

THE CITY OF GREATER GEELONG

ANNUAL REPORT 2021-22



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We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

MAYOR AND CEO MESSAGE

It gives us great pleasure to present the City of Greater Geelong's Annual Report for the year ending 30 June 2022.

This was the first year within our four-year *Our Community Plan 2021–25*, and we have focused on supporting our community by working towards the strategic priorities identified in that document.

In response to strong population increases and the forecast that these will continue, we have taken action to protect the environment and make sure our region's growth is sustainable.

The adoption of our *Climate Change Response Plan 2021–30* in November 2021 saw us set ambitious targets of net zero emissions for our operations by 2025, and net zero community emissions by 2035.

Encouragingly, figures indicate that our carbon emissions dropped by 29 per cent this financial year alone, driven by our switch to renewable energy for all of our electricity use.

In an effort to reduce the volume of household waste being sent to landfill, we started a trial food waste collection service in Lara. It's our intention that this service will be rolled out region-wide in the coming years.

We also continued to trial the use of innovative products made from recycled materials in road reconstruction projects and completed stage one of Victoria's largest streetlight upgrade program – switching around 13,000 of our streetlights to energy efficient LEDs.

These clever and creative initiatives, along with several others, saw us earn the Keep Victoria Beautiful 2021 Sustainable City Award.

Our strategic focus on achieving a healthy, caring and inclusive community resulted in the investment of \$195.7 million into capital projects, building and renewing vital places and spaces such as playgrounds, sporting facilities, community hubs and swimming pools.

Major builds underway during the 2021–22 financial year include the Northern Aquatic and Community Hub – our \$61.6 million redevelopment of Waterworld and Centenary Hall in Norlane.

Construction also started on both the North Bellarine Aquatic Centre in Drysdale and the new Drysdale Library, while we completed a new community shed in Mount Duneed, the Barwon Heads Arts and Community Hub, and sporting facility upgrades at multiple reserves across the region.

We thank the state and federal governments for partnering with us in funding many of these vitally important facilities.

A momentous moment early in the financial year was Reconciliation Australia's endorsement of our Council's first Reconciliation Action Plan, which was developed in close collaboration with the Wadawurrung Traditional Owners and other Aboriginal and Torres Strait Islander members of our community.

From an economic standpoint, our immediate focus was on providing targeted support to assist the recovery of local businesses and community groups from the impacts of COVID-19 restrictions.

A detailed account of our broader COVID-19 response during 2021–22 can be found within this report.

We have also finalised a number of important strategies that will help drive our progress in the years to come, including a new *Arts and Cultural Strategy 2021–31*, and a *Positive Ageing Strategy 2021–47*. The latter aims to ensure our region's older people are healthy, feel empowered and are respected.

Thank you to all councillors and City of Greater Geelong employees for your contribution towards our progress during the past financial year.

We particularly acknowledge the leadership of former Mayor Stephanie Asher, as well as Deputy Mayor Trent Sullivan, who performed mayoral duties during this reporting period.

And most importantly, thank you to the passionate Greater Geelong community, which continues to motivate and inspire us to serve this wonderful region to the best of our ability.

Councillor Peter Murrigy
Mayor

Kaarina Phyland
Acting Chief Executive Officer

This report has been prepared in accordance with the relevant requirements of the Local Government Act 2020.

INTRODUCTION

We are committed to becoming the clever and creative city-region our community described when we asked them to form a long-term vision for the region in 2017.

The *City of Greater Geelong Annual Report 2021–22* provides our community with a comprehensive account of our progress over the past year as we strive to move closer to that goal.

This Annual Report contains information about Council’s operations and performance from 1 July 2021 to 30 June 2022 and meets all our obligations under Section 98 of the *Local Government Act 2020*.

OUR CITY

With a population of over 270,000 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, coastline, parklands and wildlife sanctuaries.



EMPLOYMENT AND ECONOMY

In recent years Greater Geelong has experienced some of the strongest economic growth in Australia. The city has had the highest growth across all three major economic indicators of Gross Regional Product (GRP), jobs and employed residents compared to similar regions and cities across Australia. Greater Geelong has an estimated GRP of \$15.42 billion¹, approximately 120,000 local jobs¹ and 19,604 businesses².

Local labour market conditions are strong with unemployment at historic lows of 2.5 per cent, 1.7 points lower than the Victorian rate and 1.9 points lower than the national rate². Job advertisements and demand for labour are at record highs, with 10,500 new jobs advertised in the June 2022 quarter³.

The industries that provide the most jobs in Greater Geelong are:

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

The City's local job market is primarily focused on the provision of household services such as health, retail, and education. In 2020–21, 41 per cent of local employment was in these three industries¹. Construction is the third largest employer with an 11 per cent share of employment¹, driven by strong residential development and infrastructure investment. Public administration and safety and manufacturing are fifth and sixth largest with both sectors having an 8 per cent job share¹. The manufacturing sector's contribution to economic value is forecast to increase as the sector goes through a transition into higher-value industries and becomes more productive. Sectors driving growth in Greater Geelong include advanced manufacturing, clean technologies and circular economy, research and innovation, service-based industries, creative industries and the visitor economy.



270,766

2021 ESTIMATED
RESIDENT
POPULATION



3,562

ABORIGINAL AND
TORRES STRAIT
ISLANDER PEOPLES



39

MEDIAN AGE



17.7%

POPULATION
BORN
OVERSEAS



1.97%

POPULATION
GROWTH RATE
(2020–21)



2.41

AVERAGE
HOUSEHOLD
SIZE



19,604

BUSINESSES



3.6 MILLION

VISITORS TO
THE REGION



133 KM

OF COASTLINE



1,335 HECTARES

PROTECTED
NATURAL
HABITAT

¹ Source: National Institute of Economic and Industry Research (NIEIR) ©2021, compiled and presented in economy.id by .id (informed decisions)

² Source: Australian Bureau of Statistics

³ Source: National Skills Commission

OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

THE COMMUNITY'S 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

EMBRACE NEW IDEAS
AND BETTER WAYS
TO WORK

CREATE A
HEALTHY AND SAFE
ENVIRONMENT
FOR ALL

MAKE PEOPLE
THE CENTRE OF OUR
BUSINESS

COUNCIL'S STRATEGIC DIRECTIONS

HEALTHY, CARING AND
INCLUSIVE COMMUNITY

SUSTAINABLE GROWTH
AND ENVIRONMENT

STRONG
LOCAL ECONOMY

HIGH-PERFORMING COUNCIL AND ORGANISATION

THE YEAR IN REVIEW

FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Greater Geelong community. In 2021–22, this included:



212,025

visitors to the Have Your Say website



165,000+

street and park trees maintained



12.1 million

kerbside bins collected per year



14.3 km

of footpaths replaced



1,603

COVID support visits to local businesses



8,000

participants in youth programs



6,900

tonnes compost produced from garden organics



95,537

home care services provided



30

new public open space reserves



1,726

planning permit applications received



3,392

birth notifications



50

Geelong treasures added to the Geelong Heritage Collection



44,519

dogs and cats registered



47

filming permits issued



8,350

Webstar Swim School enrolments



100+

CCTV cameras maintained

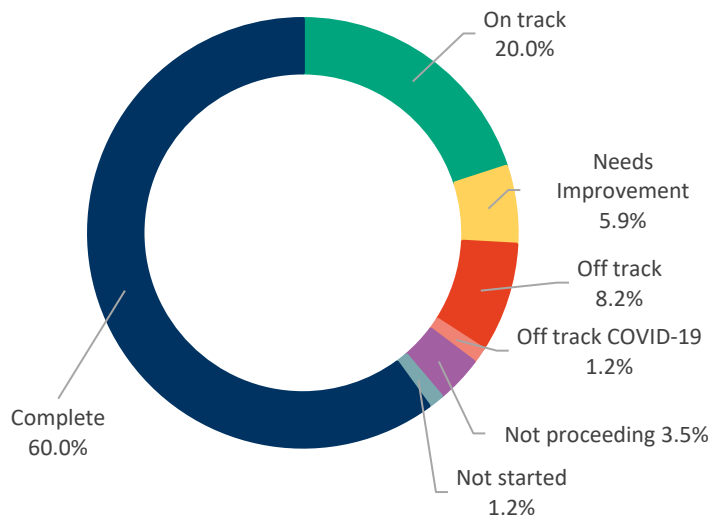
OUR COMMUNITY PLAN HIGHLIGHTS FOR 2021–22

In 2021–22, we committed to deliver 85 actions to support the achievement of our four-year priorities within *Our Community Plan 2021–25*.

More detailed information on progress against the Annual Action Plan 2021–22 is outlined in the ‘Our Performance’ section of this report commencing on page 38.

Overall progress

Of the 85 actions, 60 per cent (51) were complete, and a further 20 per cent (17) are on track.



Major budget initiatives

Of the 85 actions, 12 are major initiatives identified in the 2021–22 budget. Of these, 50 per cent (6) are completed and a further 41.7 per cent (5) are on track.

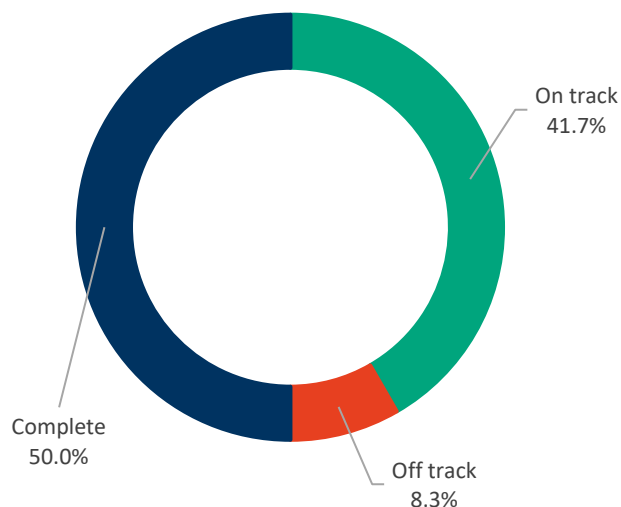


FIGURE 1: Our Community Plan Annual Action Plan progress for 2021–22

STRATEGIC DIRECTION

ANNUAL ACTION PLAN ACHIEVEMENTS

Healthy, caring and inclusive community

- Council adopted the *Social Equity Framework 2022–25* to ensure fair and equitable access to all the City's services and facilities
- We successfully advocated for state and federal government funding for construction of the Northern Aquatic and Community Hub
- We established Our First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places
- We continued to deliver the *Social Housing Plan 2020–41*, engaging with the community on proposed Council owned sites to deliver more social and affordable housing dwellings
- We commenced construction of the Armstrong Creek West Community Hub which will provide access to a wide variety of family, early years and community services.

Sustainable growth and environment

- Council adopted the *Climate Change Response Plan 2021–30*, a roadmap for collaborative action in response to climate change issues and associated impacts on our region
- We implemented the Armstrong Creek Land Acquisition Program to enable the creation of active open space, drainage and road infrastructure
- We delivered three major shared trail projects in East Geelong, Corio and Barwon Heads and completed feasibility studies for four priority connections (Ocean Grove to Point Lonsdale, Ocean Grove to Drysdale, Drysdale to Portarlington, and Lara to the You Yangs)
- Council adopted the Gordon Avenue and Heritage Core Precincts in the *Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework*
- We conducted a trial household food organics collection which aims to reduce the amount of food waste going to landfill and cut greenhouse gas emissions
- Council adopted the *Sparrovale Ngubiti yoorree Wetlands Master Plan*
- We completed Stage 1 of the upgrade to LED street lighting with the changeover of residential streetlights and commenced Stage 2, the street light changeover on roads with higher traffic volumes (main roads).

Strong local economy

- Council adopted the *Arts and Cultural Strategy 2021–2031* which, over the next ten years, aims to strengthen and grow arts and cultural activities in Geelong
- We commenced work on providing publicly accessible urban space around the site of the proposed Geelong Convention and Exhibition Centre
- We commenced work on developing a 10-year Economic Development Plan
- We partnered with the Vision Partner Group to deliver the region's new place brand, 'Greater Geelong, Greater Australian Stories'

STRATEGIC DIRECTION**ANNUAL ACTION PLAN ACHIEVEMENTS**

- We supported circular economy initiatives through the Cleantech Innovations Geelong program
- We implemented a second hour of free parking in 2P parking zones in Central Geelong
- We developed a Smart City Innovation Blueprint to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making.

High-performing Council and organisation

- We reported on our progress towards achieving our *Sustainability Framework 2020* targets and actions through our *Sustainability Performance Report 2021*
 - We implemented a new complaints policy as part of our Customer Experience Strategy
 - We improved accessibility and inclusivity of our Have Your Say community engagement page, through the addition of new tools and increased functionality
 - We facilitated programs aimed at connecting young people to local decision-making including the Youth Council, Councillor Connect Mentoring Program and Youth on Board
 - We successfully recruited for the position of Aboriginal Employment and Engagement Officer to build relationships and support the delivery of key workplace initiatives
 - We progressed construction of Wurriki Nyal, our new civic precinct, consolidating our corporate operations into a single, energy-efficient building, as well as creating an accessible and welcoming co-designed public space
 - We implemented an expanded Occupational Health and Safety incident management system.
-

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2021–22.

For full details, please refer to the Annual Financial Report on page 131.

- Surplus of \$141.4 million – consistent with the prior year result
- \$567.0 million revenue, with 48.4 per cent coming from rates and charges
- \$425.5 million expenditure – 41.4 per cent employee costs and 32.1 per cent materials and services
- \$4.1 billion in net assets – \$994.3 million increase on the previous year, including a \$852.9 million asset revaluation increment.
- \$195.7 million capital expenditure – 47.4 per cent relating to land and buildings, 21.6 per cent for roads, footpaths, bike paths and drainage and 16.3 per cent to parks, open space and streetscapes.

Comprehensive Income Statement

The comprehensive income statement shows how much we earned during the 2021–22 financial year. It details where we received our income and how it was spent.

Net Result

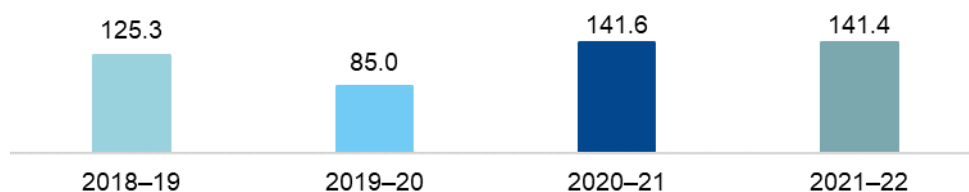


FIGURE 2: Net result 2018–19 to 2021–22 (\$m)

Total Comprehensive Results

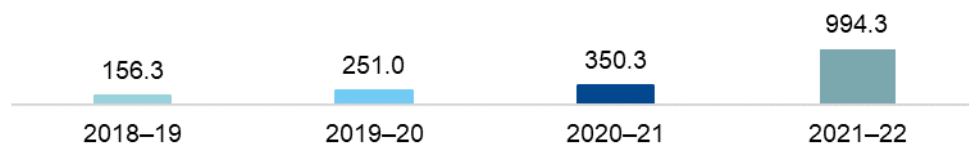


FIGURE 3: Total comprehensive results 2018–19 to 2021–22 (\$m)

Recurrent Operating Results

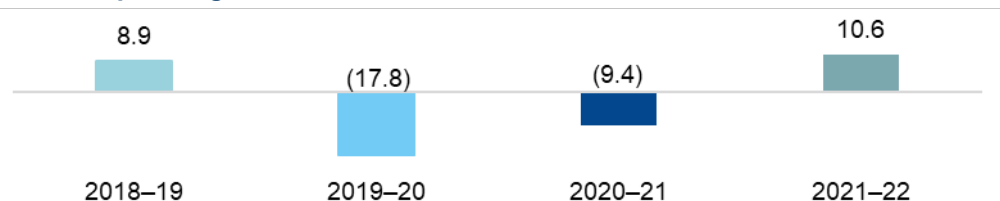


FIGURE 4: Recurrent operating results 2018–19 to 2021–22 (\$m)

The net result – that is, income minus expenditure – is shown in Figure 2.

This result can largely be attributed to:

- rates and charges increasing by \$17.0 million due to a wider property base and increases in the general waste charge
- user fees increasing by \$8.9 million as services recovered from the COVID-19 pandemic
- grants increasing by \$6.5 million, largely from the federal government assistance grant
- materials and services costs increasing by \$18.4m to reflect inflationary and contractual changes and services returning from the COVID-19 pandemic
- employee costs increasing by \$4.5 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 2021–22, was an increment of \$852.9 million.

The total surplus includes an operating recurrent surplus of \$10.6 million (\$9.4 million deficit in 2020–21) and a non-recurrent surplus of \$130.8 million (\$151.0 million in 2020–21). The non-recurrent result includes gifted assets of \$79.3 million (\$98.3 million in 2020–21).

Our 4-year budget forecasts surpluses over the next four years, including a \$187.9 million surplus in 2022–23. This is a critical part of our financial sustainability strategy, as it gives us the capacity to maintain our services and renew 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 \$100.5 million – used to cover our short-term commitments including long-service leave and debt obligations and provide funds for capital works that have been carried over
- property, plant and equipment worth \$4.2 billion – an increase of \$1,005.2 million on the previous year.

These asset types make up 94.9 per cent of our total assets.

