to account for this on an equity basis. The GRLC Board and senior management team make all the decision relative to the services provided. The City does not have discretion to direct the activities of the GRLC.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of COVID-19

On 30th January 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19, with many measures having significant impacts on the economy and business operations.

The Council, in line with the Victorian Government Stage 3 'Stay at Home' restrictions effective from March 28 2020, were forced to close or restrict access to leisure, community, sporting and arts facilities. These closures had an impact on general revenue and expenses, as well as employees being stood down. Redeployment was commenced to minimise the impact on our staff.

Through the Working for Victoria fund, a State Government COVID-19 initiative, the City has received close to \$8m this financial year to employ just under 200 FTE to help stimulate employment throughout the region.

Since the commencement of the pandemic, Council has adopted 6 support packages to assist the community and businesses during the pandemic and to provide support through the recovery process. The value of this support which spans both 2019-20 and 2020-21 financial years was budgeted at \$16.9m.

The net impact of COVID-19 on the 2020-21 financial statements is \$14.8m (2019-20 \$10.5m)

Areas	Summary of impact	\$m
Leisure	Leisure centres and outdoors were forced to close, decreasing revenue from user fees	\$4.4
Parking	On street and off street car parking fees were waived to 31 December 2020, plus lower utilisation from on-going restrictions	\$3.4
Refunds & revenue loss	Council's relief package providing refunds for a number fees and services, including health/food licences, events and caravan park fees. Closure of arts and cultural centres and reduction and waiver of fair play lease	\$2.7
Infringements	Free parking initiatives introduced by Council impacted the number of infringements issued reducing income	\$1.8
Childcare Centres	Reduction in utilisation in City run long day care services, plus changes to Government funding reducing income	\$1.2
Other	Decreased retail sales, provision of additional COVID-19 PPE for staff, general support to businesses	\$1.3

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$10.8m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 30 June 2020. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	260,311	257,691	(2,620)	-1%	
Statutory fees and fines	15,877	12,504	(3,373)	-21%	1
User fees	50,943	45,697	(5,246)	-10%	2
Grants - operating	45,907	68,867	22,960	50%	3
Grants - capital	11,573	21,485	9,913	86%	4
Contributions - monetary	14,608	33,761	19,153	131%	5
Contributions - non monetary	75,000	98,699	23,699	32%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3,866	(995)	(4,861)	-126%	7
Other income	4,496	1,341	(3,155)	-70%	8
Total income	482,580	539,050	56,470	12%	
Expenses					
Employee costs	173,190	171,830	1,361	1%	
Materials and services	116,821	118,038	(1,217)	-1%	
Depreciation	69,063	68,281	782	1%	
Amortisation - Intangible assets	387	387	-	0%	
Amortisation - Right of use assets	2,813	3,201	(388)	-14%	9
Bad and doubtful debts	1,060	1,741	(681)	-64%	10
Borrowing costs	3,336	2,993	343	10%	11
Finance costs - Leases	134	147	(13)	-10%	12
Share of net profits/(losses) of associates	-	74	74	0%	
Other expenses	30,170	30,802	(632)	-2%	
Total expenses	396,974	397,494	(371)	0%	
Surplus/(deficit) for the year	85,606	141,556	56,841	66%	

(i) Explanation of material variations

1	Statutory fees and fines	Parking infringement income was lower than budget due to free parking and lower utilisation \$1.9m and Health and Food permit holders were provided with fee relief \$1.5m
2	User fees	Closure of leisure centres and outdoor pools \$4.4m, waiving of on and off street parking fees and reduced utilisation \$3.4m.
3	Grants - operating	Council received \$7.8m funding for Working for Victoria which was not budgeted, 50 % of the 2021-22 Financial Assistance Grants in June 2021 \$11.8 and other business related stimulus grants as a result of COVID-19 impacts \$1.0m.
4	Grants - capital	Grants were received for Drysdale Library \$1.0m, West Oval redevelopment \$2.4m, Ripplside Playground \$0.5m, Various reserve upgrades \$1.5m, Traffic management \$2.0m, Public Wifi \$0.9m and Fixing Country Roads \$0.6m - either earlier than budgeted or as unbudgeted projects.
5	Contributions - monetary	Levies were received for various development schemes around the municipality that exceeded budget due to growth being higher than expected. Schemes where levies exceeded budget included Ocean Grove \$1.2m, Armstrong Creek South \$0.8m, Horseshoe Bend \$6.2m, Armstrong Creek West \$5.2m, Armstrong Creek East \$4.6m and Armstrong Creek Public Open space \$1.0m.
6	Contributions - non monetary	The value of assets contributed to Council by developers was greater than budget due to unexpected completion of sub division works which was driven by growth. Assets contributed included sub division works / infrastructure \$5.5m and open space \$18.2m.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Expected sale of properties did not occur during the year \$6.1m offset by lower than budget disposal of infrastructure assets \$2.5m.
8	Other income	Interest income was \$0.8m lower than budget due to reduced amounts of cash held on deposit and interest rates remaining low during the year. Retail sales were \$0.8m lower due to closure of facilities due to COVID-19. Vehicle contributions lower than budget \$0.2m resulting from staff ceasing vehicle agreements. Actual reimbursements allocated to statutory fees but budgeted under other income \$0.6m.
9	Amortisation - Right of use assets	New leases were entered into during the year which increased the amortisation associated with the assets recognised under the contracts.
10	Bad and doubtful debts	Additional provision for the demolition costs of Belchers Corner Building, offset by reduced provisions for parking infringements.
11	Borrowing costs	Deferral of budgeted borrowings and lower than expected interest rates on current borrowings has resulted in these costs being less than budget.
12	Finance costs - Leases	New leases were entered into during the year which increased the finance cost associated with these contracts.