Total Assets

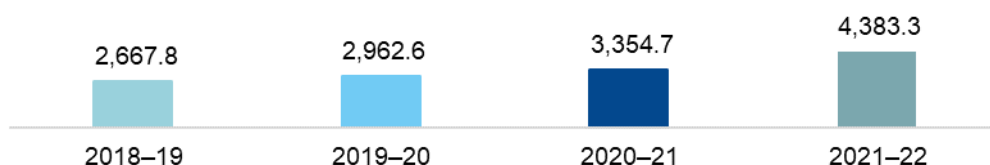


FIGURE 5: Total assets 2018–19 to 2021–22 (\$m)

Investments

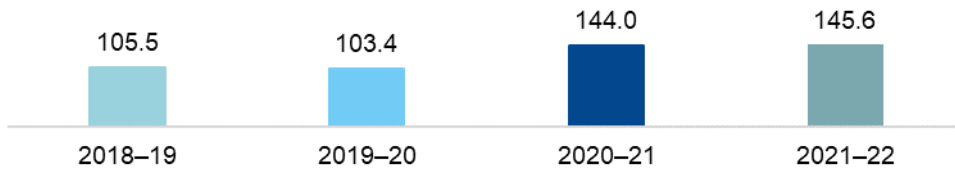


FIGURE 6: Investments 2018-19 to 2021-22 (\$m)

Capital Program

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

As Figure 7 shows, our capital works expenditure in 2021-22 was \$195.7 million. This included:

- \$147.3 million on new assets (75.3 per cent)
- \$36.4 million on renewal works (18.6 per cent)
- \$12.0 million on upgrade works (6.1 per cent).

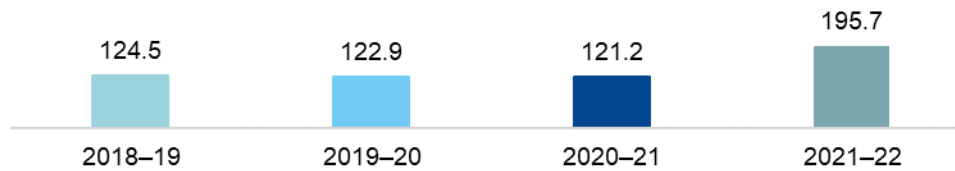


FIGURE 7: Capital works expenditure 2018-19 to 2021-22 (\$m)

The main categories of expenditure were:

- \$92.8 million on land and buildings
- \$24.8 million on roads
- \$32.0 million on parks, open space and streetscapes
- \$10.6 million on plant and equipment
- \$7.5 million on drainage
- \$9.9 million on foot and bike paths
- \$11.4 million on recreational, leisure and community facilities
- \$6.7 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 8 shows, total liabilities were \$277.5 million, an increase of 14.1 per cent on the 2020–21 balance. This increase is due to new loans financing our civic precinct project and other key community projects and grants received in advance.

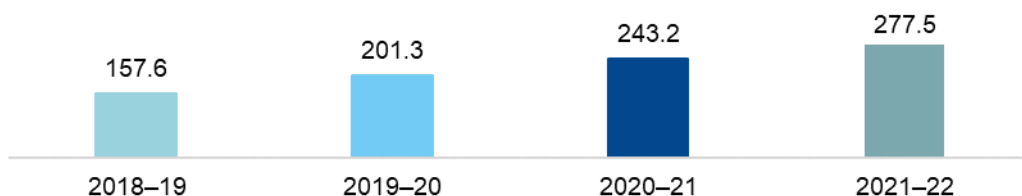


FIGURE 8: Total liabilities 2018–19 to 2021–22 (\$m)

Loans

Our loan balance equates to 50.5 per cent of total liabilities, which is slightly higher than 2020–21 (48.1 per cent). The overall increase in our loan balance of \$23.0 million is due to \$32.3 million in new loans, offset by \$9.3 million of debt paid off during the year.

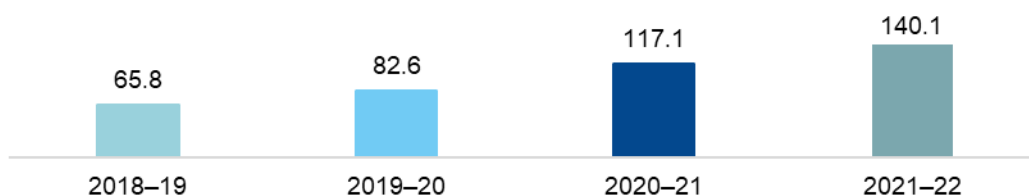


FIGURE 9: Loans from 2018–19 to 2021–22 (\$m)

Debt Commitment

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

Figure 10 shows that a low percentage of rates are being used to service loans and we have ample capacity to meet our debt repayments.

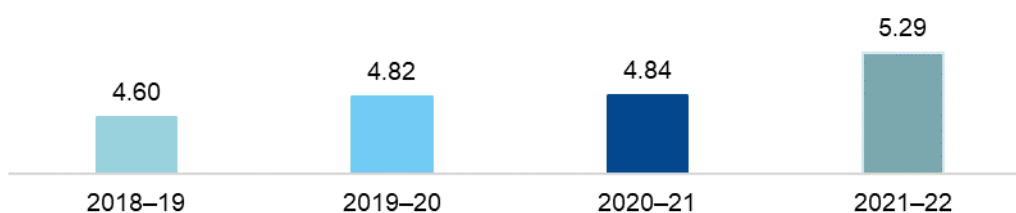


FIGURE 10: Debt commitment percentage 2018–19 to 2021–22 (%)

Ratepayer Equity

Ratepayer equity is represented by our net worth – that is what we own (\$4,383.3 million) minus what we owe (\$277.5 million).

As Figure 11 shows, ratepayer equity as at 30 June 2022 was \$4,105.8 million – a 32.0 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 building and infrastructure revaluations.

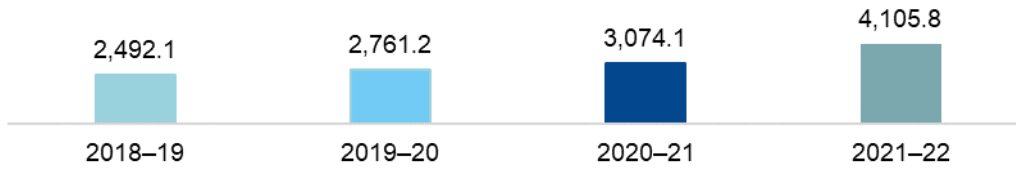


FIGURE 11: Ratepayer equity 2018-19 to 2021-22 (\$m)

KEY CAPITAL PROJECTS

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



PROJECTS COMPLETED

- 1 Leisurelink 2020–21 50m Pool Replacement – \$6.6m
- 2 Hume Reserve – Pavilion Replacement & Gender Neutral Changerooms – \$3.25m
- 3 Estuary Reserve Leopold Sports Pavilion – \$2.25m
- 4 Moorabool St Public Toilet – \$460k
- 5 Grinter Reserve Pavilion – \$1m
- 6 Landy Field Toilet/Change Facility Upgrade – \$200k
- 7 Barwon Heads Arts and Community Hub – \$1m

PROJECTS COMMENCED / DESIGN PHASE

- 8 Waurn Ponds Skate Park – Stage 2 – \$1.95m
- 9 Barwon Heads Bowling Club – Pavilion Upgrade – \$1.2m
- 10 Lara Recreation Reserve Masterplan Stage 2 – Baseball Precinct – \$3.145m
- 11 Shell Reserve Corio Changeroom Redevelopment – \$3.581m
- 12 Armstrong Creek Town Centre Library & Learning Hub – \$18.43m
- 13 Little Malop Street West – Automated Bollards for Vehicle Restriction – \$95k
- 14 Chilwell Library Upgrade 2020–21 – Community Hub Meeting Rooms – \$142k

PROJECTS UNDER CONSTRUCTION

- 15 Queens Park Golf Club – Irrigation Upgrade – \$1.2m
- 16 LED Lighting & Smart Controls Delivery – \$13.48m
- 17 North Bellarine Aquatic Centre – \$15.5m
- 18 Wandana Gully #02 & Cholet Court Reserve – Landscaping / Civil Project – \$2.8m
- 19 St Leonards Streetscape – \$820k
- 20 Armstrong Creek West Community Hub – \$13m
- 21 Building Better Bike Connections – Southern Corridor – \$4.92m
- 22 Greenville Kindergarten Grovedale – Facility Upgrade – \$453k
- 23 Drysdale Library – \$9.156m
- 24 Lara Lakelands WSUD Wetland Development – \$2.25m
- 25 Lara Recreation Reserve Master Plan Stage 1 – \$2.75m
- 26 Northern Arc Aquatic & Community Hub – Construction – \$61.6m
- 27 Queens Park – Sports Lighting – \$630k
- 28 Tim Hill Reserve Upgrade – Wandana Heights – \$393k
- 29 Elcho Basin Lara – Stage 4 Earthworks – \$500k

FIGURE 12: Key Capital Projects 2021–22

OUR COMMITMENT TO SUSTAINABILITY

Sustainability is a key theme of *Our Community Plan 2021–25* and a strong focus of the community’s 30-year clever and creative vision.

Sustainability refers to a continual way of thinking that focuses on the best outcomes for our community, environment and the economy, now and in the future. Our goal is to incorporate sustainable thinking into every aspect of our business to address some of the long-term challenges facing our community, including climate change, population growth, demands for community infrastructure and social inequity.

In July 2020, Council adopted the *Sustainability Framework 2020* committing the City to take action across three key priority areas of sustainability: protecting our environment, community wellbeing and social equity, and responsible and transparent business.

The framework is implemented through the delivery of short, medium and long-term initiatives within the *Sustainability Framework Action Plan 2020–22* and tracked over time against an endorsed set of sustainability indicators and targets.

In March 2021, we released the *Sustainability Performance Report 2021*, allowing the community to track the City’s progress. The report shows that of the 66 actions being implemented, almost 90 per cent were on track or complete by the end of 2021. Five actions were deemed ‘off-track’, with three directly impacted by the COVID-19 pandemic.

Highlights included:

- reducing the City’s operational carbon emission by a further five per cent in the year to 30 June 2021, a reduction of 30 per cent in the past four years
- increasing the area of natural habitat under the management of the City by 105.1 hectares to 1380.8 hectares
- starting a household food organic collection trial in Lara and partnering with Barwon Water and other councils to create a regional organics processing facility
- providing \$1.0 million to help the Geelong Food Relief Centre open a large-scale emergency food hub in North Geelong
- introducing the first fully electric vehicles to our fleet, with plans to add another four electric vans and two electric commercial ride-on mowers in 2022.

A copy of the report can be viewed at www.geelongaustralia.com.au.

Our Sustainability Advisory Committee provides a sustainability lens on the City’s strategic work including the development of our *Climate Change Response Plan 2021–30*, *Social Equity Framework 2022–25*, draft Economic Development Plan and draft Biodiversity Strategy.

We are at the beginning of a long journey with regards to sustainability and have set ambitious targets in response to community feedback that will take time and hard work to achieve. As our organisational approach matures, we will develop more structured, restorative and coordinated methods of addressing sustainability that will create lasting impacts on all our services, projects and plans.

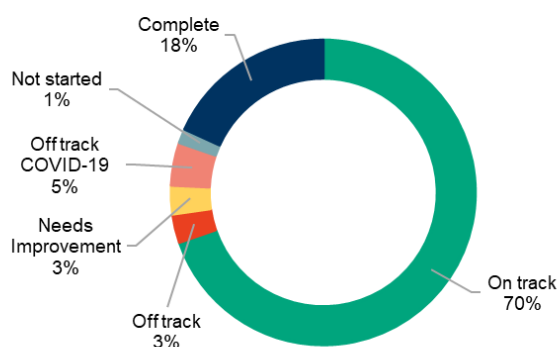


FIGURE 13: Progress of *Sustainability Framework Action Plan 2020–22* (to 31 December 2021)



FIGURE 14: *Sustainability Framework 2020* Key Priority Areas

OUR COMMITMENT TO HEALTH AND WELLBEING

The health and wellbeing of our community is central to everything we do.

Under the *Victorian Public Health and Wellbeing Act 2008*, councils are required to prepare a four-year municipal public health and wellbeing plan, identifying goals for creating a local community where people can experience their best possible health and wellbeing. Acknowledging that health and wellbeing is everyone's business, we incorporated our municipal public health and wellbeing plan into our council plan to create *Our Community Plan 2021–25*.

Our health and wellbeing priority areas

There are five health and wellbeing priority areas we'll be focussing on over the next four years. We formed these priorities after a thorough review of the policy context, identifying health challenges and engaging with the community and key stakeholders:



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

Working with our partners

We have formed a network of health and wellbeing partner organisations to identify opportunities for collaboration in the five health and wellbeing priority areas.

A partnership survey identified the following principles to guide our future work together:

- network to share data and information
- collaborate on projects
- advocate on joint health and wellbeing priorities.

Over the coming years, we will work with current partners and explore new partnerships guided by community needs, organisational priorities, business planning and funding opportunities.

Our health and wellbeing indicators

A set of 19 indicators in *Our Community Plan 2021–25* help track the health and wellbeing of our community and gauge progress made towards the priority areas:

IMPROVING MENTAL WELLBEING AND SOCIAL CONNECTION

Proportion of adults experiencing high / very high psychological distress – **20%**

Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) – **56%**

Level of agreement that multiculturalism makes life better – **66%**

Number of jobs located in the City of Greater Geelong – **120,031**

Small area unemployment rates across Greater Geelong – **3.0%**



DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES

Family incident rate violence per 100,000 population – **1,557.7** (March 2022)

Community perception of safety in the area where they live – **61%**



TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH

Proportion of community concerned about effects of climate change on health – **51%**

Community greenhouse gas emissions – **3,060,000 tonnes CO₂-emissions total** (2019–20)

Hectares of protected natural habitat – **1,335.79 hectares**

Number of trees planted – **2,522 street and park trees, 4,000 tubestock**



INCREASING HEALTHY EATING

Proportion of adults consuming the recommended number of serves of fruit and vegetables:
Fruit – **46%**
Vegetable – **15%**



INCREASING ACTIVE LIVING

Proportion of adults meeting the physical activity guidelines – **67%**

Quantity of open space – **2,459 hectares**

Journeys to work made by public transport, walking or cycling – **8.75%**

Percentage of residences within 400 metres of public open space in urban areas – **44%**

Kilometres of bicycle, walking paths and shared paths – **84 km bicycle paths, 1,927 km footpaths, 181 km shared paths**



Our health and wellbeing evaluation framework

We are currently developing a Theory of Change for each of the health and wellbeing priority areas. Combined with tracking the above indicators, the Theory of Change supports monitoring and evaluation of the health and wellbeing priorities. In 2022–23, we will undertake further work to develop a monitoring, evaluation and learning framework.

Key actions to support health and wellbeing

The following highlights some of the key actions for each health and wellbeing priority from *Our Community Plan 2021–25*. More information on these and other actions supporting health and wellbeing is outlined in the 'Our Performance' section of this report commencing on page 38. We have also included some other achievements to demonstrate the breadth of the City's work in each of the priority areas.

Health Priority 1: Tackling climate change and its impact on health

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	STRATEGIC DIRECTION	PAGE
Plant more trees through the Urban Forest Strategy and create opportunities for community planting	2	63
Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan	2	65
Implement a pilot food waste collection service for residents	2	66

Other achievements

Tracking the weather together

We are working with the community to improve the accuracy of local weather data through the Weather Together Project. In an effort to monitor changes in real time, residents have volunteered to host weather sensors at their home or workplace to record temperature and humidity in different parts of the city where climate can vary significantly. These real-time observations will help us to better understand climate variations across Greater Geelong and make more informed decisions about how we manage heat in the city. Data is also available to view on the Geelong Data Exchange, www.geelongdataexchange.com.au.



Claire Koch and Oscar Phillip from Marcus Oldham Farm Management College, utilising an IoT (Internet of Things) sensor.

Health Priority 2: Increasing healthy eating

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities	1	42
Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–25 Regional Plan	1	42

Other achievements

Building healthy eating habits

As part of the City's Eat Well Live Well campaign, and in partnership with Geelong Regional Library Corporation, our community had the opportunity to attend free information sessions to learn key tips on meal planning and preparation with Mel Bald, The Passionate Nutritionist.

The sessions were held in Waurn Ponds, Corio and Leopold, and aimed at saving time, money and stress with ideas on how to create a healthy recipe bank and apps to make meal preparation easier.



Mel Bald, The Passionate Nutritionist

Health Priority 3: Increasing active living

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services	1	43
Continue to advocate for funding to deliver the Northern Aquatic and Community Hub	1	47
Progress the design and construction of the Northern Bellarine Aquatic Centre	1	49
Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan	2	62

Other achievements

Partnering to support aspiring athletes to reach their potential

In a world-first international collaboration, we worked with New Zealand-based company, Lazy Sneakers, to bring the Sneaker Bank Project to our region. Our community were encouraged to donate pre-loved or new sneakers to our Leisuretime Sports Precinct in Norlane. To help kick-start the initiative, local business The Running Company Geelong donated 40 pairs of near-new runners. Shoes in suitable condition were donated to those in need to encourage sports participation.



Jaques Verstraten, The Running Company Geelong and Thewin Robertson, City student intern and Lazy Sneakers ambassador pictured with the donated sneakers.

Health Priority 4: Demonstrating and promoting gender equity practices

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Partner with key stakeholders and community safety networks to develop a community safety framework	1	43
Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women	1	44
Implement the Gender Impact Analysis tool across a range of community focused services	1	44
Explore a range of opportunities to embed the City's social equity principles across a range of community focused services	1	45
Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis	1	46

Other achievements

Celebrating the contributions and leadership roles of local women

Each year, the City celebrates local women and their achievements through the Women in Community Life Awards. The 2022 awards were held on Thursday 10 March 2022 and featured special guest, ABC journalist Annabel Crabb. The awards recognised the extraordinary contributions of 22 women who lead in neighbourhoods, clubs, business or challenge the status quo of gender equity and human rights. The award categories were: First Nations Women, Climate Action – Disaster and Resilience, Disability Rights, Education, Human Rights, Leadership in Times of Crisis, Leadership in Women's Health.