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance \$'000	Variance %	Ref
Property					
Land	11,001	126	(10,875)	-99%	1
Total land	11,001	126	(10,875)	-99%	
Buildings	53,358	36,527	(16,831)	-32%	2
Total buildings	53,358	36,527	(16,831)	-32%	
Total property	64,359	36,653	(27,706)	-43%	
Plant and equipment					
Plant, machinery and equipment	4,839	3,492	(1,347)	-28%	3
Computers and telecommunications	12,279	5,987	(6,292)	-51%	4
Total plant and equipment	17,118	9,479	(7,639)	-45%	
Infrastructure					
Roads	27,385	31,758	4,373	16%	5
Footpaths and cycleways	5,068	4,317	(752)	-15%	6
Drainage	9,245	5,452	(3,793)	-41%	7
Recreational, leisure and community facilities	4,831	2,389	(2,442)	-51%	8
Waste management	1,338	1,294	(44)	-3%	
Parks, open space and streetscapes	23,806	24,204	398	2%	
Other infrastructure	7,270	5,634	(1,636)	-23%	9
Total infrastructure	78,943	75,047	(3,896)	-5%	
Total capital works expenditure	160,419	121,179	(39,240)	-24%	
Represented by:					
New asset expenditure	107,813	81,812	(26,001)	-24%	
Asset renewal expenditure	35,549	34,414	(1,135)	-3%	
Asset upgrade expenditure	17,057	4,953	(12,104)	-71%	
Total capital works expenditure	160,419	121,179	(39,240)	-24%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Delay of land acquisition in Armstrong Creek \$3.9m, Sparrovale Wetlands \$1.7m, New Station - New Corio Estates purchase and development \$5.5m.
2	Buildings	Delayed spending on Civic Accommodation \$18.9m off set by early delivery of Herne Hill project.
3	Plant, machinery and equipment	Dedicated fleet orders delayed \$1.7m offset by delivery licence plate recognition project from previous year \$0.2m.
4	Computers and telecommunications	Delayed expenditure on digital modernisation \$6.0m and IT core asset replacement \$0.4m.
5	Roads	Completion of projects from previous years - Fixing Country Roads \$2.9m, Tivoli Drive \$1.3m, Safe Travel in local streets \$0.5m, increased spend on Road Rehabilitation program \$0.9m and road widening \$0.6m. Offset by delay in Patullos Road project \$1.7m.
6	Footpaths and cycleways	Completion of Scenic Road Bikepath \$0.5m and The Dell Boardwalk \$0.2m offset by delayed expenditure on Footpath Special Rate and Charge \$0.9m and Footpath replacement program \$0.1m.
7	Drainage	Elcho Road Channel project delayed \$2.9m, Drainage subprogram underspent \$1.8m, Civic Accommodation drainage \$0.4m, offset by Epworth Drainage completion \$0.7m and Sparrovale wetlands works \$0.7m.
8	Recreational, leisure and community facilities	A number of projects with budget carry over have not been commenced/completed - \$1.5m in addition to delayed spend on Armstrong Creek Community Shed \$0.6m, Bell Park Community Hub \$0.1m and Labuan Square renewal \$0.1m.
9	Other infrastructure	Delivery of grants program is delayed \$0.6m, St Leonards Streetscape not commenced \$0.3m and works at Eastern Beach delayed \$0.23m

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2 (a) Customer and Corporate Services

Customer and Corporate Services provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes finance services, digital information and technology, property and procurement, Business Process Improvement, Civic Accommodation Project, Integrity and Risk and Legal Services.

City Planning and Economy

The planning services area includes the assessment of city development, health and local laws, planning strategy and urban growth. Our Economy area supports local festivals and major events in order to provide economic development and tourism to the region.

Community Life

Community life provides high quality community focused programs, service delivery and communication to residents. Community life is comprised of community care, connected communities, family services, health communities, leisure and recreational services and social planning and investment.

City Services

City services is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets include capital works engineering services, environment and waste, city works, parks and gardens, emergency management and municipal resources.

Chief Executive

Incorporates Governance and legal services with administration of the Office of the Chief Executive in order to provide effective oversight of the organisation.

Strategy, People and Performance

Aligns human resources with Council strategy in order to meet the needs of the growing community.

2 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income \$'000	Expenses \$'000	Surplus /(Deficit) \$'000	Grants	Total assets \$'000
				included in income \$'000	
2021					
Customer and Corporate Services	280,476	53,251	227,225	22,141	393,767
City Planning & Economy	58,611	59,456	(846)	4,247	140,940
Community Life	81,090	93,322	(12,233)	35,790	663,405
City Services	112,009	165,160	(53,150)	20,372	2,156,575
Chief Executive	7,819	15,982	(8,162)	7,802	-
Strategy, People & Performance	40	11,318	(11,278)	-	-
	540,045	398,489	141,556	90,352	3,354,688

City of Greater Geelong underwent an organisational restructure during 2020-21. Economy, Investment and Attraction merged with Planning, Design and Development to form City Planning & Economy. People and Culture joined with Strategy to form a new division known as Strategy, People and Performance. Governance/Mayor & Councillor support also shifted into the Chief Executive division.

	Income \$'000	Expenses \$'000	Surplus /(Deficit) \$'000	Grants	Total assets \$'000
				included in income \$'000	
2020					
Customer and Corporate Services	267,714	48,197	219,516	22,986	310,471
Planning, Design and Development	37,396	29,686	7,710	1,060	11,461
Community Life	75,424	97,344	(21,920)	30,947	548,405
City Services	102,109	170,042	(67,933)	11,689	1,969,797
Economy, Investment and Attraction	4,585	37,909	(33,324)	1,020	122,421
People and Culture & CEO	(0)	8,931	(8,932)	-	-
Governance, Strategy and Performance	156	10,329	(10,173)	-	-
	487,384	402,440	84,944	67,701	2,962,554