Strengthening the representation of women artists in street art

Through the \$150,000 Geelong Women's Street Art Project, we commissioned 19 female street artists to create murals throughout Central Geelong. The murals add vibrancy and colour to our city centre, and increase the representation of women in street art. Two of the artists, Manda Lane and Kerrie Poliness worked with our local community, offering workshops in paste-up art and large-scale chalk, respectively. The project was launched Saturday 14 May 2022 and featured an artist-lead guided tour of the work. Several artists were on hand to talk about their work including Manda Lane, Jasmine Mainbridge, Geelong Illustrators and Kaff-iene.



2022 Women in Community Life Award winners Meagan Howell, Leah Irving, Fiona Threlfall, Noreen Nicholson, Renee Owen, Leah Alstin and Dr Bianca Forrester.



Geelong Illustrators Street Art artists in front of their commissioned work 'Support Local Artists' L-R Rachel Bishop, Clare Holder, Sam Harvey, Cecilia Cabalquinto, Alison O'Connor, Terri Pollock, Benett Hernandez, Belinda Bellavista.

Health Priority 5: Improving mental wellbeing and social connections

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Develop opportunities for community groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability	1	42
Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community	1	43
Implement the City's <i>Social Housing Plan 2020–41</i>	1	46
Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan	1	47
Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places	1	48
Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas	3	77

Other achievements

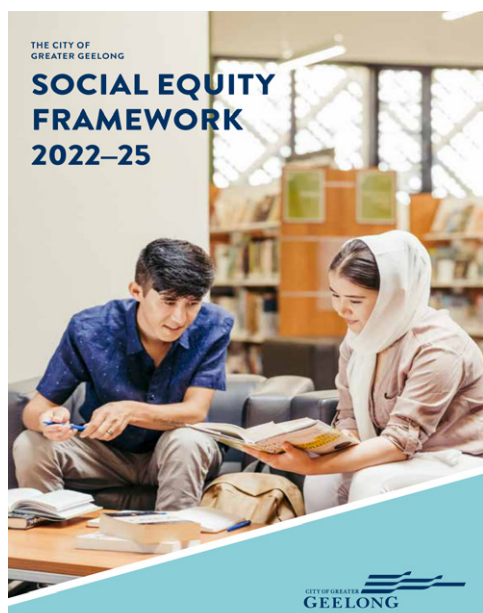
Outlining our approach to social equity

Council adopted the *Social Equity Framework 2022–25* to ensure everyone in our community has the support they need to have a healthy life, be included, and participate fully. The framework aims to ensure fair and equitable access to all the City's services and facilities, regardless of gender, age, background and ability. It will guide how we work with our community to improve health and wellbeing and drive lasting change. The framework outlines six key 'social equity enablers': fairness, access, voice, participation, inclusion and empowerment.

Design to encourage lifelong learning, social connection and a sense of community

We unveiled the concept designs for the new Armstrong Creek Library and Community Hub, one of several community facilities we are developing in response to the current and future needs of local children, families and residents within the Armstrong Creek Growth Area.

The design reflects our community's vision of a state-of-the-art, environmentally sensitive, technologically enabled library and community space, that caters to the diverse needs of the growing local community, while celebrating Wadawurrung culture with a 'Living Water' design narrative. The Wadawurrung narrative illuminates the library as a gathering place for all of Armstrong Creek's residents and First Nations Peoples to connect, socialise, learn and thrive.



The City worked with its partners and the community to develop a Social Equity Framework



Concept design for the Armstrong Creek Library and Community Hub

COMMUNITY ENGAGEMENT

Engaging with our community ensures that Council listens and make decisions based on our community’s lived experience and in line our with community’s views and values.

Under the guidance of the *Local Government Act 2020*, community engagement at the City during 2021–22 made significant advancements including:

- improved accessibility and inclusivity of our online Have Your Say platform through the addition of new tools (translate and page reader options) and functionality (the ability for our community to share individual pages with their networks and on social media)
- initiatives to better utilise our Advisory Committees, some of whom represent the interests of historically harder-to-reach communities and can provide expertise to help Council make informed decisions
- more deliberate and timely engagement with Wadawurrung Traditional Owners and Aboriginal and Torres Strait Islander Peoples
- conducted more deliberative engagement projects with our community including our *Long-term Financial Plan 2021–31*, *Asset Management Plan*, *Social Equity Framework 2022–25* and *Climate Change Response Plan 2021–30*
- delivery of hybrid engagements (online and face to face) providing greater choice
- development of a resource to assist the City in making engagement activities more accessible, safe and comfortable for residents with support needs.

Delivering deliberative engagement

Deliberative engagement is a tailored process that ensures a representation of participants who reflect our community are brought together into the engagement process and closer to the decision-makers than other forms of engagement.

Deliberative practices allow for a representative group to deliberate on an issue in depth, over time, before coming to an informed consensus or decision

Deliberative engagement methods this year have included advisory committees, workshops, community panels, reference groups and focus groups.

Our Engagement Principles

We delivered engagement activities under our five engagement principles in the design, delivery and reporting of all engagement activities:

1. A community engagement process must have a clearly defined objective
2. Participants taking part in a community engagement must have access to objective, relevant and timely information to inform their participation
3. Participants taking part in a community engagement must be representative of the persons and groups affected by the matter that is the subject of community engagement
4. Participants taking part in community engagement are entitled to reasonable support to enable meaningful and informed engagement
5. Participants taking part in community engagement are informed of the ways in which the community engagement process will influence Council decision-making

Advisory Committees

Our advisory committees enable community members to provide community insights, share lived experience and ongoing feedback to guide our decision-making. We would like to thank each of the committee members for the time, enthusiasm, ideas and energy they’ve put into the committee meetings over the past 12 months.

212,025

visitors to the Have Your Say platform

166,311

views of the Have Your Say platform

10,764

contributions received

222

projects on the platform

17,747

engagement summary report downloads

CHALLENGES IMPACTING OUR SERVICES

CHALLENGE	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.	Due to the ever-changing landscape of the COVID-19 pandemic, we need to continue to be flexible, agile and responsive in our approach to the needs of our community. We must also manage the impacts on our employees and long-term operational sustainability.
Technology	Rapidly advancing technology shifts the world in which we work.	We need the skills and know-how to cost efficiently adopt cost-effective modern technology, allowing us to better meet our community's expectations.
Environmental sustainability and climate change	As part of a growing global focus on climate and environmental sustainability, our community expects us to show leadership in both policy and work practices.	We must work with our community and stakeholders towards zero carbon emissions, better resource recovery mechanisms, protecting and restoring our natural environment and building resilience to climate impacts such as temperature rise, sea level rise and extreme weather events.
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 to 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 growth.	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. We also need to continue advocating to state and federal governments to secure the investment required to deliver infrastructure essential to maintain the liveability of our region.
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 of assets.

OUR COVID-19 RESPONSE

The impacts of COVID-19 provided ongoing challenges to the organisation and the Greater Geelong community in 2021–22. We focused on delivering targeted and far-reaching responses to the pandemic, aimed at accelerating our region's recovery.

According to the 2022 Local Government Community Satisfaction Survey, our COVID-19 response was well received by our community, with results significantly higher than the statewide and Regional Centres Council averages.

How we supported our community to navigate the pandemic and rebound from its impacts in 2021–22

Following multiple support packages worth a total of \$16.9 million in the 2019–20 and 2020–21 financial years, Council approved further support measures in November 2021.

The seventh support package, with a combined value of \$2.04 million, provided:

- Free CBD on-street parking in two-hour metered zones for the month of December 2021
- Fee and rent relief for sporting and community tenants in City facilities, through to March 2022
- Grants worth a combined \$590,000 to assist community groups and the arts, culture and heritage sectors in their recovery from the pandemic
- \$200,000 for media and marketing campaigns to encourage more domestic tourists to the region including the It's Your Backyard and Visiting Friends and Relatives initiatives
- Extension of the outdoor dining permit applications, approvals and waiver of permit fees program
- Assistance from the Victorian Government to extend the popular street activations and roving performer program
- The expansion of the April 2020 COVID-19 Financial Hardship Policy to assist a wider range of our community impacted by events including loss of employment, adverse family circumstances or natural disasters.

Other ways we supported our community in 2021–22

- We commissioned research into the effects of the pandemic on women and gender diverse people in Greater Geelong, which led to a Gender COVID-19 Impact Analysis Report and an action plan to improve wellbeing, economic and social outcomes for these community members
- We continued to deliver the Working for Victoria program, supporting jobs during the pandemic
- We worked with Barwon Health to develop and promote a COVID-19 vaccination program to our community
- We worked with Diversitat to develop and create COVID-19 information sheets for culturally and linguistically diverse communities
- With financial support from the Federal Government, we worked with Volunteering Geelong to introduce a free bus service for those in our community seeking COVID-19 vaccination
- We continued to adhere to all Victorian Government health directives in our facilities, which operated under COVID-Safe plans, maximising the safety of our employees and visitors
- We provided essential services to a number of vulnerable older clients with COVID-19, suspected COVID-19 or influenza throughout their period of illness.

OUR COUNCIL AND ORGANISATION

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation. Collectively, we work together to serve our community.

The Council set the strategic direction for the municipality and make decisions on behalf of the community they've been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.

OUR 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 15):

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



FIGURE 15: Ward map of the City of Greater Geelong

In 2021–22, Council included the following elected representatives:

- Cr Stephanie Asher stood down as Mayor of Greater Geelong City Council on 15 June 2022
- Cr Peter Murrphy was elected Mayor at a special meeting on 17 June 2022.



Cr Peter Murrphy
Mayor
Brownbill Ward



Cr Trent Sullivan
Deputy Mayor
Bellarine Ward

Portfolios:

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

Committees:

- CEO Employment and Remuneration Committee (Chair)
- Audit and Risk Committee (Chair)
- G21 Geelong Region Alliance (Chair)
- Regional Capitals Australia
- Regional Cities Victoria
- Geelong Major Events
- Geelong Heritage Advisory Committee (Chair)
- G21 Pillar – Economic Development
- G21 Pillar – Sports and Recreation

Portfolios:

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

Committees:

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



Cr Anthony Aitken
Windermere Ward



Cr Stephanie Asher
Bellarine Ward

Portfolios:

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

Committees:

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

Portfolios:

- Finance
- Sustainability Performance (Chair)

Committees:

- Sustainable Advisory Committee (Chair)



Cr Kylie Grzybek
Windermere Ward

Portfolios:

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

Committees:

- Audit and Risk Committee
- CEO Employment and Remuneration Committee
- 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 & Strategic Priorities
- Sport
- Transport (Chair)

Committees:

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



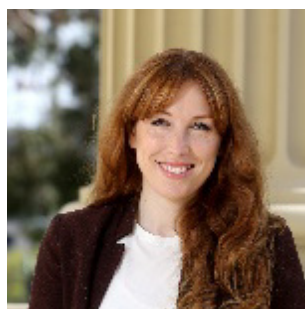
Cr Eddy Kontelj
Brownbill Ward

Portfolios:

- Arts, Live Entertainment & Hospitality (Chair)
- Osbourne 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 & Aged Care (Chair)
- Diversity, Inclusion & 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 & Community Engagement
- Creative Communities & Culture
- Diversity, Inclusion & LGBTIQ+
- Environment (Chair)
- Leisure & Recreation
- Multicultural Affairs (Chair)
- Rural & Coastal (Chair)
- Shared Trails (Chair)

Committees:

- Association of Bayside Municipalities
- Australian Coastal Councils Association
- CEO Employment and Remuneration Committee
- Geelong-Queenscliff 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 & Gardens
- Community Health & Aged Care
- Environment
- Heritage
- Multicultural Affairs
- Rural & Coastal
- Sustainability Performance
- Volunteering and Disability

Committees:

- CEO Employment and Remuneration Committee
- 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 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 ORGANISATION

We are an inclusive and flexible organisation and one of the largest employers in the region. We are responsible for:

- providing support and professional expertise to assist the Council in developing policies and making decisions
- engaging with the local community and significant stakeholders to make sure Council decisions are in line with community expectations
- delivering services and programs that benefit the whole community, such as waste management and roads
- delivering services and programs for specific communities, such as maternal child health and youth services
- enforcing legislation that has a local community impact, such as food safety and planning legislation
- building and maintaining infrastructure, such as local roads and community hubs
- protecting our natural environment, while supporting sustainable development
- supporting economic development that will benefit the whole community
- helping our community to plan for, and recover from, natural disasters and other emergencies

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, are responsible for implementing council decisions and delivering sustainable and effective services, activities and infrastructure to the community.



* Martin Cutter held the position of Chief Executive Officer to 2 September 2022

** Michael Dugina held the position of Director Customer and Corporate Services to 24 June 2022

FIGURE 16: Our leadership team as at 30 June 2022

OUR ORGANISATIONAL STRUCTURE

Our organisation is structured around five directorates that work together to deliver a range of services, activities and infrastructure.

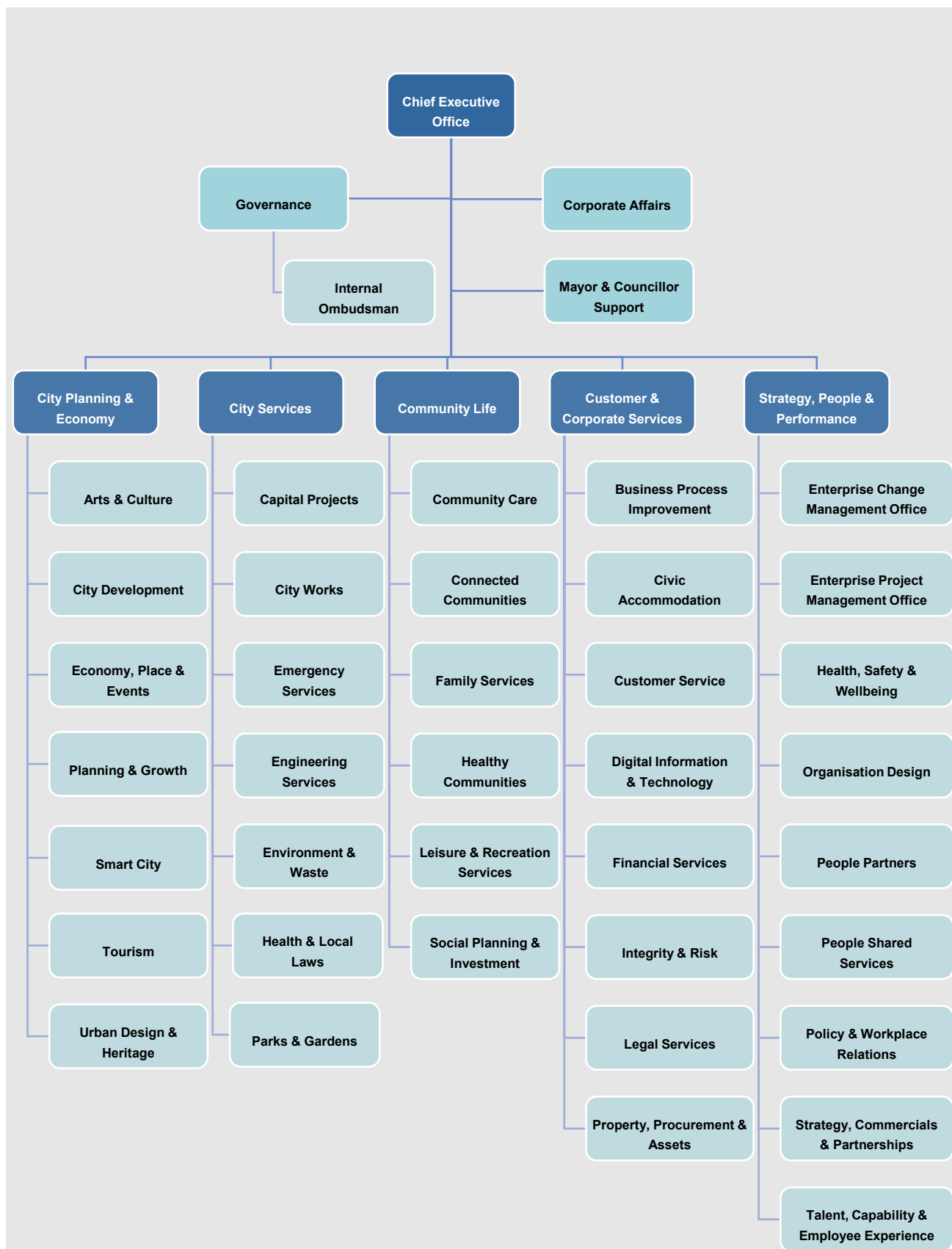


FIGURE 17: Our organisational structure as at 30 June 2022

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 2,814 people – equivalent to 1,756.27 full-time employees⁴.

Our turnover⁵ in 2021–22 was 17.3 per cent – up from 10.4 per cent the previous year.