	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services		
3.1 Rates and charges		
Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the total market value of the land plus buildings and other improvements.		
The valuation base used to calculate general rates for 2020-21 was \$76.24 billion (2019-20 \$73.68 billion).		
General rates	208,507	186,442
Municipal charge	-	13,263
Waste management charge	42,825	38,325
Special rates and charges	2,840	1,165
Supplementary rates and rate adjustments	3,052	2,217
Interest on rates and charges	394	427
Revenue in lieu of rates	72	71
Total rates and charges	257,691	241,910
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020.		
Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
The municipal charge has been removed in 2020-21 and absorbed into general rates. This will directly benefit ratepayers with lower property values by redistributing costs, meaning higher value properties will absorb a greater amount of the cost.		
3.2 Statutory fees and fines		
Infringements and costs	2,218	2,185
Court recoveries	408	900
Town planning fees	2,611	2,253
Land information certificates	2,579	2,351
Permits	4,688	3,857
Total statutory fees and fines	12,504	11,546
Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.		
3.3 User fees		
Aged and health services	3,098	3,017
Leisure centre and recreation	7,934	14,921
Child care/children's programs	6,330	5,938
Parking	3,096	6,906
Building services	4,880	4,547
Waste management services	11,118	10,247
National Wool Museum	294	586
Parks	222	159
Rental and leasing	1,815	2,703
Road works	550	934
Planning	3,954	870
Other fees and charges	2,408	2,856
Total user fees	45,697	53,685
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	45,697	53,685
Total user fees	45,697	53,685
User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.		
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	50,427	46,156
State funded grants	39,925	21,545
Total grants received	90,352	67,701
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	22,141	22,900
Family services	10,619	9,721
General home care	14,333	12,826
Other	241	323
Recurrent - State Government		
Aged care	2,074	2,162
School crossing supervisors	912	908
Family services	7,973	5,949
Environment	252	-
Community development	674	233
Other	1,846	2,430
Total recurrent operating grants	61,065	57,451
Non-recurrent - State Government		
Working for Victoria	7,802	-
Total non-recurrent operating grants	7,802	-
Total operating grants	68,867	57,451

	2021 \$'000	2020 \$'000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,309	2,059
Total recurrent capital grants	<u>2,309</u>	<u>2,059</u>
Non-recurrent - Commonwealth Government		
Recreation	785	168
Other	-	219
Non-recurrent - State Government		
Roads	6,417	3,308
IT	923	-
Recreation	9,399	2,727
Buildings	1,015	945
Other	639	824
Total non-recurrent capital grants	<u>19,177</u>	<u>8,191</u>
Total capital grants	<u>21,485</u>	<u>10,250</u>

(c) Unspent grants received on condition that they be spent in a specific manner**Operating**

Balance at start of year	5,775	-
Received during the financial year and remained unspent at balance date	4,892	5,775
Received in prior years and spent during the financial year	(2,128)	-
Balance at year end	<u>8,539</u>	<u>5,775</u>

Capital

Balance at start of year	3,344	1,051
Received during the financial year and remained unspent at balance date	6,766	3,344
Received in prior years and spent during the financial year	(3,344)	(1,051)
Balance at year end	<u>6,766</u>	<u>3,344</u>

Operating grant revenue with sufficiently specific performance obligations are recognised over time as the performance obligations specified in the underlying agreement are met (Accounting Standard - AASB 15). Where performance obligations are not sufficiently specific, operating grant revenue is recognised on the earlier of receipt or when an unconditional right to receipt has been established (Accounting Standard - AASB 1058)

3.5 Contributions

Monetary	33,761	18,170
Non-monetary	98,699	89,952
Total contributions	<u>132,460</u>	<u>108,122</u>

Contributions of non monetary assets were received in relation to the following asset classes.

Land	27,441	20,275
Other infrastructure	71,259	69,677
Total non-monetary contributions	<u>98,699</u>	<u>89,952</u>

Monetary contributions are identified by triggers in the DCP or Sec 173 agreements. The revenue generated is transferred to a reserve account for each agreement which allocates the future obligation on the City to provide infrastructure.

Non -monetary contributions are recognised as revenue when the developer provides practical completion confirmation for the infrastructure item. The details of the value of the contribution / asset to be recognised will be based on the costs provided by the developer.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	8,463	9,933
Written down value of assets disposed	(9,458)	(15,851)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>(995)</u>	<u>(5,918)</u>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

	2021 \$'000	2020 \$'000
3.7 Other income		
Interest	567	1,484
Other	774	2,936
Total other income	1,341	4,420

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

4.1 (a) Employee costs

Wages and salaries	151,191	139,242
WorkCover	2,385	2,349
Casual staff / supplementary labour	2,734	7,662
Superannuation	14,091	12,407
Fringe benefits tax	483	605
Other	944	1,007
Total employee costs	171,830	163,273

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	717	789
	717	789
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	7,709	7,198
Employer contributions - other funds	6,009	5,018
	13,718	12,216
Employer contributions payable at reporting date.	-	-

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Materials	7,700	7,885
Contract Payments	46,516	47,166
Building maintenance	4,910	5,803
Plant/equipment/vehicle costs	7,898	8,513
Utilities	9,826	10,944
Office administration	5,518	6,635
Information technology	3,891	2,721
Insurance	2,610	2,611
Levies	5,671	5,733
Geelong Regional Library Corporation Funding Agreement Contribution	11,046	10,776
Consultants	6,678	6,906
Capital works reclassified as expense	5,772	5,546
Total materials and services	118,038	121,238

4.3 Depreciation

Property	12,909	11,937
Plant and equipment	6,889	6,616
Infrastructure	48,483	50,446
Total depreciation	68,281	68,999

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Intangible assets

Other - Landfill Airspace	387	663
Total Amortisation - Intangible assets	387	663

4.5 Amortisation - Right of use assets

Property	3,014	2,933
Vehicles	41	24
Other	146	24
Total Amortisation - Right of use assets	3,201	2,981

	2021 \$'000	2020 \$'000
4.6 Bad and doubtful debts		
Parking fine debtors	536	1,383
Other debtors	1,205	4,945
Total bad and doubtful debts	1,741	6,327
Movement in provisions for doubtful debts		
Balance at the beginning of the year	17,094	10,769
New provisions recognised during the year	4,237	6,414
Amounts already provided for and written off as uncollectible	(2,716)	-
Amounts provided for but recovered during the year	(12)	(90)
Balance at end of year	18,603	17,094

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.7 Borrowing costs

Interest - Borrowings	2,993	2,246
Total borrowing costs	2,993	2,246

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.8 Finance Costs - Leases

Interest - Lease Liabilities	147	375
Total finance costs	147	375

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	103	96
Auditors' remuneration - Internal	235	173
Councillors' allowances	404	420
Contributions	4,063	7,272
Waste disposal and recycling	12,270	12,119
Marketing, promotion and advertising	2,162	1,849
Events and functions	596	886
Operating lease rentals	1,384	1,259
Security	858	717
Memberships and subscriptions	603	445
Licences, fees and permits	522	713
Grants	5,255	2,193
Other	2,348	1,553
Total other expenses	30,802	29,694