TABLE 1: Total full-time equivalent employees by directorate, employment condition and gender in 2021–22

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY PLANNING AND ECONOMY	CITY SERVICES	COMMUNITY LIFE	CUSTOMER AND CORPORATE SERVICES	STRATEGY, PEOPLE AND PERFORMANCE
Full Time – W	20.9	113	99.4	252.7	68.5	58.9
Full Time – M	9.1	111.7	404.1	66.5	73.4	21
Full Time – X	0	0	0	0	0	0
Part Time – W	1.5	46.7	32.5	268.3	24.2	6.7
Part Time – M	0	15.5	13.6	22	2.5	0.1
Part Time – X	0	0	0	0	0	0
Casual – W	0	4.1	0.3	66	1.3	4.4
Casual – M	0	3.3	3.6	24.8	0.2	0.4
Casual – X	0	0	0	0	0	0
Total⁶	31.5	294.3	553.5	700.6	170.1	91.5

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

TABLE 2: Total headcount of employees by employment classification and gender in 2021–22

EMPLOYMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	100	82		182
Band 2	244	49		293
Band 3	394	359	1	754
Band 4	168	92		260
Band 5	215	100		315
Band 6	154	94		248
Band 7	121	131		252
Band 8	59	60		119
Early Childhood Educators & Teachers	294	8		302
Maternal & Child Health Nurses	53			53
Senior Officer	29	28		57
Total	1,831	1,003	1	2,835

⁴ As at 30 June 2022

⁵ Excludes casual employees

⁶ Total includes 0.3 FTE of self-described gender

EQUAL EMPLOYMENT OPPORTUNITY – AN INCLUSIVE AND DIVERSE WORKPLACE

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

In July 2021, we conducted our first Workplace Gender Audit in accordance with our legislative obligations outlined in the *Gender Equality Act 2020*. The audit included an employee survey and analysis of our employee data including gender, age, status, access to flexible working arrangements, and workplace experiences. The feedback from employees and the data analysis were key in informing the development of our first *Gender Equality Action Plan* (GEAP). The plan's initiatives are aligned with our *Inclusion and Diversity Roadmap* horizons.

Our audit report was submitted to the Commission for Gender Equality in the Public Sector on 1 December 2021. Our GEAP was endorsed by our Executive Leadership Team in December 2021 and submitted on 31 March 2022. Key foundational activities including governance, reporting and capacity building are well underway.

We successfully recruited for the position of Aboriginal Employment and Engagement Officer to build relationships and support the delivery of key workplace initiatives.

We also became members of The Australian Network on Disability and reviewed our recruitment practices through a disability lens, identifying exciting opportunities to improve our practices.

We continue to report against our organisation's sustainability indicators and targets in accordance with several Global Reporting Initiative indicators relevant to equal opportunity employment, including parental leave by gender, incidents of discrimination and workforce representation and diversity.

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

- *Gender Equality Action Plan 2022–25*
- *Reflect Reconciliation Action Plan, May 2020 – May 2021*
- *Sustainability Framework 2020*
- *Social Equity Framework 2022–25*

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 continuing pandemic restrictions in 2021, 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 2021–22

	LOST TIME INJURY FREQUENCY RATE	TOTAL RECORDABLE INJURY FREQUENCY RATE	HIGH POTENTIAL INCIDENT FREQUENCY RATE
2020–21 Results	21.4	24.9	2.9
2021–22 Targets	15	14	1
2021–22 Results	26.5	34.9	0.0
2021–22 Variation	+55% X	+85% X	-200% ✓

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. We have transitioned to COVID normal, and from crisis to business as usual. COVIDsafe plans and protocols remain in place and will be continually monitored.

Contractor and volunteer safety

In 2021, we expanded the functionality of LinkSafe (contractor induction management) to include volunteer and event inductions. This will be further expanded to include visitor check in when we move to our new civic precinct, Wurriki Nyal.

Injury Management

Risk funding has been secured from workers compensation provider EML to target body stressing injuries. This is the largest cause of injury at the City. Over the next few months, work will now progress on project plan and implementation.

Psychological Support

An Occupational Violence and Aggression (OVA) Policy and Framework has been implemented. The OVA public campaign 'kind people are our kind of people' is currently running throughout the Geelong Region.

Our Welfare Contact Officer (WCO) program continued during the 2021–22 financial year. In 2020, more than 35 of our employees, whose roles were impacted by necessary facilities closures, underwent expedited training to become a WCO. Our WCOs offer confidential social and emotional support and connect fellow employees with relevant resources. They continue to actively reach out to employees.

HOW WE PLAN

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

The *Local Government Act 2020* requires all councils to prepare the following documents:

- Community Vision
- Council Plan
- Financial Plan
- Asset Plan
- Budget
- Revenue and Rating Plan
- Annual Report
- Workforce Plan.

Our Integrated Strategic Planning and Reporting Framework (represented in Figure 18) demonstrates the relationship between these key planning and reporting documents. 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.

In 2021, we introduced an internal organisation strategy and business planning cycle to guide our budget and business planning for 2022–23. This process will continue to develop and enhance our strategic decision-making around priorities, performance and resource allocation.

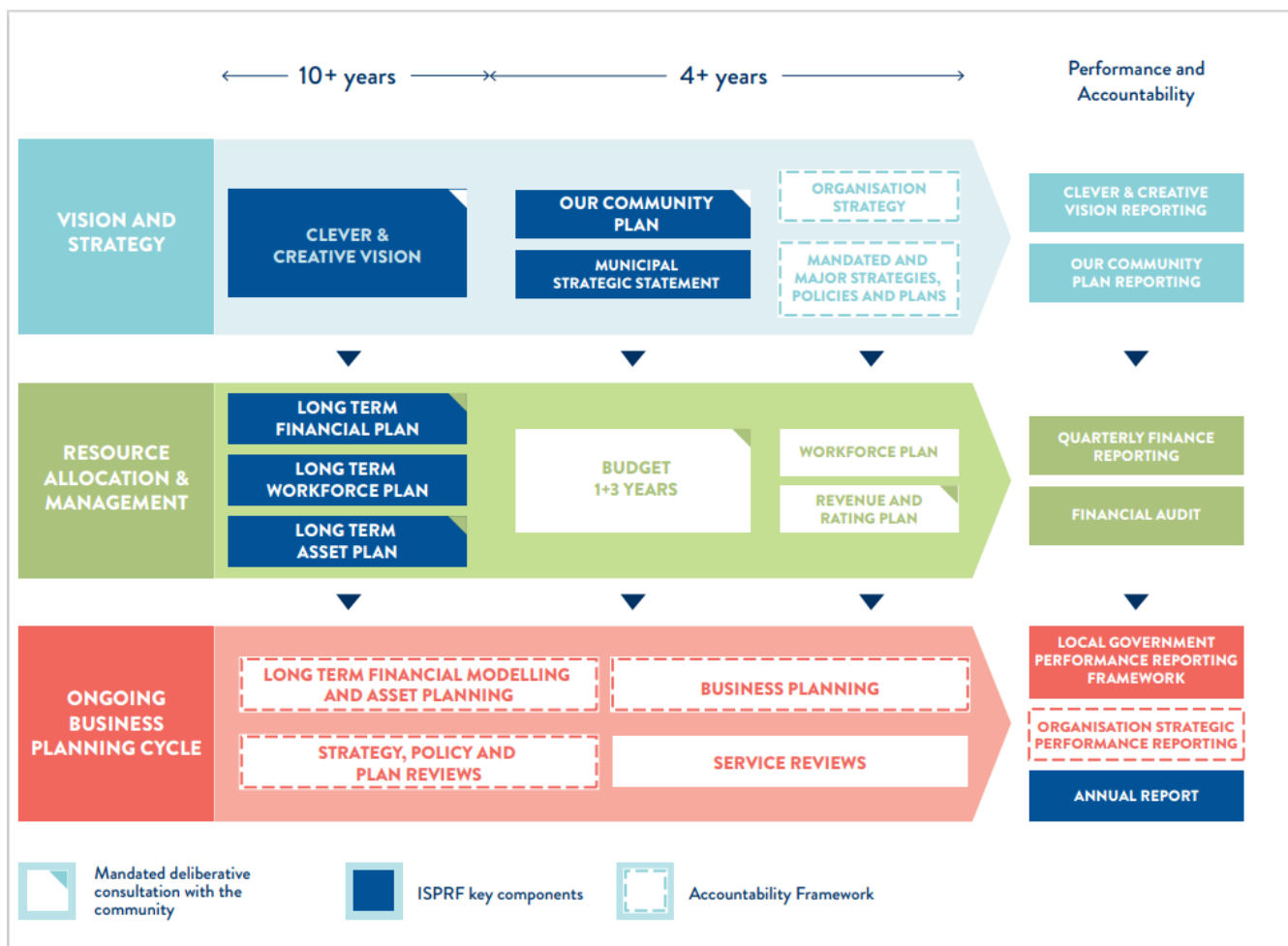


FIGURE 18: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

OUR PERFORMANCE

Our Community Plan 2021–25 outlines how we are working towards the 30-year community vision to make Greater Geelong a clever and creative city-region.

The plan tells the community what the councillors are aiming to achieve during their four-year term, and guides how we allocate resources so we can deliver infrastructure, services and programs to the community to ensure the social, economic and environmental sustainability of our region.

The four strategic directions we've chosen to guide us are:

- Healthy, caring and inclusive community
- Sustainable growth and environment
- Strong local economy
- High-performing Council and organisation.

As well as the strategic directions, the plan also outlines:

- Desired outcomes – the future state we're aiming for in four years
- Four-year priorities – the priorities we'll focus on to help achieve our desired outcomes
- Indicators – how we will monitor our progress.

Our Community Plan 2021–25 is supported by an annual action plan and budget which highlight the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

The following provides an end-of-year overview of our performance in delivering the *Annual Action Plan 2021–22* and how we are tracking against the indicators. It also highlights achievements and results for the prescribed service performance indicators as set out in the Local Government Performance Reporting Framework.

Actions that support the health and wellbeing priorities have been identified with the relevant health and wellbeing icon:



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE



CREATIVITY DRIVES CULTURE

DESIRED OUTCOMES

- Our community feels welcome, safe and connected
- Our community has equitable access to health and social services, information and infrastructure
- Healthy behaviours and environments are promoted, supported and accessible

FOUR-YEAR PRIORITIES

- 1.1 Help our community, recreation groups and volunteers to prosper and grow
- 1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages
- 1.3 Foster and embrace community connectedness
- 1.4 Demonstrate and promote gender equity practices
- 1.5 Foster an inclusive community culture
- 1.6 Facilitate social and affordable housing in Greater Geelong
- 1.7 Provide access to places, spaces and services where and when people need them the most
- 1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong
- 1.9 Support the City's cultural and creative life, history and heritage
- 1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes
- 1.11 Respond to the findings of the Royal Commissions into aged care and mental health

PROGRESS REPORT

Indicators

Municipal Indicators	Data at 30 June 2022	Progress comments
Proportion of adults experiencing high / very high psychological distress <i>Source: City of Greater Geelong Preventative Health Survey</i>	20% (2021) 10.3% (2017)	There was an increase in the proportion of our adult community experiencing high / very high psychological distress since 2017.
Proportion of adults meeting the physical activity guidelines <i>Source: City of Greater Geelong Preventative Health Survey</i>	67% (2021) 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017.
Proportion of adults consuming the recommended number of serves of fruit and vegetables <i>Source: City of Greater Geelong Preventative Health Survey</i>	Fruit – 46% (2021) Fruit – 53% (2017) Vegetable – 15% (2021) Vegetable 10% (2017)	There was an increase in the proportion of our adult community consuming the recommended serves of vegetables and a decrease in the proportion consuming the recommended serves of fruit since 2017.

Municipal Indicators	Data at 30 June 2022	Progress comments
Family incident rate per 100,000 population for Greater Geelong <i>Source: Crime Statistics Agency website www.crimestatistics.vic.gov.au</i>	1,557.7 (March 2022) 1,595.9 (March 2021)	For the year ending March 2022, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,360.4).
Community perception of safety in the area where they live <i>Source: City of Greater Geelong Preventative Health Survey</i>	61% (2021) 54% (2017)	More of our adult community is feeling safe where they live than in 2017.
Level of agreement that multiculturalism makes life better (definitely or sometimes) <i>Source: City of Greater Geelong Preventative Health Survey</i>	66% (2021)	This result comprised 48% definitely and 18% sometimes. <i>This is a new strategic indicator and therefore no prior year data is available.</i>
Proportion of community concerned about effects of climate change on health (very or quite concerned) <i>Source: City of Greater Geelong Preventative Health Survey</i>	51% (2021)	This result comprised 28% very concerned and 23% quite concerned. <i>This is a new strategic indicator and therefore no prior year data is available.</i>
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) <i>Source: City of Greater Geelong Preventative Health Survey</i>	56% (2021)	This result consisted 28% members of a sports group. <i>This is a new strategic indicator and therefore no prior year data is available.</i>

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Community satisfaction with support services <i>Source: Local Government Community Satisfaction Survey</i>	Family – 64 (2022) Family – 66 (2021) Elderly – 63 (2022) Elderly – 65 (2021) Disadvantaged – 61 (2022) Disadvantaged – 62 (2021)	Our result for Family Support was lower compared to the Regional Centres average (67) while Elderly Support was lower compared to the statewide average (67).
Community satisfaction with recreational facilities <i>Source: Local Government Community Satisfaction Survey</i>	72 (2022) 75 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community and was among our highest rated services. Our result was also higher than the statewide average (69).

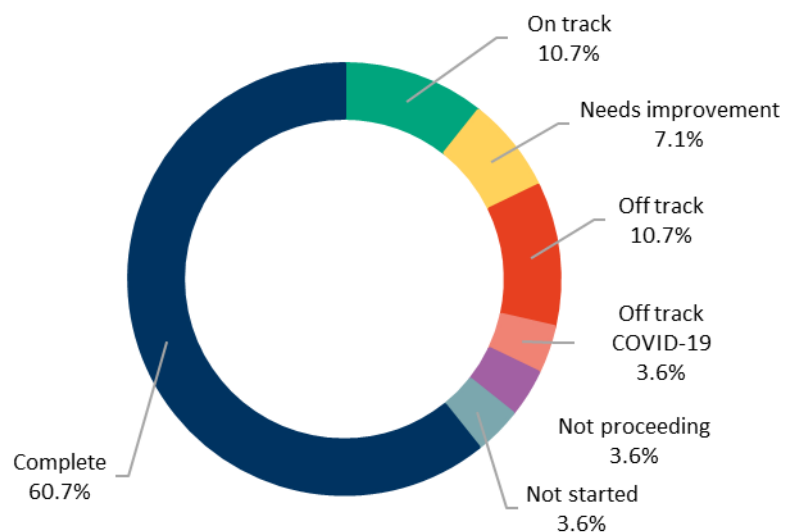
City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Level of agreement that Council infrastructure is equitable (fair access to facilities that are needed across the municipality including healthy, safe and inclusive places and spaces) <i>Source: Local Government Community Satisfaction Survey</i>	56% (2022)	<i>This is a new strategic indicator and therefore no prior year data is available.</i> Comparison to statewide and Regional Centres average is unavailable.
Level of agreement that Council infrastructure is accessible (for all abilities, affordable and easy for people to get to). <i>Source: Local Government Community Satisfaction Survey</i>	63% (2022)	<i>This is a new strategic indicator and therefore no prior year data is available.</i> Comparison to statewide and Regional Centres average is unavailable.
Number of key community infrastructure projects completed <i>Source: City of Greater Geelong</i>	86.5% (2022) 84% (2021)	In 2021–22 we delivered a further three key infrastructure projects: Drysdale Town Centre – Community Facilities, the Grovedale Men’s Shed and the Regional Indoor Sports & Events Centre – Feasibility Study. We have delivered 32 of the 37 key community infrastructure projects identified for delivery by 2022.
Community satisfaction with community and cultural activities <i>Source: Local Government Community Satisfaction Survey</i>	64 (2022) 65 (2021)	Our result was comparable to both statewide and Regional Centres average (65 respectively).

Annual Action Plan 2021–22









We committed to 28 actions which demonstrate how we are addressing our four-year priorities under Healthy, Caring and Inclusive community.




At the end of June 2022:








- 17 were ‘complete’
- three were ‘on track’
- two were ‘needs improvement’
- three were ‘off track’
- one was ‘off track COVID-19’
- one was ‘not started’
- one was ‘not proceeding’.













Four-year priority	2021–22 actions	Progress comment	Status
1.1 Help our community, recreation groups and volunteers to prosper and grow	<p><i>Develop opportunities for community, groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability.</i></p> 	<p>Development opportunities were created, including:</p> <ul style="list-style-type: none"> • an alternative online Community Leadership Program for 2022 • onboarding the Grovedale Neighbourhood House community steering group. <p>Community groups and organisations were supported through initiatives including:</p> <ul style="list-style-type: none"> • the Community Agents of Sustainability (CAOS) network • hosting community grant information sessions and workshops • publishing a free quarterly Community Training Calendar • hosting and coordinating the Geelong Pre-employment Professionals Network • gathering data on the use of, and challenges for, sports and recreation clubs across the municipality to assist with future planning • implementation of <i>Community Garden Assessment Guidelines</i> for local communities to establish and manage a community garden on City owned and/or managed land. • providing one-on-one support meetings and expanding online content to build understanding of our Community Infrastructure Grants Program • moving our Sports Club User Guide online • distributing the monthly Sports Club Noticeboard newsletter. 	✓
1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages	<p><i>Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities.</i></p> 	<p>In October 2021, we released a free nutrition toolkit, Eat Well Live Well-Healthy Eating for Every Life Stage, with information and practical advice to help community members develop healthy and sustainable eating patterns, habits, and skills at home. In March 2022, we launched a version of the toolkit translated into several languages. This project is now complete with a final report provided to the Department of Families, Fairness and Housing.</p>	✓
	<p><i>Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–2025 Regional Plan.</i></p> 	<p>We worked with G21 to review and update the <i>Healthier Eating and Active Living (HEAL) Orientation Guide – G21 Region Planning and Action 2017–2021</i>. With changes with the G21 Primary Care Partnership program, responsibility for this program is now transitioning to Barwon Health. We will continue to work to progress our healthy eating and active living agenda to support our community to make healthy lifestyle changes to improve health and wellbeing. There have been a number of projects completed as a result of the HEAL work including the free Eat Well Live Well nutrition toolkit, the Choose Water campaign (for healthy eating) and supporting Women's Health Week (for active living).</p>	✓




Four-year priority	2021–22 actions	Progress comment	Status
	<p><i>Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community.</i></p> 	<p>On 28 September 2021, Council adopted the <i>Respected, Connected and Thriving – Positive Ageing Strategy 2021–2047</i>. This long-term strategy outlines several priorities that support healthy and happy ageing for people over 55 years of age in Greater Geelong. Workshops with internal stakeholders, service organisations and community members were held in May to co-design the action plan which is currently being drafted and will be published on the City's website by end July 2022.</p>	
	<p><i>Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services.</i></p> 	<p>Wellness opportunities for our community were provided through the delivery of programs and activities, ensuring our leisure and recreation facilities remained agile during COVID-19 restrictions. This included:</p> <ul style="list-style-type: none"> • recreational programming • general membership • learn to swim, lap swimming • active adults • outdoor and indoor exercise. <p>Social media was utilised to engage and deliver updates; provide virtual training; and monthly e-newsletters to members presenting children activities, water safety, recipes, and health and fitness tips to all members of the community. In addition, we continued to upskill our leisure and recreation employees' qualifications in First Aid, lifeguarding and CPR. The easing of COVID-19 restrictions saw the full resumption of programs with family-fun days delivered in January-February 2022.</p>	
	<p><i>Develop the Municipal Early Years Plan 2022–2025 to support the wellbeing and development of children and families.</i></p> 	<p>We consulted with families and stakeholders to inform the development of the draft <i>Municipal Early Years Plan 2022–2025</i>. This draft plan aligns our efforts to support the health and wellbeing of children in our municipality, and influence and improve their educational and developmental outcomes. We received feedback on the outgoing <i>Municipal Early Years Plan 2018–2022</i> and will now be seeking community and stakeholder feedback on the draft <i>Municipal Early Years Plan 2022–2025</i>. The draft plan will then be considered by council in August/September 2022.</p>	
<p>1.3 Foster and embrace community connectedness</p>	<p><i>Partner with key stakeholders and community safety networks to develop a community safety framework.</i></p> 	<p>Our community safety framework supports the achievement of a community that feels welcome, safe, and connected. We sought feedback on the framework with over 120 submissions received and these are currently being considered. It is intended that the draft framework will be ready for Council adoption in August 2022.</p>	











Four-year priority	2021–22 actions	Progress comment	Status
	<p><i>Partner with the Victorian Equal Opportunity and Human Rights Commission to deliver the Reducing Racism Project in response to the increase in racism towards our culturally and linguistically diverse communities through the COVID-19 pandemic.</i></p> 	<p>We are not proceeding with Phase 2 of the Reducing Racism Project due to resourcing issues. The purpose of this project was to raise awareness about the prevalence and seriousness of racism, discrimination, and vilification in our society and drive down the rising experiences of racism through campaigns, education, and awareness raising. Phase 2 of the project, raising awareness training, was due to take place in 2021 but was placed on hold due to COVID-19 restrictions. Our community can currently access information and report racism via the City's website.</p>	NP
1.4 Demonstrate and promote gender equity practices	<p><i>Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women.</i></p> 	<p>We partnered with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 <i>Respect 2040</i> plan aimed at reducing violence against women through primary prevention initiatives. Workshops were held to develop common language and identify the range of organisational responses and responsibilities. We also held a partners and stakeholders forum in December 2021 to identify collaborative actions that can prevent violence against women before it occurs. This resulted in identifying some key strategies and actions to promote messages and implement prevention strategies. G21 partners identified two actions for 2022–23; collaborating on the 16 days of activism campaign against gender-based violence and participating in an intersectionality workshop.</p>	✓
	<p><i>Implement the Gender Impact Analysis tool across a range of community focused services.</i></p> 	<p>We established a dedicated project to increase gender equality in the workplace and appointed a role to help develop our first <i>Gender Equality Action Plan (GEAP)</i>. The GEAP will build on our strategy for diversity and inclusion, and commitment to build a healthy and inclusive culture.</p> <p>We successfully submitted our Workplace Gender Audit and GEAP, inclusive of a Gender Impact Analysis (GIA) tool, to the Gender Equality Commission for the Public Sector (December 2021 and March 2022 respectively).</p> <p>The Plan was deemed compliant by the commission in June 2022.</p> <p>Gender analysis will allow us to identify opportunities and new, inclusive ways of doing business to support our community. We recognise that power imbalance of gender and the impact that this inequality has on safety, health, wellbeing, and economic life of gender diverse people. It is also evident that gender inequality is crucial to ending violence against women and children.</p>	✓

Four-year priority	2021–22 actions	Progress comment	Status
1.5 Foster an inclusive community culture	<p><i>Implement and report on the fourth year of the Access and Inclusion Action Plan 2018–22 to inform new direction priorities.</i></p> 	<p>Our <i>Access and Inclusion Action Plan 2018–22</i> aims to improve outcomes for members of our community who otherwise may face inequity in accessing community facilities or activities. The final report has been put on hold pending approval to extend the current plan. We need to understand the full impact of the New Disability Bill that will come from the Disability Royal Commission and are also awaiting the City's integrated planning work to be completed.</p>	
	<p><i>Implement an inclusive events tool that promotes inclusive practices for people with a lived experience of a disability and considers all ages, abilities and backgrounds.</i></p> 	<p>We developed an Inclusive Events tool so that the events we deliver consider the needs of people with access challenges. The tool was trialled and assessed via an internal pilot program as our ability to trial the tool more broadly was significantly impacted by COVID-19 restrictions. It is now ready for implementation and promotion for 2023 major events.</p>	
	<p><i>Explore a range of opportunities to embed the City's social equity principles across a range of community focused services.</i></p> 	<p>We held workshops with members from Council's Advisory Committees, our Clever Creative vision partners, and employees to inform the development of the <i>Social Equity Framework 2022–25</i>. The framework outlines our approach with a common set of principles and sets out the outcomes that will guide how we engage and support our community to be able to participate, be included and have the opportunity to live a healthy and fulfilling life.</p> <p>We sought feedback on the framework across February 2022 with 13 submissions received and considered. Council adopted the framework in May 2022. We are currently developing an action plan to monitor and gauge the implementation of the framework.</p>	
	<p><i>Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders.</i></p> 	<p>Our planned review of the <i>Multicultural Action Plan 2018–2022</i> has been delayed due to resourcing issues. This plan guides how we plan for and support our multicultural community as we recognise that many people from multicultural backgrounds can experience unique barriers to participation including access to information, cultural differences, racism, discrimination, and exclusion. Given these barriers can lead to poorer health and wellbeing outcomes, we strive to foster inclusive cultural practices and learn from the community voice as much as possible.</p> <p>It is anticipated that we will commence work to refresh and update the action plan with members of the Multicultural Action Plan Advisory Committee in the second half of 2022.</p>	<p>Not started</p>

Four-year priority	2021–22 actions	Progress comment	Status
1.6 Facilitate social and affordable housing in Greater Geelong	<p><i>Implement the City's Social Housing Plan 2020–41 (Major budget initiative)</i></p> 	<p>Council endorsed the <i>Social Housing Plan 2020–41</i> in February 2020 and since that time a range of actions were implemented.</p> <p>In addition, we partnered with Homes Victoria, to fund the One Hundred Dwellings feasibility study to identify Council owned land suitable for the delivery of social and affordable housing dwellings. We sought community feedback on three proposed sites identified in Corio, Belmont and Bell Post Hill and received over 700 submissions.</p> <p>We also held four meetings with members of the recently formed Social and Affordable Housing Advisory Committee to gain feedback on a range of discussion points, including the state government's draft <i>Ten-Year Social and Affordable Housing Strategy for Victoria</i> and involvement in and the establishment of a Geelong Affordable Housing Trust.</p>	
1.7 Provide access to places, spaces and services where and when people need them the most	<p><i>Develop agreed policy and standards to guide the delivery of all social infrastructure in a manner consistent with our social equity and sustainability principles.</i></p> 	<p>We designed the process for delivery of the <i>Our Community Places, Spaces and Services – A Social Infrastructure Plan for the City of Greater Geelong Generation One: 2020 – 2023</i>. We revised timelines for the delivery of Generation 2 of the Social Infrastructure Plan and anticipate it will go to council for endorsement in December 2022.</p> <p>As part of Generation 2, a series of new standards were developed to address social equity and sustainability principles and used to inform the deliberative engagement process for the <i>Asset Management Strategy</i> in November 2021.</p>	
	<p><i>Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis.</i></p> 	<p>Our Vital Communities research project provides a contemporary look at the challenges faced by some of our most socio-economically disadvantaged communities. It also has recommendations on how the City can assist in bridging the gaps around key determinants of health including employment, education, housing, and access to services. Council noted the <i>Vital Communities – Strategies for Alleviating Locational Disadvantage in Geelong</i> in June 2021. Specific recommendations underway from this program include:</p> <ul style="list-style-type: none"> • implementation of the Regional Industry Sector Employment program • implementation of the One Hundred Dwellings feasibility study for social housing • establishment of an Advisory Committee that supports the development of the Northern Aquatic and Community Hub • concept planning for the Whittington Family & Community Centre • re-development of Labuan Square, Norlane. 	

Four-year priority	2021–22 actions	Progress comment	Status
		<p>Actions implemented as a result of the Gender COVID impact analysis include:</p> <ul style="list-style-type: none"> • development of an integrated communication plan linked to safe at home family violence information is currently underway • completion and publication of the YourGround safety in public space project • report and specialist forum in February 2022 regarding access to emergency and crisis accommodation for women • commencement of mapping of free Wi-Fi across the municipality for public access. 	
	<p><i>Continue to advocate for funding to deliver the Northern Aquatic and Community Hub.</i></p> 	<p>We successfully advocated for state and federal government funding for construction of the Northern Aquatic and Community Hub. In addition to Council's funding commitment of \$44.84 million, we received \$8.5 million in the 2021–22 Budget and \$8.26 million through the Australian Government Local Roads and Community Infrastructure Fund.</p> <p>The Northern Aquatic and Community Hub will directly contribute to the health and well-being of residents in the north and surrounding areas by providing state of the art health and fitness facilities, with a projected preventative health benefit of over \$111 million over the first 10 years of operation. We commenced construction in February 2022 and will continue to seek further state and federal funding opportunities to support delivery of this facility.</p>	✓
<p>1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong</p>	<p><i>Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan.</i></p> 	<p>We commenced evaluation of the <i>Reflect Reconciliation Action Plan May 2020–May 2021</i> with a report provided to Reconciliation Australia outlining the key milestones and responding to questions raised.</p> <p>Council re-engaged the consultants who facilitated this plan to undertake a review process with Councillors, key stakeholders, and members of the Kilangijj Aboriginal Advisory Committee. A review of the Reflect Reconciliation Action Plan was presented to Council at the June meeting. Of the 50 actions, 24 were completed, 19 in progress and 7 actions will be addressed in the next stage of the Reconciliation Action Plan framework. Some of the key actions which have been implemented include engagement with Wadawurrung Traditional Owners Aboriginal Corporation as part of the development of Wurriki Nyal, the award-winning NAIDOC 2020 week, online cultural heritage locations and digital projections as part of National Reconciliation Week.</p>	✓
	<p><i>Partner with Wathaurong Aboriginal Co-operative to review the Closing the Gap agreement and targets.</i></p> 	<p>We are involved in the implementation of the Best Start initiative that supports families and caregivers to provide the best possible environment, experience and care for children from birth to age eight. Our Best Start facilitator co-brokers the Best Start Partnership meetings with Aboriginal Best Start facilitators to plan, deliver and monitor evidence-based strategies that deliver positive outcomes for children.</p>	

Four-year priority	2021–22 actions	Progress comment	Status
		<p>Closing the Gap aims to close the health and life expectancy gap within a generation between Aboriginal and Torres Strait Islander people and non-indigenous Australians. This program is ongoing, relying on a strong partnership between the City and members from the Wathaurong Aboriginal Cooperative with whom we are meeting to finalise local targets.</p> <p>Unfortunately, due to resourcing changes, a partnership agreement has not progressed, however, the interest remains to be further explored with the Wathaurong Aboriginal co-operative. It is likely that this action will be reviewed for action in the next financial year.</p>	
<p>1.9 Support the City's cultural and creative life, history and heritage</p>	<p><i>Progress business cases for the improvement and transformation of three of the City's cultural venues - the Potato Shed, National Wool Museum and Geelong Gallery.</i></p> 	<p>We are working on business cases to extend, expand and reinvigorate three of our cultural facilities to meet the current and future needs of our community. These facilities contribute to improved health and wellbeing by providing our community with accessible places and spaces to participate, connect, learn, be inspired, and contribute to the cultural life of the city. Actions on these three business cases include:</p> <ul style="list-style-type: none"> • completion of the business case for the expansion of the Geelong Gallery • seeking state government partnership support and ministerial support for the Potato Shed - Bellarine Arts Centre Redevelopment business case • completion of the National Wool Museum Vision and Business Plan for consideration by council in July 2022. Once endorsed, we will then seek partnership funding for a business case from state government in 2022–23. 	<p>✓</p>
	<p><i>Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places.</i></p> 	<p>Our First Nations Cultural Heritage Grant program was developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation. It provides funding for projects that recognise, restore, protect and preserve Aboriginal cultural heritage across Greater Geelong.</p> <p>Council adopted this program in November 2021 and we completed our first round of the 2021–22 First Nations Cultural Heritage Grant program, awarding \$60,000 to the Geelong Gaol Museum to research the provenance of Aboriginal art work that currently resides in the Gaol.</p> <p>We commenced a second round of grants in June 2022.</p>	<p>✓</p>
<p>1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes</p>	<p><i>Progress the design and construction of the Armstrong Creek West Child and Community Hub. (Major budget initiative)</i></p> 	<p>The building design for the Armstrong Creek West Child and Community Hub was completed in September 2021 and the construction tender awarded in December 2021. Works commenced onsite in January 2022. We are halfway through construction with an expected completion date of early 2023. This facility will provide additional kindergarten places and facilities for maternal and child health services to support the health and wellbeing of children in this local community during the important early life stages.</p>	<p>✓</p>

Four-year priority	2021–22 actions	Progress comment	Status
	<p><i>Progress the design and construction of the Northern Bellarine Aquatic Centre. (Major budget initiative)</i></p> 	<p>The Northern Bellarine Aquatic Centre design was completed in September 2021 with the construction tender awarded in December 2021. We have commenced construction with an expected completion date of late 2023. When completed, this facility will address an identified inequity in the provision of aquatic facilities that support community participation in aquatic recreation activities and increase participation in physical activities to improve health and wellbeing.</p>	
	<p><i>Review and update the Social Infrastructure Plan, with particular regard to the needs of young people and early years services.</i></p> 	<p>We commenced identifying opportunities to improve access to safe, adaptable spaces that enhance social connections for youth across the municipality. Upon further consultation with the Youth Council, we completed the draft youth and early network plans which will form part of the <i>Social Infrastructure Plan Generation 2</i>, anticipated to go to council for endorsement in December 2022.</p>	
	<p><i>Upgrade an existing fenced dog park located at Stead Park, Corio and deliver a new fenced dog park located in Rennie Street, Lara.</i></p> 	<p>We upgraded and opened the Stead Park dog park in July 2021. In addition, we completed construction of a new fenced dog park in Lara in December 2021.</p> <p>The provision of fenced dog parks across the municipality provides an opportunity for dog socialisation and acts as a place of local connection for dog owners.</p>	
<p>1.11 Respond to the findings of the Royal Commissions into aged care and mental health</p>	<p><i>Provide a briefing on the impact of Federal government response to the findings of the Aged Care Royal Commission and next steps for the role of local government.</i></p> 	<p>We provided details to Council on 5 September 2018 about our aged care services and the national aged care reform agenda. We then updated Council on 14 September 2021 on the outcome of The Royal Commission into Aged Care Quality and Safety, the federal government's response, and potential impact on our services.</p> <p>Given the ambiguity about the form and function of future services in some areas, Council agreed to our recommendation to monitor advice about service changes and provide a further update in June 2022. However, federal government is now developing a new Support at Home Program which we will monitor and brief Council in November 2022.</p>	
	<p><i>Provide a briefing on the impact of state government response to the findings of the Mental Health Royal Commission and next steps for the role of local government.</i></p> 	<p>We provided a Councillor briefing note to Councillors in March 2022 on this matter.</p> <p>Improving mental health and social connection is one of our key health and wellbeing priorities and addressing the ongoing impact of the COVID-19 pandemic continues to be a focus area. The Royal Commission into Mental Health provides recommendations on strategies to promote social connection, inclusion and community participation.</p>	

Other achievements

- Council adopted a new road safety strategy, *Vision Zero Geelong: Safe Local Travel 2022–27*, which seeks to eliminate deaths and serious injuries on Greater Geelong roads by 2050
- Council endorsed the *Gender COVID-19 Impact Analysis Report* and the 2021–2022 short term action plan
- The National Wool Museum won numerous awards, including the Australian Museums and Galleries Association Victoria medium museums/galleries award for the *On the Land: Our Story Retold* exhibition
- We partnered with Community Care Chemist to support people ‘sleeping rough’ in the municipality by providing care packs containing essential personal care items
- We supported the STREETFACE See Me, Respect Me campaign aimed at challenging age discrimination
- We marked National Reconciliation Week with arts projections on City Hall and the release of a video about National Sorry Day and the legacy of the Stolen Generations in Greater Geelong and Wadawurrung Country more broadly
- We delivered the inaugural Surround Sounds Geelong and the Bellarine Music Festival, attracting audiences of 14,251 and employing 840 artists, in 35 participating venues
- We delivered playground upgrade projects worth \$559,722 as part of the playground development program
- We engaged with the community in the development of the *Domestic Animal Management Plan 2022–2025*, which was adopted by Council in November 2021
- We delivered new and upgraded sporting and community facilities including:
 - Barwon Heads Arts & Community Hub
 - Leisurelink 50 metre pool replacement
 - Thomson Reserve change facility
 - Shell Reserve netball courts and cricket nets
 - Hume Reserve, Estuary Reserve and Grinter Reserve pavillions
- We invested more than \$4.9 million in Community Grants program in 2021–22
- We launched the Geelong Preventative Health Survey Dashboard via the City’s Geelong Data Exchange – an online platform providing access to data the City collects
- We supported the Aboriginal Maternal and Child Health Initiative through secondment of a Community Child Health Co-ordinator to Wathaurong Co-operative Women and Child Program
- We carried out more than \$500,000 in restoration works to Osborne House and stables, including underpinning and stabilisation of the stable walls, façade repairs and painting
- We completed construction of the Mt Duneed Community Shed, a purpose-built space for people of all ages and interest and new home to the Mount Duneed Men’s Shed
- We were highly commended in the National Safety Awards of Excellence for Best Communication of Safety Message. The project was about getting a young persons perspective on Occupation Health and Safety and how it impacts on their working and personal life.