Note 5 Our financial position

5.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	158	130
Cash at bank	66,755	21,953
Total cash and cash equivalents	66,913	22,083

(b) Other financial assets

Term deposits - current	77,092	81,287
Total other financial assets	77,092	81,287
Total financial assets	144,005	103,370

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3(b))	12,800	12,827
- Grants received but not expended (Note 3.4(c))	15,305	9,119
Total restricted funds	12,800	21,946
Total unrestricted cash and cash equivalents	54,114	81,424

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- cash held to fund carried forward capital works	27,027	28,306
- include details of other allocated amounts	35,883	4,283
Total funds subject to intended allocations	62,910	32,589

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

	2021	2020
	\$'000	\$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	2,054	1,496
Provision for doubtful debts - rates	(457)	(451)
Infringement debtors	11,923	11,229
Provision for doubtful debts - infringements	(10,888)	(10,352)
<i>Non statutory receivables</i>		
Other debtors including landfill, leasing and permits	20,878	16,271
Provision for doubtful debts - other debtors	(7,258)	(6,291)
Total current trade and other receivables	<u>16,251</u>	<u>11,901</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	5,822	5,211
Long term rates	9,397	4,120
<i>Non statutory receivables</i>		
Loans and advances to community organisations	98	98
Total non-current trade and other receivables	<u>15,317</u>	<u>9,429</u>
Total trade and other receivables	<u>31,568</u>	<u>21,330</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	8,001	4,432
Past due by up to 30 days	-	-
Past due between 31 and 180 days	3,038	1,364
Past due between 181 and 365 days	405	143
Past due by more than 1 year	285	150
Total trade and other receivables	<u>11,729</u>	<u>6,089</u>

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$7.3m (2020: \$6.3m) were impaired. The amount of the provision raised against these debtors was \$7.3m (2020: \$6.3m). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	3,505	2,514
Past due between 181 and 365 days	268	456
Past due by more than 1 year	3,486	3,321
Total trade & other receivables	<u>7,258</u>	<u>6,291</u>

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5.2 Non-financial assets	2021	2020
(a) Inventories	\$'000	\$'000
Inventories held for distribution	813	782
Inventories held for sale	279	330
Total inventories	1,092	1,113

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	2,667	4,727
Accrued income	1,566	123
Total other assets	4,233	4,850

(c) Intangible assets

Landfill air space	2,450	2,837
Total intangible assets	2,450	2,837

Landfill
\$'000

Gross carrying amount

Balance at 1 July 2020	2,837
Amortisation	(387)
Balance at 1 July 2021	2,450

Net book value at 30 June 2020	2,837
Net book value at 30 June 2021	2,450

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables	2021	2020
(a) Trade and other payables	\$'000	\$'000
Trade payables	15,389	18,747
Prepaid Income (includes rates and leisure services)	2,242	2,405
Accrued expenses	19,016	14,675
Total trade and other payables	36,647	35,827
(b) Trust funds and deposits		
Refundable deposits	10,388	10,070
Fire services levy	2,411	2,757
Total trust funds and deposits	12,800	12,827
(c) Unearned income		
Grants received in advance - operating	3,622	2,564
Grants received in advance - capital	6,766	3,344
Other	5,190	3,211
Total unearned income	15,578	9,119

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of security in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received twenty-eight days after the rate instalment due date. Amounts disclosed here will be remitted to the state government in line with that process.

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5.4 Interest-bearing liabilities	2021	2020
	\$'000	\$'000
Current		
Borrowings - secured	12,006	11,291
	<u>12,006</u>	<u>11,291</u>
Non-current		
Borrowings - secured	105,062	71,317
	<u>105,062</u>	<u>71,317</u>
Total	<u>117,068</u>	<u>82,608</u>

Borrowings are secured against the Council Rate Base

The maturity profile for Council's borrowings is:

Not later than one year	12,006	11,291
Later than one year and not later than five years	45,734	49,445
Later than five years	59,328	21,872
	<u>117,068</u>	<u>82,608</u>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

	Employee	Landfill restoration	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2021				
Balance at beginning of the financial year	34,610	16,683	3,901	55,194
Additional provisions	21,550	-	3,865	25,415
Amounts used	(19,745)	-	(3,143)	(22,889)
Balance at the end of the financial year	<u>36,415</u>	<u>16,683</u>	<u>4,623</u>	<u>57,720</u>
2020				
Balance at beginning of the financial year	32,634	16,693	-	49,328
Additional provisions	20,850	-	3,901	24,751
Amounts used	(18,874)	(10)	-	(18,884)
Balance at the end of the financial year	<u>34,610</u>	<u>16,683</u>	<u>3,901</u>	<u>55,194</u>

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	2021	2020
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	11,905	10,733
Long service leave	1,731	2,537
Other	158	178
	<u>13,793</u>	<u>13,448</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,166	968
Long service leave	18,527	17,292
	<u>19,692</u>	<u>18,260</u>
Total current employee provisions	<u>33,486</u>	<u>31,707</u>
Non-current		
Long service leave	2,929	2,903
Total non-current employee provisions	<u>2,929</u>	<u>2,903</u>
Aggregate carrying amount of employee provisions:		
Current	33,486	31,707
Non-current	2,929	2,903
Total aggregate carrying amount of employee provisions	<u>36,415</u>	<u>34,610</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:	2021	2020
- discount rate	(0.015)% - 1.215%	0.24% - 0.71%
- inflation rate	2.20%	2.50%

	2021	2020
	\$'000	\$'000
(b) Landfill restoration		
Current	124	124
Non-current	16,559	16,559
	<u>16,683</u>	<u>16,683</u>

Council is obligated to restore its landfill sites to a standard as mandated by the Environment Protection Authority. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:	2021	2020
- discount rate	2.03%-2.25%	1.51% - 1.72%
- estimated cost to rehabilitate	18,865	18,865

(c) Other provisions

Developer Contributions Liabilities	68	26
Other Provisions	4,554	3,875
	<u>4,623</u>	<u>3,901</u>

Provisions Total

Current	38,164	35,706
NonCurrent	19,557	19,488
	<u>57,721</u>	<u>55,194</u>

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Bank overdraft	5,000	5,000
Total facilities	<u>5,000</u>	<u>5,000</u>
Unused facilities	<u>5,000</u>	<u>5,000</u>