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				COMMENT
	2019	2020	2021	2022	
Animal Management					
Timeliness <i>AM1 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	1.21	Over 85 per cent of animal management requests were actioned in one day. Due to COVID-19 restrictions, our cat trapping service was suspended, resulting in an increase to the average response time.
Service standard <i>AM2 Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	18.65%	23.92%	25.49%	24.07%	Before they are impounded, we make every effort to reunite registered cats and dogs with their owners.
Service standard <i>AM5 Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	59.61%	61.27%	62.37%	We actively seek to rehome unclaimed animals by advertising them for adoption on websites and via social media platforms.
Service cost <i>AM6 Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	New in 2020	\$13.48	\$8.75	\$9.35	Our service cost increased in 2021–22, reflective of a return to pre-COVID rates of animal impoundments and prosecutions, and previously vacant positions now being filled.
Health and safety <i>AM7 Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	100.00%	100.00%	100.00%	We continue to successfully prosecute all matters brought before the court, with three animal management court cases in 2021–22.
Aquatic Facilities					
Service standard <i>AF2 Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.00	1.00	Pandemic restrictions reduced pool inspections of our six pools to one visit per pool.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2019	2020	2021	2022	
Utilisation <i>AF6 Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	8.82	6.53	3.32	4.73	In 2021–22, the easing of pandemic restrictions saw an increase in the use of our facilities by our community.
Service cost <i>AF7 Cost of aquatic facilities</i> [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	\$3.01	\$7.53	\$5.83	In 2021–22, the easing of pandemic restrictions resulted in an increase in the use of our facilities by our community. Overall, costs have not significantly increased, reducing the cost-per-visit.
Food Safety					
Timeliness <i>FS1 Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.78	1.64	1.43	1.46	Of the 193 food complaints we received in 2021, 78 per cent were actioned within one day.
Service standard <i>FS2 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	99.94%	98.27%	35.84%	52.17%	While COVID-19 restrictions, businesses not operating, and significant staff shortages continued to affect our ability to complete food safety assessments, we did increase the number of assessments completed from the previous year.
Service cost <i>FS3 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>]	\$517.04	\$532.42	\$469.45	\$522.07	Following the easing of COVID-19 restrictions, a return to more field operations resulted in increased spending on goods and materials for regulating our food businesses. The increase in costs brings the costs closer to what they were pre-COVID-19.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2019	2020	2021	2022	
<p>Health and safety</p> <p><i>FS4 Critical and major non-compliance outcome notifications</i></p> <p>[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</p>	99.32%	98.19%	95.45%	100%	A strong focus on following up all major and critical non-compliances and easing of COVID-19 restrictions resulted in all follow-ups being completed during 2021.
Libraries					
<p>Utilisation</p> <p><i>LB1 Physical library collection usage</i></p> <p>[Number of physical library collection item loans / Number of physical library collection items]</p>	5.96	4.45	3.52	4.38	<p>Geelong Regional Library Corporation branches were closed for 43 days. Upon reopening, strict density limits were enforced, affecting borrowings. A Click & Collect online ordering service was offered to our community. A delivery service was also offered to our more vulnerable community members. The easing of restrictions saw an increase of the number of active borrowers, however numbers were down on pre-pandemic figures.</p> <p>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.</p>
<p>Resource standard</p> <p><i>LB2 Recently purchased library collection</i></p> <p>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</p>	74.08%	73.18%	63.31%	66.02%	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.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2019	2020	2021	2022	
<p>Participation</p> <p><i>LB4 Active library borrowers in the municipality</i></p> <p>[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</p>	18.20%	17.57%	15.70%	13.98%	<p>Geelong Regional Library Corporation branches were closed for 43 days. Upon reopening, strict density limits were enforced, affecting borrowings. During lock-down, a Click & Collect online ordering service was offered to our community to increase loans of library items. A delivery service was also offered to our more vulnerable community members. The easing of restrictions saw an increase in the number of active borrowers, however numbers were down on pre-pandemic figures.</p> <p>Note: The definition of this indicator changed in 2019–20 and now averages the past three years data, so past results are not comparable.</p>
<p>Service cost</p> <p><i>LB5 Cost of library service per population</i></p> <p>[Direct cost of the library service / Population]</p>	New in 2020	\$37.00	\$36.88	\$37.71	<p>Over the past three years, our service cost has remained consistent.</p> <p>Note: the measure replaces the previous <i>Cost of library service</i> indicator, which was based on number of visits rather than population.</p> <p>Result for 2022 is interim only as data has not been verified by Victorian Auditor General's Office.</p>
Maternal and Child Health (MCH)					
<p>Service standard</p> <p><i>MC2 Infant enrolments in the MCH service</i></p> <p>[Number of infants enrolled in the MCH service / Number of birth notifications received] x100</p>	98.89%	101.12%	101.01%	100.86%	Over the past four years, enrolments in our Maternal and Child Health service have kept pace with increased birth rates.
<p>Service cost</p> <p><i>MC3 Cost of the MCH service</i></p> <p>[Cost of the MCH service / Hours worked by MCH nurses]</p>	\$80.35	\$80.18	\$80.66	\$80.73	Slight increases are due to annual labour costs, otherwise our results remain consistent.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2019	2020	2021	2022	
Participation <i>MC4 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	73.17%	73.14%	72.56%	74.40%	The increase in participation rates reflects a return to pre-pandemic Maternal Child and Health service delivery.
Participation <i>MC5 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	63.39%	76.37%	77.47%	72.02%	From January 2022, the local Aboriginal Co-operative Maternal Child and Health Service began using their own database to record service participation. Families have a choice to attend either the Aboriginal Maternal and Child Health Service or the City's Maternal and Child Health Service.
Satisfaction <i>MC6 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	93.77%	94.37%	94.02%	Participation data indicates that COVID-19 restrictions did not prevent families from engaging with the comprehensive 4-week Key Age and Stage visit.

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

RETIRED SERVICE/INDICATOR/MEASURE	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2022	MATERIAL VARIATIONS AND COMMENTS
Animal Management					
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$66.26	Retired in 2020	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]	19	Retired in 2020	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.

RETIRED SERVICE/INDICATOR/MEASURE	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2022	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]	18	Retired in 2020	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]	\$0.69	Retired in 2020	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.
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]	\$6.21	Retired in 2020	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.
Libraries					
Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.49	Retired in 2020	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.
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	96.84%	Retired in 2020	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> .

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT



DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK



CREATIVITY DRIVES CULTURE



PEOPLE FEEL SAFE WHEREVER THEY ARE

DESIRED OUTCOMES

- We are delivering our vision for sustainable growth across the municipality
- We have a choice of housing and lifestyles to meet the diverse needs of our community
- There are connected transport networks throughout the region that support liveability and prosperity
- Greater Geelong has quality, vibrant public spaces
- We are leading a reduction in community emissions and are increasing the City's resilience to climate change impacts
- We protect and restore our natural environment
- We minimise waste with good design and manage effective recovery of resources

FOUR-YEAR PRIORITIES

- 2.1 Meet the housing needs of our future community
- 2.2 Meet existing and future transport needs
- 2.3 Create engaging places and spaces
- 2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods
- 2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks
- 2.6 Support our community and region to reduce emissions and build resilience to climate change
- 2.7 Reduce the impact of waste
- 2.8 Support greater indigenous biodiversity

PROGRESS REPORT

Indicators

Municipal Indicators	Result at 30 June 2022	Progress comments
Residential land supply <i>Source: City of Greater Geelong</i>	22 years (April 2022) 24 years (March 2021)	There is a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.
Employment land supply <i>Source: City of Greater Geelong</i>	26 years (June 2022) 27 years (June 2020)	There continues to be sufficient long-term industrial land supply.
Diversity of housing supply <i>Source: Australian Bureau of Statistics Census of Population and Housing 2021.</i>	13.90% (2021) 15.10% (2020)	There was a significant decline in the share of housing growth occurring in established areas. This type of development is typically smaller-medium density housing.
Journeys to work made by public transport, walking or cycling <i>Source: Australian Bureau of Statistics Census of Population and Housing 2016</i>	8.75% journeys (2016)	This result comprised 5.3% public transport and 3.45% bike or walked. This data will be updated once results from the Australian Bureau of Statistics Census of Population and Housing 2021 are released.
Percentage of residences within 400 metres of public open space in urban areas <i>Source: The Australian Urban Observatory Liveability Report for Geelong</i>	44% (2020)	<i>This is a new strategic indicator and therefore no prior year data is available.</i>
Community greenhouse gas emissions <i>Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed 29 August 2022)</i>	3,060,000 tonnes CO ₂ –emissions total (2019–20) 3,101,000 tonnes CO ₂ –emissions total (2018–19)	Updated data will be available late 2022.
Diversion of waste from landfill <i>Source: Local Government Performance Reporting Framework 2021–22</i>	52.96% (2021–22) 53.87% (2020–21)	Slight decreases in the tonnage of recycling and garden organics and an increase in waste due to population growth have resulted in less waste diverted from landfill.

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Community satisfaction with planning for population growth <i>Source: Local Government Community Satisfaction Survey</i>	52 (2022) 54 (2021)	Our result was comparable to the statewide average but lower compared to other Regional Centres.
Percentage housing construction within existing urban areas <i>Source: City of Greater Geelong and Barwon Water</i>	21% (2021) 32% (2020)	There was a significant decline in the number and share of housing growth occurring in established areas this year. Half as many infill housing dwellings were constructed this year compared to the year before.

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
<p>Kilometres of bicycle, walking paths and shared paths</p> <p><i>Source: City of Greater Geelong</i></p>	<p>84 km bike paths (2022) 78 km bike paths (2021)</p> <p>1,927 km footpaths (2022) 1,900 km footpaths (2021)</p> <p>181 km shared paths (2022) 169 km shared paths (2021)</p>	<p>Since 2021, bike paths increased 6 km, shared paths increased 12 km and footpaths increased 27 km, a total increase of 45 km in the path network.</p>
<p>Community satisfaction with local streets and footpaths</p> <p><i>Source: Local Government Community Satisfaction Survey</i></p>	<p>59 (2022) 60 (2021)</p>	<p>Our result was comparable to both statewide and Regional Centres averages (57 and 59 respectively).</p>
<p>Community satisfaction with sealed local roads</p> <p><i>Source: Local Government Community Satisfaction Survey</i></p>	<p>57 (2022) 62 (2021)</p>	<p>Satisfaction decreased in 2022. Despite this, Geelong rated higher compared to the statewide average and other Regional Centres (53 and 54 respectively).</p>
<p>Quantity of open space (civic, community parks, sports reserves and heritage open space)</p> <p><i>Source: City of Greater Geelong</i></p>	<p>2,459.00 hectares - 495 sites (January 2022) 2,146.79 hectares - 495 sites (January 2021)</p>	<p>There was an approximately 300 hectare increase primarily attributed to the acquisition of Sparrovale Wetlands for development as drainage infrastructure to service the Armstrong Creek Growth Area.</p>
<p>Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips)</p> <p><i>Source: Local Government Community Satisfaction Survey</i></p>	<p>70 (2022) 71 (2021)</p>	<p>Our performance continued to be well regarded by our community with appearance of public areas among our highest rated services.</p> <p>Our result was comparable with the statewide average (71) but was lower compared to other Regional Centres (73).</p>
<p>Greenhouse gas emissions generated by City-managed operations</p> <p><i>Source: Azility</i></p>	<p>23,057 tonnes CO₂-emissions (2021–22)* 32,630 tonnes CO₂-emissions (2020–21) 34,429 tonnes CO₂-emissions (2019–20)</p> <p>*Provisional figure as bill estimations will continue to come in over coming months</p>	<p>Our operational CO₂-emissions decreased by 29 per cent over the past 12 months. We signed up to the Victorian Energy Collaboration which sources renewable electricity for a number of Victorian councils. This contract came into full effect from 1 July 2021. We now generate zero emissions through our electricity usage.</p> <p>Annual emissions have also decreased with the capture and use of methane from landfill, building efficiency improvements, and onsite renewable energy from solar photovoltaic (PV) generation and increasing use of hybrid and low emission vehicles.</p>

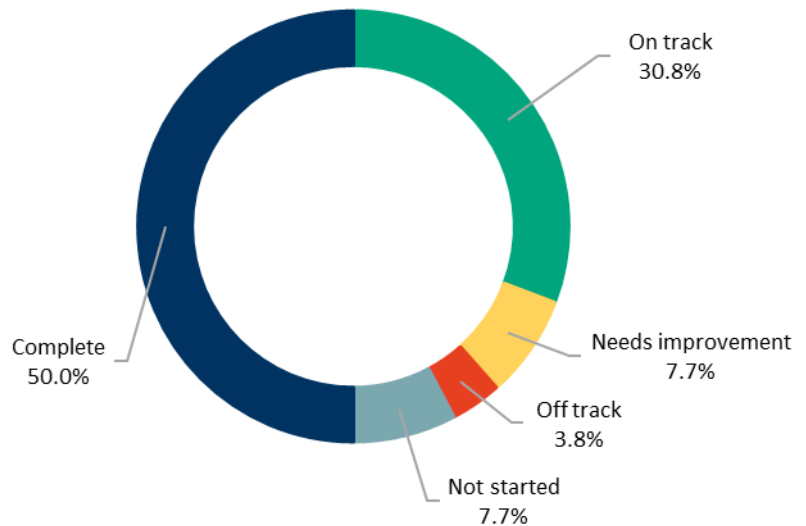
City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Hectares of protected natural habitat <i>Source: City of Greater Geelong</i>	1335.79 hectares (June 2022) 1,380.80 hectares (June 2021)	There was a decrease of 45 hectares of natural habitat managed by the City in 2021–22. Natural habitat on City land had grown to 1,434.01 hectares, however we handed over Breamlea Flora and Fauna Reserve (98.22 hectares) to Barwon Coast to manage in April 2022.
Number of trees planted <i>Source: City of Greater Geelong</i>	2,522 street and park trees 4,000 tubestock	In 2021–22 we planted a total of 2,522 trees (1,877 street and 645 park trees) and removed 2,209 resulting in a net gain of 313 trees. We also planted 4,000 tubestock along the Ted Wilson trail.
Community satisfaction with waste management <i>Source: Local Government Community Satisfaction Survey</i>	70 (2022) 69 (2021)	Our performance continued to be well regarded by our community with waste management among our highest rated services. Our result was comparable to both the statewide and Regional Centres averages (68 respectively).




Annual Action Plan 2021–22



We committed to 26 actions which demonstrate how we are addressing our four-year priorities under Sustainable Growth and Environment:



At the end of June 2022:

- 13 were 'complete'
- eight were 'on track'
- two were 'needs improvement'
- one was 'off track'
- two were 'not started'.