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2021	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
IT	14,574	474	206	-	15,254
Recycling	2,873	190	-	-	3,063
Facilities maintenance	874	337	49	-	1,260
Open space and parks management	2,509	1,718	930	-	5,157
Consultancies	601	15	-	-	615
Cleaning contracts for council buildings	1,526	-	-	-	1,526
Roads	1,412	103	-	-	1,514
Other	2,433	584	706	-	3,724
Total	26,801	3,420	1,892	-	32,113
Capital					
Buildings	80,736	-	-	-	80,736
Other	8,517	-	-	-	8,517
Total	89,253	-	-	-	89,253
2020	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
IT	353	91	-	-	444
Recycling	2,873	2,873	5,027	-	10,773
Facilities maintenance	1,413	883	1,307	32	3,635
Open space and parks management	1,352	993	1,060	-	3,406
Consultancies	1,031	884	920	-	2,835
Cleaning contracts for council buildings	2,052	2,052	1,526	-	5,631
Roads	2,151	1,931	2,992	-	7,073
Other	2,262	1,903	2,660	1,859	8,683
Total	13,487	11,610	15,492	1,890	42,480
Capital					
Buildings	35,791	71,597	-	-	107,388
Other	12,348	218	-	-	12,567
Total	48,139	71,815	-	-	119,954

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

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Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council has a number of peppercorn leases in its portfolio and given the nature and use of these assets it is difficult to estimate the fair value of these right of use. Council has chosen to take up the option of measuring the peppercorn leases as cost (actual payments) rather than at fair value.

Right-of-Use Assets	Property \$'000	Vehicles \$'000	Other \$'000	Total \$'000
Balance at 1 July 2019	-	-	-	-
Additions	7,800	69	740	8,609
Amortisation charge	(2,933)	(24)	(24)	(2,981)
Balance at 30 June 2020	<u>4,867</u>	<u>45</u>	<u>716</u>	<u>5,628</u>

Balance at 1 July 2020	4,867	45	716	5,628
Additions	738	66	-	803
Amortisation charge	(3,014)	(41)	(146)	(3,201)
Balance at 30 June 2021	<u>2,590</u>	<u>70</u>	<u>570</u>	<u>3,230</u>

Lease Liabilities	2021 \$'000	2020 \$'000
Maturity analysis - contractual undiscounted cash flows	\$'000	\$'000
Less than one year	2,756	2,671
One to five years	555	2,655
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	<u>3,310</u>	<u>5,326</u>

Lease liabilities included in the Balance Sheet at 30 June:

Current	2,835	2,812
Non-current	558	2,957
Total lease liabilities	<u>3,392</u>	<u>5,769</u>

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2021 \$'000	2020 \$'000
Expenses relating to:	\$'000	\$'000
Short-term leases	1,383	1,258
Leases of low value assets	1	2
Total	<u>1,384</u>	<u>1,259</u>
Variable lease payments (not included in measurement of lease liabilities)	-	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

Within one year	1	1
Later than one year but not later than five years	2	6
Total lease commitments	<u>2</u>	<u>7</u>

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	At Fair Value 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	754,047	5,248	29,405	90,561	-	(3,123)	-	5,667	881,805
Buildings	472,187	8,775	142	(4,347)	(12,917)	(2,294)	-	11,962	473,508
Plant and equipment	32,191	5,383	20	-	(6,889)	(716)	-	173	30,163
Infrastructure	1,495,420	48,383	69,133	122,504	(48,452)	(3,998)	-	15,009	1,697,998
Work in progress	60,182	53,389	-	-	-	-	(5,452)	(32,811)	75,307
	2,814,027	121,179	98,699	208,718	(68,257)	(10,131)	(5,452)	-	3,158,782

Summary of Work in Progress

	Opening WIP	Additions	Write-off	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	25,952	31,638	(229)	(17,629)	39,731
Plant and equipment	2,388	4,412	(139)	(173)	6,488
Infrastructure	31,843	17,339	(5,085)	(15,009)	29,088
Total	60,182	53,389	(5,452)	(32,811)	75,307

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(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Land under roads \$'000	Total Land & Land Improvements \$'000	Heritage buildings \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Leasehold improvements \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2020	684,758	40,544	28,747	754,049	113,710	523,561	8,484	3,738	649,494	25,952	1,429,494
Accumulated depreciation at 1 July 2020	-	-	-	-	(47,028)	(125,877)	(2,369)	(2,033)	(177,307)	-	(177,307)
	684,758	40,544	28,747	754,049	66,682	397,685	6,115	1,705	472,187	25,952	1,252,187
Movements in fair value											
Additions	4,397	100	752	5,248	138	8,651	(79)	65	8,775	31,638	45,661
Contributions	24,528	-	4,877	29,405	-	142	-	-	142	-	29,547
Revaluation	82,239	4,869	3,452	90,561	-	(4,347)	-	-	(4,347)	-	86,214
Disposal	(154)	(2,969)	-	(3,123)	-	(3,619)	-	-	(3,619)	-	(6,742)
Write-off	-	-	-	-	-	-	-	-	-	(229)	(229)
Transfers	5,667	-	-	5,667	49	11,767	107	39	11,962	(17,629)	-
	116,678	2,000	9,081	127,759	187	12,593	29	104	12,913	13,780	154,451
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	-	(2,638)	(9,757)	(206)	(316)	(12,917)	-	(12,917)
Accumulated depreciation of disposals	-	-	-	-	-	1,325	-	-	1,325	-	1,325
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	(2,638)	(8,432)	(206)	(316)	(11,592)	-	(11,592)
At fair value 30 June 2021	801,435	42,544	37,828	881,807	113,897	536,154	8,513	3,842	662,406	39,731	1,583,945
Accumulated depreciation at 30 June 2021	-	-	-	-	(49,666)	(134,309)	(2,575)	(2,348)	(188,898)	-	(188,898)
	801,435	42,544	37,828	881,807	64,231	401,845	5,938	1,493	473,508	39,731	1,395,047

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	38,161	16,587	35,060	2,388	92,195
Accumulated depreciation at 1 July 2020	(15,141)	(12,410)	(30,063)	-	(57,614)
	23,019	4,177	4,997	2,388	34,581
Movements in fair value					
Additions	3,100	399	1,884	4,412	9,795
Contributions	-	-	20	-	20
Disposal	(2,780)	-	(28)	-	(2,808)
Write-off	-	-	-	(139)	(139)
Transfers	-	160	13	(173)	-
	320	560	1,888	4,100	6,868
Movements in accumulated depreciation					
Depreciation and amortisation	(3,807)	(675)	(2,406)	-	(6,889)
Accumulated depreciation of disposals	2,074	-	18	-	2,092
Transfers	-	-	-	-	-
	(1,733)	(675)	(2,388)	-	(4,796)
At fair value 30 June 2021	38,481	17,146	36,948	6,488	99,063
Accumulated depreciation at 30 June 2021	(16,875)	(13,085)	(32,451)	-	(62,411)
	21,606	4,061	4,497	6,488	36,652

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For the Year Ended 30 June 2021

(c) Infrastructure

	Road Seal and Road Pavement	Footpaths and cycleways	Drainage	Recreational, leisure and community	Kerb and channel	Roads other	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	855,815	291,358	663,630	173,701	243,648	209,307	105,036	31,843	2,574,339
Accumulated depreciation at 1 July 2020	(360,446)	(147,911)	(180,374)	(69,448)	(142,375)	(82,062)	(64,463)	-	(1,047,078)
	495,369	143,447	483,257	104,254	101,273	127,245	40,573	31,843	1,527,261
Movements in fair value									
Additions	21,848	5,891	4,180	4,131	3,988	5,960	2,385	17,339	65,722
Contributions	23,274	9,225	25,135	2,435	5,402	2,280	1,381	-	69,133
Revaluation	52,432	-	81,456	-	-	-	-	-	133,888
Disposal	(3,509)	(1,917)	(1,650)	(660)	(565)	(1,188)	-	-	(9,490)
Write-off	-	-	-	-	-	-	-	(5,085)	(5,085)
Transfers	(64)	526	7,139	2,060	(224)	3,612	1,959	(15,009)	-
	93,981	13,726	116,259	7,966	8,601	10,664	5,726	(2,754)	254,168
Movements in accumulated depreciation									
Depreciation and amortisation	(15,705)	(6,059)	(6,772)	(7,104)	(3,461)	(4,522)	(4,828)	-	(48,452)
Accumulated depreciation of disposals	1,818	1,725	593	397	433	524	-	-	5,491
Unrecognised assets (valued at WDV)	-	-	-	-	-	-	-	-	-
Revaluation	(11,384)	-	-	-	-	-	-	-	(11,384)
	(25,270)	(4,334)	(6,180)	(6,707)	(3,028)	(3,998)	(4,828)	-	(54,345)
At fair value 30 June 2021	949,796	305,083	779,890	181,667	252,250	219,971	110,762	29,089	2,828,507
Accumulated depreciation at 30 June 2021	(385,716)	(152,244)	(186,553)	(76,155)	(145,403)	(86,060)	(69,290)	-	(1,101,422)
	564,079	152,839	593,336	105,512	106,847	133,911	41,472	29,089	1,727,085

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Variance in building component rates is due to the type of building Major or Minor, the type of material used and also variance of sub component lives within the component group. Rates applied are based on the shortest and longest lives of subcomponents within each major component group. Major component groups are shown below.

	Depreciation Period	Threshold Limit
<i>Asset recognition thresholds and depreciation periods</i>		\$'000
Land & land improvements		
Land		1
Buildings		
Buildings (Component Level Recognition Adopted In 2019-2020)	20 - 150 years	10 (Total Cost of Structure)
Structure	50 - 155 years	
Sub Structure	50 - 150 years	
Fitout	20 - 70 years	
Roof	40 - 140 years	
Mechanical Services	20 - 60 years	
Hydraulic Services	50 - 100 years	
Electrical Services	25 - 50 years	
Floor Coverings	13 - 30 years	
Security Services	15 - 20 years	
Transport Services (Lifts Escalators)	60 - 100 years	
Building Improvements	50 years	
Leasehold Improvements	10 years	1
Plant and Equipment		
Heavy Plant And Equipment, Commercial Vehicles	10 years	1
Personal Computers	3 years	1
Computer Equipment	4-5 years	1
Software	4-5 years	1
Light Motor Vehicles	5-7 years	1
Fixtures And Fittings	10 years	1
Infrastructure		
Road Spray Seal	12 years	1
Road Asphalt Seal	25 years	1
Road Pavement	80 years	1
Drainage	40 - 100 years	1
Kerbs And Channel	60 years	1
Footpaths And Bikepaths	50 years	1
Recreation	7-80 years	1
Airspace	As per landfill cell	1
ROU	As per lease term	1

Land under roads

Council recognises land under roads acquired after 30 June 2008 at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10 year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by Stephen Davey of Opteon AAPI CPV Member no 63379. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

During 2019-20, council engaged the services of APV Valuers & Asset Management to review Council revaluation process and to assist council with implementing componentisation of Council building assets. This commenced with the current revaluation of our Land and Building assets. This process identified long life and short life assets in this asset class and resulted in a change in depreciation allocated to some buildings. This process will be implemented across a number of council's asset classes.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. A full revaluation will be conducted in 2021-22

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Non-specialised land	-	42,544	-	Jan-20
Specialised land	-	-	801,435	Jan-20
Land under roads	-	-	37,828	Jan-20
Heritage Buildings	-	-	64,231	Jan-20
Specialised buildings	-	-	401,845	Jan-20
Non-specialised buildings	-	5,938	-	Jan-20
Leasehold improvements	-	-	1,493	Various
Total	-	48,482	1,306,833	

Valuation of infrastructure

Valuation of infrastructure assets has been undertaken by the City's asset management engineers who are degree qualified and whose knowledge and experience can be relied upon..