Four-year priorities	2021–22 actions	Progress comment	Status
2.1 Meet the housing needs of our future community	<i>Prepare the Elcho Road East and Creamery Road Precinct Structure Plans.</i>	We presented a draft future urban structure for the <i>Creamery Road Precinct Structure Plan</i> to landowners. Agency and landowner consultation on the <i>Creamery Road Precinct Structure Plan</i> concluded on 10 June 2022. The <i>Elcho Road East Precinct Structure Plan</i> will progress in parallel with the strategic impact assessment for matters of national environmental significance.	■
	<i>Adopt an updated Heritage Strategy 2017–2021.</i>	We plan to undertake an update of the <i>Heritage Strategy 2017–2021</i> in the second half of 2022.	Not started
	<i>Deliver program of Structure Plans and Urban Design Frameworks to facilitate housing supply.</i> 	Council adopted the Gordon Avenue and Heritage Core Precincts in the <i>Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework</i> in December 2021. We will undertake further community consultation on the <i>Pakington Street North Precinct</i> in late 2022. In addition, we concluded consultation on the interim final <i>South Geelong Urban Design Framework</i> . Further work is being undertaken on heritage properties to inform the final framework. These projects will assist to facilitate a range of different housing types to meet community needs.	✓
	<i>Finalise a long-term settlement boundary for urban Geelong.</i>	We prepared a background report and discussion paper in relation to a long-term settlement boundary. Essential field work was delayed due to COVID-19 restrictions. We sought community feedback on the discussion paper which concluded in late May. Submissions will be used to determine if further work is required on the long-term boundary.	⬢
2.2 Meet existing and future transport needs	<i>Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan. (Major budget initiative)</i> 	Council approved the governance framework for the delivery of our <i>Shared Trails Masterplan</i> adopted in March 2020. The masterplan encourages recreational activity and connections between locations and townships, promoting active living. We delivered three major shared trail projects in East Geelong, Corio and Barwon Heads to improve connections and access for our community. We also completed feasibility studies for the four <i>Shared Trails Masterplan</i> priority connections: Ocean Grove to Point Lonsdale, Ocean Grove to Drysdale, Drysdale to Portarlington, and Lara to You Yangs. The results of the feasibility work and project updates were provided to Councillor Shared Trails Portfolio Committee in June 2022.	✓
	<i>Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurr Ponds to Central Geelong.</i> 	We completed construction works for Stage 1 of the Southern Link from Malop Street to the Barwon River. In addition, Council approved the tender process for Stage 2 in March 2022 with detailed design continuing. Across April/May, we engaged with more than 260 people on the completed sections and Stage 2. Council will consider the Stage 2	■



Four-year priorities	2021–22 actions	Progress comment	Status
		tender award later in 2022. The Building Better Bike Connections project provides routes that are designed to be used by cyclists of a wide range of ages and abilities to safely ride to destinations like shopping areas and key employment precincts	
	<i>Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport.</i>	We delayed the development of an Integrated Transport Plan pending project resources.	Not started
			
	<i>Adopt the Central Geelong Parking Strategy.</i>	We completed a draft <i>Central Geelong Parking Strategy</i> , reviewed by the Central Geelong Business Reference Group in April 2022, and by Councillors in May 2022. The draft strategy will be considered by Council in late 2022.	
	<i>Implement the Armstrong Creek Land Acquisition Program. (Major budget initiative)</i>	We implemented the Armstrong Creek Land Acquisition Program for the current year. A total of 10 properties (or part thereof) were acquired with one acquisition still in progress. Planning for the next stage of required land acquisitions will be undertaken in 2022–23. The acquired land will create active open space, drainage, or road infrastructure.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
2.3 Create engaging places and spaces	<p><i>Commission new public art assets to develop the City's outdoor collection.</i></p> 	<p>We continued to commission new public art assets to develop the City's outdoor collection including:</p> <ul style="list-style-type: none"> • Geelong Women's Street Art Project, a series of street murals by 19 female artists to celebrate International Women's Day 2022 and promote gender equity by encouraging female artists to contribute to our cultural life • relocatable public art to activate public spaces across the municipality. We launched 'I AM', a relocatable sculpture, providing an opportunity to raise awareness and celebrate members of the community who have a lived experience with disability • engaging three Wadawurrung artists in the design of artwork for our new civic building, Wurriki Nyal • completing restoration of the Belcher Drinking Fountain in April 2022 • seeking expressions of interest for commissions for the Drysdale Library, Chilwell Library and Labuan Square redevelopment • public art projections by artists living in Barwon, Marngoneet and Karreenga correctional facilities celebrating First Nation's Peoples culture and heritage during National Reconciliation Week 2022 • consulting with the Osborne Park Association on the redevelopment of fountain and memorials • reviewing options to acknowledge Gerry Smith, the first Mayor of the newly amalgamated City of Greater Geelong • developing interpretive options for the Bills Cement Horse Trough Lara. 	✓
	<p><i>Plant more trees through the Urban Forest Strategy and create opportunities for community planting.</i></p> 	<p>We planted 2,248 street and park trees in areas with the highest need and low canopy cover. We collaborated with the Rotary Club, Ocean Grove to plant 100 trees to commemorate 100 years of Rotary. As these trees grow and mature over the next five to 15 years, they will provide canopy cover and shade. Tree planting is suspended during the warmer months and this time is used to water, mulch, and care for our young trees, as well as plan for our 2022 planting season.</p> <p>Providing water and arboriculture care to young trees in their first few years, particularly in hot months, helps them establish well and grow into healthy mature canopy trees. The trees will form the future of Geelong's Urban Forest, shading our streets and parks, cooling and beautifying our municipality and encouraging people to be more active.</p>	■

Four-year priorities	2021–22 actions	Progress comment	Status
	<i>Work with the Department of Environment, Land, Water and Planning to deliver the Central Geelong Framework Plan.</i>	We provided evidence to a public hearing for the <i>Central Geelong Framework Plan</i> in September 2021. The Central Geelong Framework Plan Advisory Committee submitted its report to the Minister for Planning in December 2021. A decision on this matter is expected by the end of 2022.	✓
	<i>Continue construction of the Green Spine project between Gheringhap and Moorabool Streets, on the north side.</i>	We partnered with the state government to progress construction of Geelong's Green Spine, aimed at supporting Central Geelong to be a liveable, walkable, and bicycle-friendly city. As the site is recognised as being significant to the Traditional Owners of Geelong, a key outcome was for enhanced cultural respect and recognition of the continuing culture of the Wadawurrung. Work on the north side of Malop Street between Gheringhap Street and Moorabool Street is completed.	✓
2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods	<i>Develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas.</i>	We commissioned Deakin University to develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas. We completed consultation on the sustainable development initiatives with landowners and government agencies in June 2022.	■
	<i>Review the City's Sustainable Building Policy to ensure best practice standards for new buildings, renovations and retrofitting, and maintenance and minor works.</i>	We reviewed our <i>Sustainable Building Policy</i> which guides organisational practices to manage the social, environmental, and financial aspects of our buildings. The final draft will be considered by the Policy Review Committee in July/August 2022 and will subsequently be considered by Council.	■
	<i>Review the Environmentally Sustainable Design Local Planning Policy for new developments for opportunities to strengthen the breadth of the application of the policy.</i>	We joined the Council Alliance for Sustainable Built Environment (CASBE) and other Victorian Councils on a joint research project, Elevating ESD Targets, which aims to elevate Environmentally Sustainable Development (ESD) targets for new development. At its meeting in June, Council authorised the City to enter into Stage 2 of the project which involves the planning scheme amendment process to implement the findings and recommendations from Stage one.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks	<i>Identify actions to achieve the City's emissions reduction targets and manage climate-related risks through development of the Climate Change Response Plan.</i> 	Council adopted the <i>Climate Change Response Plan 2021–30</i> in November 2021. This plan provides a roadmap for the City to support the region to reduce emissions, minimise climate change impacts and facilitate new opportunities and partnerships with community in relation to the global climate emergency. A key feature of this plan is the new community target of zero net emissions by 2035.	✓
2.6 Support our community and region to reduce emissions and build resilience to climate change	<i>Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan.</i> 	Our <i>Climate Change Response Plan 2021–30</i> recognises the importance of equity, access and inclusion as key priority areas contributing to the long-term sustainability of our community. The actions contained within this plan aim to improve social equity, including reducing climate change impacts, and increasing access to affordable clean/low emission sourced energy.	✓
	<i>Design a framework for the community climate action strategic partnerships funding.</i>	As part of the development of the Climate Change Response Plan 2021–30, we committed to an innovative new funding model to support climate action delivered by community volunteers and not-for-profit groups. Council endorsed the guidelines for the 2022–23 Climate Action Partnership Grants in May 2022. The inaugural round of grants opened June 2022. We expect funding decisions will be presented to Council for endorsement December 2022.	✓
	<i>Upgrade to LED street lighting with smart control technology.</i> (Major budget initiative) 	We completed Stage 1 of the upgrade to LED street lighting with the changeover of approximately 13,000 residential streetlights and installation of 130 new lights. Stage 2 of the street light changeover on roads with higher traffic volumes (main roads) commenced in June 2022, with completion expected by February 2023. Stage 3 which involves the remaining decorative lighting will be completed in 2023. The changeover will reduce energy consumption and save more than 8,000 tonnes of carbon emissions each year as well as making our streets and public spaces safer through higher quality and better directed lighting.	
	<i>Deliver a regional Integrated Water Management Strategy with key stakeholders including Barwon Water and Corangamite Catchment Management Authority.</i> 	The Department of Environment, Land, Water and Planning funded a joint City and Barwon Water resource. The resource will support the development of an inter-agency storm water harvesting protocol, a storm water quality treatment offsets scheme and an Integrated Water Management Plan for the City. Work is ongoing in alignment with the Integrated Water Management Policy, expected to be completed October 2022.	

Four-year priorities	2021–22 actions	Progress comment	Status
		A consultant has been onboarded and is currently developing an Offset Scheme Framework with an estimated completion of Q1 2023. Work related to the Collaboration Framework is underway with current state roles and responsibilities being tracked and documented with the future state work gaining momentum next quarter. To align with the more clear project requirements based on a now completed consultant tender, the Project Manager has been extended an additional 3 months till January to oversee the completion of all deliverables. Integrated water management reduces use of potable water, improves water quality in our creeks and ocean and creates greener open spaces for fauna, flora, and passive recreation.	
2.7 Reduce the impact of waste	<p><i>Implement a pilot food waste collection service for residents.</i></p> 	We commenced a trial household food organics collection on 5 November 2021, with an aim to reduce the amount of food waste going to landfill and helping to reduce greenhouse gas emissions, odour, and leachate production. The trial is a key action from our <i>Climate Change Response Plan 2021–30 and Waste and Resource Recovery Strategy 2020–2030</i> and will run for 12 months. After evaluating the trial, we aim to roll out the service municipal-wide in 2024. The initial trial was successful, with high bin presentation rates, low contamination and 25 tonnes of material diverted from landfill.	✓
	<p><i>Collaborate with Barwon Water, G21 councils and Wyndham City Council to develop an organic waste processing facility to support the circular economy.</i></p>	We are partnering with Barwon Water, G21 Councils and Wyndham City Council to explore opportunities for a regional organics processing facility. Council signed a Waste Supply Agreement with Barwon Water to supply the regional organics facility with organic waste from the City's kerbside collection. It is anticipated that the Regional Renewable Organics Network will convert 40,000 tonnes of organic waste each year into 8,000 tonnes of high-value, nutrient-rich soil enhancers to support local agriculture. It will also convert gas produced by the organic matter into renewable electricity.	✓
2.8 Support greater indigenous biodiversity	<p><i>Adopt a Biodiversity Strategy to protect and restore the natural environment.</i></p> 	We appointed a consultant to assist in the development of a <i>Biodiversity Strategy</i> and conduct consultation with key stakeholders. We are continuing to work on the State of Nature report, the background document for the <i>Biodiversity Strategy</i> , due for completion later 2022. Spending time in nature and open space has strong links to improved health and wellbeing. The strategy will include actions to improve access to nature.	◆
	<p><i>Adopt and commence implementation of a masterplan to protect and restore the Sparrovale Wetlands Reserve.</i></p> 	Council adopted the <i>Sparrovale Ngubitiy yoorree Wetlands Master Plan</i> in July 2021. The plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years. As part of this plan there are access walking trails to allow engagement with nature for improved mental and physical health.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
		<p>We commenced implementation of master plan actions including:</p> <ul style="list-style-type: none"> • small scale revegetation • shed asbestos check and structural assessment • completion of levee condition assessment and maintenance manual • drafted a Fire Preparedness Plan • weed management • rubbish removal • community guided tours • monitoring and surveys of birds, native vegetation offset sites, automated water levels and salinity. 	
	<p><i>Work with the Federal and State Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.</i></p> 	<p>We worked with the state and federal governments on an overarching <i>Biodiversity Conservation Strategy</i> for the Northern and Western Geelong Growth Areas which will protect or offset areas of biodiversity significance. Actions completed to date include:</p> <ul style="list-style-type: none"> • project scoping • initial community and government stakeholder engagement • state and federal government planning approval agreements developed • funding secured. <p>We are also developing a structured decision-making process to help determine the functional layout of the growth area.</p> <p>Local biodiversity assets are critical to our health, wellbeing, and prosperity, providing clean air and water, productive soils, natural pest control, pollution and flood mitigation and carbon sequestration.</p>	

Other achievements

- Our two world first, 100-year maintenance free bridges in Seagull Paddock, North Geelong, were recognised with three awards and a commendation at the Institute of Public Works Engineers Australasia Victorian Division awards
- We installed electric vehicle charging stations at our Corio, Belmont and Drysdale Depots to support our transition to a zero-emission light vehicle fleet
- We trialled the use of recycled building materials, tyres and plastics in road construction projects including at Maple Place, Waurn Ponds where 366 tonnes of fine crushed rock was reused and 150,000 plastic bags were diverted from landfill
- We won the ‘Sustainable City of the Year’, ‘Energy Award’ (for Zero Carbon Buildings Program), ‘Environment Award’ (for the Ramblers Reef Foreshore Project) and ‘Waste Award’ (for the recycled roads project) as part of the 2021 Keep Victoria Beautiful Awards. Our Bella Wiyn Birralelee Family Centre was highly commended by the judges for its Sustainability Champions of Tomorrow program
- We provided \$149,092 in funding to support 24 community environmental sustainability projects

- We established the Community Green Achiever Awards to recognise and celebrate community-led actions that promote sustainability, support biodiversity and protect our environment
- We partnered with Outdoors Victoria to present the third annual Nature Stewards program which allows people to discover more about their local native plants and animals and learn ways to care for the natural places where wildlife lives
- We launched a home composting program, providing subsidised compost bins and worm farms through our project partner, Wormlovers, as well as a free online home composting workshop
- We secured \$120,000 funding from the Australian Renewable Energy Agency to install electric vehicle charging stations at Barwon Valley Activity Centre and Leisurelink Aquatic and Recreation Centre
- We developed a new Urban Forest dashboard to improve data-driven decision-making and increase our ability to plan, monitor, predict and manage the local environment
- We worked with the Department of Environment, Land, Water and Planning to prepare and release the draft Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan for community feedback
- We adopted the *Portarlington Recreation Reserve Master Plan*, that outlines the refurbishment of the existing main football and cricket pavilion, the extension of the tennis and netball pavilions and improved passive recreation spaces
- We partnered with the Australian Government and Barwon Water to deliver a new pedestrian and cycling path on Scenic Road in Highton.

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				COMMENTS
	2019	2020	2021	2022	
Roads					
Satisfaction of use <i>R1 Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	45.70	85.86	79.21	106.53	After two years of limited use, the request for repairs to sealed roads increased.
Condition <i>R2 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	95.30%	91.86%	95.26%	94.76%	The decrease in condition rating is the result of changes to new road rating condition reporting.
Service cost <i>R3 Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$177.83	\$201.39	\$124.09	\$186.13	In 2021–22, our road reconstruction program consisted of mainly larger scale projects, with few smaller scale projects, enabling us to keep costs relatively low.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2019	2020	2021	2022	
Service cost <i>R4 Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$16.45	\$18.23	\$18.94	\$23.11	The increased service cost reflects the change in reporting procedures, using actual figures from our assets database.
Satisfaction <i>R5 Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	54	60	62	57	Community satisfaction with sealed roads has decreased in line with the significant increase in the number of requests received. Inclement weather and the impact of the pandemic and flu season has resulted in a shortage of available resources, significantly reducing the City's ability to respond to maintenance issues. Response times to maintenance issues are still aligned to the Road Management Plan. Whilst lower than the last two years, results are above the statewide and Regional Centres average.
Waste Collection					
Satisfaction <i>WC1 Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	256.80	256.85	276.30	280.64	The installation of our new customer service portal, designed to provide an improved customer experience, has resulted in an increase of service requests.
Service standard <i>WC2 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	9.71	12.14	12.28	10.89	We continue to work with our contractor to reduce the number of missed bin collections.
Service cost <i>WC3 Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$104.98	\$115.38	\$108.89	\$133.19	In 2021–22, the increased cost of service was largely driven by an increase in state government landfill levy charges.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2019	2020	2021	2022	
Service cost WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$37.58	\$57.40	\$60.85	\$59.32	The reduction in value of sorted materials on the world market increased the cost of recycling sorting. A waste levy increase was added on the contaminated components of recycled materials.
Waste diversion WC5 Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	54.00%	55.73%	53.87%	52.96%	Since 2018, green waste and recycling as a ratio has been consistent. Green waste tonnages, affected by rainfall patterns and smaller subdivisions producing less green waste, have decreased. The thinner profile of glass, PET plastics and aluminium containers contributed to the reduction in recycling tonnage. Waste tonnage continues to increase due to population growth in new subdivisions.