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Road Pavement	-	-	405,751	Apr-21
Road Seal	-	-	158,328	Apr-21
Road Other	-	-	133,911	Apr-19
Kerb and Channel	-	-	106,847	Apr-19
Footpaths and cycleways	-	-	152,839	Apr-19
Drainage	-	-	593,336	Apr-18
Total	-	-	1,551,012	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$5,555.83 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$327 to \$35,084 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 12 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2021	2020
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	37,828	28,747
Parks and reserves	801,434	684,758
Total specialised land	839,262	713,505

	2021	2020
	\$'000	\$'000
6.2 Investments in associates		
Investments in associates		
Investments in associates accounted for by the equity method are:		
Geelong Regional Library Corporation	9,327	9,401
Geelong Regional Library Corporation		
<i>Background</i>		
Principal activity is to provide Library Services to member municipalities. Council holds 89.52% (2019-20 88.22%) of equity in the corporation. Council has four board members on the Board of eight. Council has the ability to influence rather than control its operations. Incorporated in Australia.		
Fair value of Council's investment in Geelong Regional Library Corporation	<u>9,327</u>	<u>9,401</u>
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	6,066	6,791
Reported surplus/(deficit) for year	(74)	(725)
Council's share of accumulated surplus/(deficit) at end of year	<u>5,991</u>	<u>6,066</u>
Movement in carrying value of specific investment		
Carrying value of investment at start of year	9,401	10,126
Share of surplus/(deficit) for year	(74)	(725)
Carrying value of investment at end of year	<u>9,327</u>	<u>9,401</u>

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

City of Greater Geelong **Notes to the Financial Report**
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	2021	2020
	No.	No.
Note 7 People and relationships		
7.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
City of Greater Geelong		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Cr Stephanie Asher (Mayor 15 October 2019 - 30 June 2021, Re-elected 13 November 2020)		
Cr Trent Sullivan (Deputy Mayor 12 November 2020 - 30 June 2021)		
Cr Anthony Aitken		
Cr Bruce Harwood		
Cr Kylie Grzybek		
Cr Eddy Kontelj		
Cr Sarah Mansfield		
Cr Jim Mason		
Cr Belinda Moloney (elected 13 November 2020)		
Cr Peter Murrhij		
Cr Ron Nelson		
Cr Pat Murnane (1 July 2020 - 13 November 2020)		
Total Number of Councillors	12	11
Chief Executive Officer and other Key Management Personnel		
Chief Executive Officer		
Director Economy, Investment & Attraction (position removed 27 March 2021)		
Director Governance, Strategy & Performance (position made redundant 29 March 2021)		
Director City Services		
Director Planning, Design & Development		
Director Customer & Corporate Services		
Director Community Life		
Director People & Culture		
Total of Chief Executive Officer and other Key Management Personnel	8	8
Total Number of Key Management Personnel	20	19
(c) Remuneration of Key Management Personnel	2021	2020
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,445	2,699
Long-term benefits	50	57
Post employment benefits	184	198
Termination benefits	333	-
Total	3,012	2,954
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:	2021	2020
	No.	No.
\$10,000 - \$19,999	1	-
\$20,000 - \$29,999	1	-
\$30,000 - \$39,999	9	9
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	-	1
\$90,000 - \$99,999	-	1
\$100,000 - \$109,999	1	-
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	-	4
\$290,000 - \$299,999	4	2
\$300,000 - \$309,999	1	-
\$430,000 - \$439,999	1	1
\$550,000 - \$559,999	1	-
	20	19

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

	2021 No.	2020 No.
Income Range:		
\$151,000 - \$159,999	8	4
\$160,000 - \$169,999	6	7
\$170,000 - \$179,999	6	7
\$180,000 - \$189,999	7	7
\$190,000 - \$199,999	5	5
\$200,000 - \$209,999	7	5
\$210,000 - \$219,999	3	1
\$220,000 - \$229,999	1	1
\$230,000 - \$239,999	2	-
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	1	-
\$330,000 - \$339,999	1	-
	48	37

Total Remuneration for the reporting year for Senior Officers included above, amounted to:

9,134	6,735
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7.2 Related party disclosure**(a) Transactions with related parties**

Contributions are paid by the City of Greater Geelong to the Geelong Regional Library Corporation. Please refer to details in Note 6.2
Payments of \$9.5k were made to Volunteering Geelong Inc during 2020-21, for which a Councillor is the Board President
Payments of \$115k were made to Asphalt Paving Services of which a Key Management Personnel's partner is the Business Manager.

(b) Outstanding balances with related parties

There are shared services paid by the City of Greater Geelong on behalf of the library and vice versa, which are subsequently reimbursed. The outstanding balance as at 30th June 2021 is \$213k owing to the Geelong Regional Library Corporation.

(c) Loans to/from related parties

There are no loans in existence with related parties

(d) Commitments to/from related parties

There are no loans in existence with related parties

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent assets

In the course of creating new subdivisions, developers construct infrastructure assets which are vested with council when council issues a Statement of Compliance. These assets are brought to account as revenue (Contributions - Non Monetary Assets) and capitalised

At reporting date, developers had commenced construction of assets that will eventually be transferred to Council issuing a Statement of Compliance.

Council cannot reliably measure the value of assets involved prior to completion.

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 80 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2021	2020
	\$'000	\$'000
Not later than one year	1,678	1,634
Later than one year and not later than five years	4,066	3,847
Later than five years	2,192	2,978
	7,936	8,459

(b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Building cladding

The Council MBS has previously met with the owners of a building within the municipal boundaries and issued a Building Order to require cladding to be removed from the exterior of the building. As an interim measure the owner was approved for the immediate removal of the cladding around the ground level and front entry. This was undertaken prior to December 2020.

Both parties have subsequently met and agreed on the scope and timing for the completion of the removal of the remaining combustible cladding from the exterior of the building. This work was undertaken through a building permit process over the period March 2021 to June 2021 with a final clearance certificate provided to council on the 14 July 2021.

The matter has now been finalised and all combustible cladding has been permanently removed from the exterior of the building.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.1% and -0.1% in market interest rates (AUD) from year-end rates of 0.1%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement*Fair value hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2021			
Property			
Land & Buildings	769,162	86,214	855,376
	769,162	86,214	855,376
Infrastructure			
Roads	209,519	41,048	250,567
Footpaths and cycleways	33,353	-	33,353
Drainage	175,546	81,456	257,002
	418,418	122,504	540,922
Total asset revaluation reserves	1,187,580	208,718	1,396,298
2020			
Property			
Land & Buildings	603,134	166,028	769,162
	603,134	166,028	769,162
Infrastructure			
Roads	209,519	-	209,519
Footpaths and cycleways	33,353	-	33,353
Drainage	175,546	-	175,546
	418,418	-	418,418
Total asset revaluation reserves	1,021,552	166,028	1,187,580

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report
For the Year Ended 30 June 2021

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Annual Reallocations \$'000	Balance at end of reporting period \$'000
(b) Other reserves					
2021					
Car Parking Reserve	200	-	-	-	200
Public Open Space Reserve	2,123	5,620	268	-	7,475
Main Drainage Reserve	-	19	19	-	-
Deferred Works Reserve	28,306	27,027	28,306	-	27,027
Asset Development Reserve	(117)	-	123	-	(240)
Asset Redevelopment Reserve	245	-	36	-	209
DCP Reserve - Jetty Road Stage 1	(690)	486	1,775	1,002	(976)
DCP Reserve - Armstrong Creek East Precinct	(75)	6,259	-	(357)	5,827
DCP Reserve - Armstrong Creek West Precinct	6,582	7,717	408	497	14,388
DCP Reserve - Armstrong Creek HBP	(12,199)	7,659	677	2,434	(2,783)
DCP Reserve - Armstrong Creek Town Centre	(2,208)	-	29	(2,337)	(4,575)
DCP Reserve - Armstrong Creek South Precinct	(709)	790	-	150	231
DCP Reserve - Ocean Grove Growth Area	1,451	1,211	-	-	2,662
DCP Reserve - Lara West	2,819	1,351	76	-	4,094
Armstrong Creek Public Open Space	2,643	1,614	-	-	4,257
S173 - Lonsdale Golf Club	57	10	-	-	67
Water Quality Levy	2,697	-	96	-	2,601
Jetty Road Public Open Space	607	-	-	-	607
S173 - St Leonard's Growth Area 1	1,177	-	-	-	1,177
S173 - St Leonard's Growth Area 2	(1,044)	730	-	(1)	(315)
S173 - Wandana Heights Estate	405	157	-	-	562
S173 - Clifton Springs DP023	37	-	-	-	37
S173 - Fyansford DP016	84	102	-	-	186
S173 - Drysdale Walk DP024	197	(5)	-	-	192
Total Other reserves	32,588	60,747	31,813	1,388	62,910
2020					
Car Parking Reserve	200	-	-	-	200
Public Open Space Reserve	966	3,001	1,844	-	2,123
Main Drainage Reserve	-	143	143	-	-
Deferred Works Reserve	23,571	28,306	23,571	-	28,306
Asset Development Reserve	(72)	-	45	-	(117)
Asset Redevelopment Reserve	281	-	36	-	245
DCP Reserve - Jetty Road Stage 1	1,026	1,601	3,317	-	(690)
DCP Reserve - Armstrong Creek East Precinct	(3,490)	3,440	25	-	(75)
DCP Reserve - Armstrong Creek West Precinct	1,819	4,799	36	-	6,582
DCP Reserve - Armstrong Creek HBP	(9,530)	435	3,104	-	(12,199)
DCP Reserve - Armstrong Creek Town Centre	(2,208)	-	-	-	(2,208)
DCP Reserve - Armstrong Creek South Precinct	(11)	-	698	-	(709)
DCP Reserve - Ocean Grove Growth Area	1,395	56	-	-	1,451
DCP Reserve - Lara West	(110)	2,980	51	-	2,819
Armstrong Creek Public Open Space	1,443	1,200	-	-	2,643
S173 - Lonsdale Golf Club	57	-	-	-	57
Water Quality Levy	2,036	663	2	-	2,697
Jetty Road Public Open Space	322	285	-	-	607
S173 - St Leonard's Growth Area 1	1,177	-	-	-	1,177
S173 - St Leonard's Growth Area 2	-	(1,044)	-	-	(1,044)
S173 - Wandana Heights Estate	74	331	-	-	405
S173 - Clifton Springs DP023	37	-	-	-	37
S173 - Fyansford DP016	-	84	-	-	84
S173 - Drysdale Walk DP024	-	197	-	-	197
Total Other reserves	18,983	46,477	32,872	-	32,589

Council maintains three statutory reserves (Car Parking, Public Open Space and Main Drainage) to record funds collected from developers under the Planning and Environment Act and Local Government Act. Council identifies, as part of the budget process, capital works relevant to these reserves and records the capital expenditure as settlement of the obligations created in collecting the levies.

Council maintains a Deferred Works Reserve to record the estimated amount of Capital Expenditure that is expected to complete the capital projects that were approved in the previous year's budget, but had not been completed at year end.

Council maintains an Asset Development Reserve to record funds provided to Council for development of coastal infrastructure.

Council has an Asset Redevelopment Reserve to record funds provided to Council for the Saleyards redevelopment.

Council maintains individual reserves to record funds for each of the Approved Developer Contribution Plans (DCP).

	2021	2020
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	141,556	84,945
Depreciation/amortisation	71,869	72,643
Profit/(loss) on disposal of property, infrastructure, plant and equipment	995	5,918
Capital works reclassified as expense	5,772	5,546
Other Non Cash Items	583	(746)
Contributions - Non-monetary assets	(98,699)	(89,952)
Share of net loss of associates	74	725
Finance Costs	2,937	2,223
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(10,239)	(1,573)
(Increase)/decrease in prepayments	617	(1,809)
Increase/(decrease) in unearned income	6,459	9,119
Increase/(decrease) in trade and other payables	820	1,120
(Decrease)/increase in other liabilities	(27)	5,285
(Increase)/decrease in inventories	21	14
Increase/(decrease) in provisions	2,526	5,732
Net cash provided by/(used in) operating activities	125,263	99,190

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

Council makes both employer and employee contributions to The Fund's accumulation category, Vision MySuper/Vision Super Saver, on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa

Salary information 2.5% pa for two years and 2.75% pa thereafter

Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the actual VBI at June 2021 was 109.7%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial) \$m	2019 (Interim) \$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.50%	717	789
Vision super	Accumulation fund	9.50%	7,709	7,198

10 Change in accounting policy

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

Council has adopted *AASB 1059 Service Concession Arrangements: Grantors*, from 1 July 2020. The change in the accounting policies has had no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

Council has adopted *AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material*, from 1 July 2020. The Council has used the new guidance on materiality when preparing the information in the financial statements.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

Council has adopted *AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework* from 1 July 2020.

It is not expected that these standards will have any significant impact on council.

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.





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