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES



A LEADER IN DEVELOPING AND
ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTURE



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS

DESIRED OUTCOMES

- We have a global, national and local reputation as a place to do business – especially in our key sectors
- We have a diversified, future-focused and sustainable economy to drive employment and support growth
- We are an influential Council that builds effective private and public partnerships, taking the lead role in advocating for future investment

FOUR-YEAR PRIORITIES

- 3.1 Attract and facilitate public and private investment
- 3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally
- 3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity
- 3.4 Attract businesses with a carbon neutral and circular economy focus
- 3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic
- 3.6 Attract, retain and enable participation in the workforce to meet industry needs
- 3.7 Address high levels of unemployment in targeted areas of our region
- 3.8 Promote our region as a trial location for innovation and new technologies

PROGRESS REPORT

Indicators

Municipal Indicators	Result at 30 June 2022	Progress comments
<p>Number of jobs located in the City of Greater Geelong</p> <p><i>Source: .id and National Institute of Economic and Industry Research (NIEIR)</i></p>	<p>120,031 (2020–21)</p> <p>118,765 (2019–20)</p>	<p>In 2020–21 there were an estimated 1,266 jobs created in Greater Geelong. 2021–22 update expected early 2023.</p>
<p>Small area* unemployment rates across Greater Geelong</p> <p>*Belmont, Corio-Norlane, Geelong, Geelong West-Hamlyn Heights, Grovedale, Highton, Lara, Leopold, Newcomb-Moolap, Newtown, North Geelong-Bell Park, Clifton Springs, Ocean Grove-Barwon Heads, Portarlington and Point Lonsdale-Queenscliff</p> <p><i>Source: National Skills Commission</i></p>	<p>3.0% (March quarter 2022)</p> <p>4.6% (March quarter 2021)</p>	<p>The unemployment rate is at historic lows in 2022. June quarter 2022 data will be available in September 2022.</p>

Municipal Indicators	Result at 30 June 2022	Progress comments
Gross Regional Product (GRP) <i>Source: National Institute of Economic and Industry Research (NIEIR) 2021. Compiled and presented in economy.id by .id (informed decisions)</i>	\$15.4 billion (2020–21) \$15 billion (2019–20)	GRP increased by \$400 million in 2020–21.
Value of non–residential building approvals in City of Greater Geelong <i>Source: City of Greater Geelong Building Services</i>	\$1.2 billion (2021–22) \$603.2 million (2020–21)	2021–22 commercial building approvals doubled with major construction activity underway on the Spirit of Tasmania development, Geelong Arts Centre expansion, Geelong Quarter, Quest Geelong Central, The McKellar Centre, GMHBA expansion, civic precinct and prison precinct.
Number of businesses <i>Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2021</i>	19,604 (2020–21) 18,532 (2019–20)	In 2020–21 there were an additional 1,072 businesses.
Tourism Sentiment Index (TSI) <i>Source: Destination Think</i>	24 (June 2022) 22 (June 2021)	Geelong and the Bellarine is ranked 93 on the global scale. With a Sentiment Score of 24, our region outperformed all three benchmarks at the global, national and state levels. Our top three most-loved assets are festivals/events/concerts, beaches and dining. The global ranking score is a brand new metric for the TSI program which only started in the 2021–22 financial year.
Investment in Geelong <i>Source: Cordell by CoreLogic</i>	137 projects valued at \$13.9 billion (June 2022) 139 projects valued at \$11.5 billion (June 2021)	The value of major investment projects increased by \$2.4 billion in the year to June 2022.
Visitor expenditure <i>Source: Tourism Research Australia's National Visitor Survey</i>	\$876 million (June 2022) \$637 million (June 2021)	For the first time in two years, our region has experienced positive growth across all visitation metrics with visitation up 13 per cent, nights up 18 per cent and spend up 51 per cent.

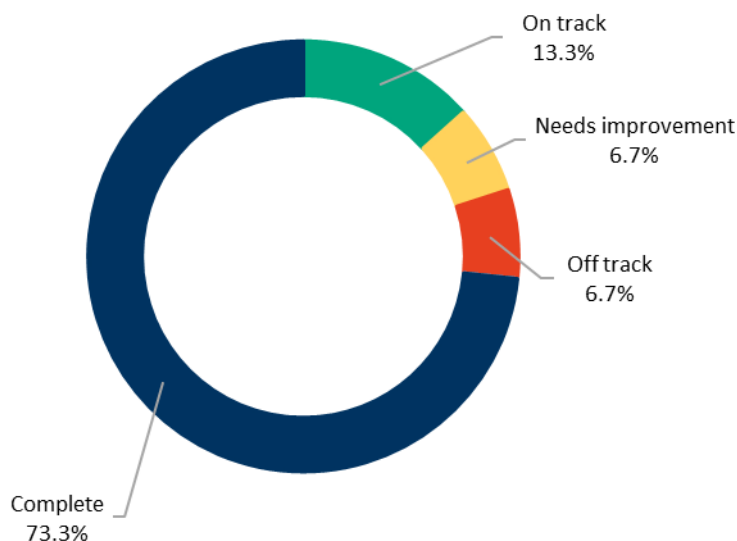
City of Greater Geelong Indicators	Result at 30 June 2022	Progress comments
Community satisfaction with business and community development <i>Source: Local Government Community Satisfaction Survey</i>	59 (2022) 64 (2021)	While satisfaction decreased in 2022, performance was comparable to both statewide and Regional Centre averages (58 respectively).
Return on investment of Geelong major events <i>Source: Geelong Major Events Committee Annual Report</i>	24:1 (2021–22) 28:1 (2020–21)	The 13 major events supported via Geelong Major Events stimulated economic activity estimated at \$24.8 million.

Annual Action Plan 2021–22

We committed to 15 actions which demonstrate how we are addressing our four-year priorities under Strong Local Economy.



At the end of June 2022:


- eleven were 'complete'
- two were 'on track'
- one was 'needs improvement'
- one was 'off track'.









■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 NP Not proceeding
 ✓ Complete

Four-year priorities	2021–22 actions	Progress comment	Status
3.1 Attract and facilitate public and private investment	<i>Develop and implement an advocacy plan for major infrastructure investment with our stakeholders.</i>	Council developed its priority project document identifying key advocacy projects needed to drive our region’s recovery from COVID-19, protect our highly valued liveability, and deliver essential transport, community, tourist and cultural infrastructure. We are updating the document to highlight our advocacy work in the lead up to the state election. This is expected to be completed by the end of July 2022.	✓
	<i>Ensure there is diversity of employment land to meet forecast growth and attract investment.</i>	We are working with Wyndham City Council, our community, and the state government to set the future direction for land use and development between Lara and Werribee with the development of the <i>Avalon Corridor Strategy</i> . The strategy seeks to maintain a ‘green break’ between Greater Geelong (Lara) and metropolitan Melbourne (Werribee) to protect significant cultural, landscape and biodiversity values and safeguard important infrastructure and assets. It also establishes a high-level framework plan to guide land use decision-making in the Avalon Corridor. The Victorian Planning Authority are progressing with the Avalon Employment Precinct.	■

Four-year priorities	2021–22 actions	Progress comment	Status
3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally	<p><i>Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region.</i></p> 	<p>We confirmed the project scope, background paper, economic profile, appointed a consultant and completed the first round of consultations. A discussion paper is being finalised capturing the feedback from this process. The 10-year Economic Development Plan identifies our priorities to support and grow the economy to ensure economic prosperity. It focusses on jobs, education, business capacity, industry growth, liveability and sustainability to support the health and wellbeing of our community.</p>	
	<p><i>Lead Geelong's UNESCO City of Design Designation and implement actions that support our commitment to the UNESCO's Creative Cities Network.</i></p>	<p>We continue to promote and deliver projects in support of the UNESCO City of Design designation including:</p> <ul style="list-style-type: none"> • attending the virtual UNESCO Annual General Meeting in July 2021 • hosting the three-day online 2021 UNESCO Cities of Design Subnetwork Meeting in October 2021 • delivering the City of Design guiding principles with extensive input from key stakeholders • assessing applications to the City of Design Network and making recommendations to UNESCO • submitting our first four-year monitoring report to UNESCO, Geelong: Australia's <i>Creative City of Design Our Monitoring Report 2017–2021</i> • coordinating over 70 events as part of Geelong Design Week 2022 • launching our Geelong City of Design Guiding Principles • leading the Victorian Creative Cities Network and securing funding through the Creative State 2025 strategy coordinating the CODE Souvenir initiative that promotes local designers and artists. 	✓
	<p><i>Implement the Geelong Major Events Strategy to ensure Geelong is positively recognised globally for hosting accessible and inclusive major events of an international standard.</i></p>	<p>Council noted the <i>Geelong Major Events (GME) Annual Report 2020–21</i> in August 2021.</p> <p>We resumed major events in 2022, following two years of cancellations and postponements due to the COVID-19 pandemic. Thirteen GME supported major events were staged between 1 July 2021 and 30 June 2022 including: the Archie 100 @ Geelong Gallery, Festival of Sails and the Geelong Revival Motoring Festival.</p>	✓
	<p><i>Adopt and commence implementation of the Arts and Cultural Strategy to support our creative industries.</i></p>	<p>Council adopted the <i>Arts and Cultural Strategy 2021–2031</i> and endorsed the <i>Arts and Cultural Strategy Overview 2021–2025</i> in October 2021. The strategy aims to support a more sustainable and thriving region through investing in arts and culture, supporting creative communities, and helping the creative industries to recover from the impacts of COVID-19.</p>	✓

Four-year priorities	2021–22 actions	Progress comment	Status
		<p>We have begun to implement the strategy by:</p> <ul style="list-style-type: none"> • launching Surround Sounds Geelong and the Bellarine Music Festival March 2022. The Festival attracted audiences of 14, 251, featured 840 artists across 35 venues • supporting professional development workshops for artists, delivered by by Jump Leads / Arts Action • partnering with Indirect Object and our northern community to open the North Geelong Community Lantern Trail across Norlane, Rosewall and Cloverdale Community Centres • supporting the VACANTCity project led by Deakin University with artist lab workshops at Creative Geelong • hosting major exhibitions and public programs at the National Wool Museum including 'Geelong Nature Forum', 'Necessity', 'Alphabet Bird Project' and 'Wadawurrung Dja: Awakening Country' • expanding the content of the National Quilt Register and Geelong Heritage Collections • completing the Naval and Maritime Collection audit and adding it to the digital database • supporting the Open Studios program held during Geelong Design Week 2022 • supporting the Sweethearts Foundation Sweetfest Festival, May 2022, Lt Malop Precinct • Expanding the new outdoor space, planning for a community garden and addressing access issues at the Potato Shed • supporting the Journey on Wadawurrung Country installation at the Potato Shed • reviewing and aligning the Arts & Culture Community Grants Program with the priorities and objectives of the <i>Arts and Cultural Strategy 2021–2031</i>. 	
	<p><i>Adopt a tourism destination masterplan focused on a ten-year planning horizon to update the Tourism Development Plan in partnership with the Tourism industry (Tourism Greater Geelong and the Bellarine).</i></p>	<p>In March 2022, Tourism Greater Geelong & the Bellarine (TGGB) secured funding from the Victorian Government to develop a 10-year destination masterplan. With commencement of the masterplan development subject to state government funding, engagement with local regional business networks and our community is now complete, with the final masterplan due 30 November 2022.</p>	

Four-year priorities	2021–22 actions	Progress comment	Status
	<p><i>Provide publicly accessible external urban space around the site of the proposed Geelong Convention and Exhibition Centre which is safe, attractive and designed considering the needs of people of all ages, abilities and backgrounds. (Major budget initiative)</i></p>	<p>In March 2022, TGGB gave an industry briefing to the Victorian Government outlining planning for, and design of, the Geelong Convention and Exhibition Centre.</p> <p>Early exploratory work includes geotechnical investigations to prepare the site for construction and work on streetscape masterplan encompassing Gherhinghap Street.</p> <p>We worked with Development Victoria to develop design principles for EOI and Request for Proposal documents.</p>	
	<p><i>Partner with the Vision Partners to develop and implement a place brand for the region.</i></p>	<p>We partnered with the Vison Partner Group to develop, test, and endorse place branding for our region. The new place brand, 'Greater Geelong, Greater Australian Stories' was launched on 2 June. A six-month strategic marketing campaign is now underway.</p>	
<p>3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity</p>	<p><i>Implement the Smart Cities Framework to support the City's objectives in business support innovation, research and digital connectivity and consideration of community connectivity, particularly in the northern suburbs.</i></p> 	<p>Our Smarter Suburbs project will deliver an enhanced Broadband trial and expansion of the free public Wi-Fi to improve digital connectivity in our northern suburbs. This was delayed in part due to COVID-19 disruptions to the building and construction industry and is on track to be completed in 2022. We entered into a contract with not-for-profit organisation, AARNet, to install and utilise a high-speed optical fibre network to provide community facilities and public spaces with access to ultra-high-speed internet. All Stage 1 Northern suburbs Smart Nodes were installed with Wi-Fi expected to be activated by late July 2022. The project supports better community health outcomes by helping to lessen the digital divide and associated social and economic disadvantages.</p>	
<p>3.4 Attract businesses with a carbon neutral and circular economy focus</p>	<p><i>Develop and implement business programs to support the circular economy in partnership with state government.</i></p>	<p>We supported circular economy initiatives through Cleantech Innovations Geelong (a partnership program of the City, the Geelong Manufacturing Council, and the state government), including:</p> <ul style="list-style-type: none"> • provision of a grant to Regional Innovation for a Circular Economy (RICE) which allowed RICE to subsidise local businesses to participate in a Circular Economy Business Growth Program, delivered by Runway • provision of eight Geelong start-ups with access to a mentoring program • research into a self-funding model and establishing Geelong as a Cleantech Centre of Excellence • developing an e-learning training course, so practitioners in other organisations can learn how to apply the Procurement for Innovation method • a second Procurement for Innovation project for the design and construction of surface level road infrastructure products that adhere to circular economy principles. 	

Four-year priorities	2021–22 actions	Progress comment	Status
3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic	<i>Deliver support programs to our business community to assist recovery and adapt to the effects of the COVID-19 pandemic.</i>	<p>We supported our business community through several initiatives including:</p> <ul style="list-style-type: none"> • promoting the professional advice vouchers for small businesses • providing access to the Geelong Business Support COVID-19 website • visiting more than 1,600 small businesses to support them with COVID-19 compliance requirements including more than 90 food registration refunds • providing a dedicated Business Concierge service as a single point of contact for businesses • delivering the Geelong Small Business Festival in August 2021 with over 700 participants at 42 events and planning for the 2022 event • conducting 170 business support surveys across industries hardest hit by COVID-19, including hospitality, retail, and health and beauty • delivering the first Business Victoria training workshop for 2022. 	✓
	<i>Implement second hour free parking in 2P parking zones in central Geelong. (Major budget initiative)</i>	We implemented a second hour of free parking in 2P parking zones in Central Geelong in July 2021 with parking meters reprogrammed to support the changes, a media campaign and street decals updated.	✓
3.7 Address high levels of unemployment in targeted areas of our region	<i>Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas.</i> 	<p>The Regional Industry Sector Employment (RISE) program aims to increase access and reduce barriers to employment opportunities, with some graduates achieving full-time work and apprenticeships in construction, and some participants pursuing other employment options or educational pathways.</p> <p>Since the program inception in 2018, 175 participants commenced the program and 136 participants graduated from the program. Of those who completed the program 65 have entered apprenticeships, 22 have commenced other jobs and 17 have returned to further education. The majority of participants (57 per cent) came from targeted postcodes while 37 per cent are from diverse backgrounds.</p>	✓
3.8 Promote our region as a trial location for innovation and new technologies	<i>Develop a structured program and process to enable innovative ideas and solutions, for Council consideration and action.</i>	We developed a Smart City Innovation Blueprint in addition to the Smart City Strategic Framework, adopted in March 2021. The blueprint aims to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making. The implementation plan continues to be rolled out, and the supporting draft Innovation Blueprint remains a focus.	✓

Other achievements

- Geelong was announced as one of four regional hubs hosting 2026 Commonwealth Games events, alongside Bendigo, Ballarat and Gippsland
- The Bellarine and Geelong took out the 25th and 69th places respectively in *Leading Places: The 100 Most Loved Destinations Around the World for 2021*, released by the Tourism Sentiment Index
- We distributed \$399,726 as part of the COVID-19 Arts, Culture and Heritage Recovery Grants to support local arts, cultural and heritage practitioners and businesses adversely impacted by COVID-19
- We celebrated local design and creativity during Geelong Design Week 2022 which attracted over 6,000 participants
- We installed 19 Smart Nodes including three Tower Nodes as part of Smarter Suburbs Program
- We secured 54 business events delivering over \$3.5 million in economic benefit to the region
- We held the Geelong Small Business Festival, providing low-cost and free events designed to connect, inspire, grow and support our local business community
- We entered into a Memorandum of Understanding with Changwon City South Korea, with a focus on trade, education and cultural exchange
- We presented the Tastes of Central Geelong festival, showcasing Central Geelong cafes, bars and restaurants through dining events, guided food tours, masterclasses and demonstrations
- Council endorsed a business case to investigate the delivery of a Regional Livestock and Rural Information Exchange Hub and Truck Wash in Greater Geelong.

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION

DESIRED OUTCOMES

- Our services are accessible and meet the diverse needs of our community
- We are acknowledged and recognised as a leading council and organisation
- We have a healthy, safe, inclusive and diverse culture
- We are a financially sustainable and resilient organisation

FOUR-YEAR PRIORITIES

- 4.1 Enable a customer-focused approach that delivers efficient and responsive service
- 4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf
- 4.3 Deliver on our community's most important needs for infrastructure and services
- 4.4 Continue to strengthen our workplace culture
- 4.5 Create a more efficient and effective organisation
- 4.6 Ensure that our employees are safe at work
- 4.7 Focus on financial sustainability

PROGRESS REPORT

Indicators

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Customer complaints resolution completed within 30 days <i>Source: City of Greater Geelong</i>	85% (April–June 2022)	This result is for resolution of phone and online complaints captured through our corporate system (Pathway) and does not include complaints captured via other processes.
Community satisfaction with customer service <i>Source: Local Government Community Satisfaction Survey</i>	72 (2022) 77 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community with customer service among our highest rated services. Geelong's performance was also higher than the statewide average (68).
Community satisfaction with informing the community <i>Source: Local Government Community Satisfaction Survey</i>	58 (2022) 60 (2021)	Our result was comparable with both statewide and Regional Centres averages (59 and 58 respectively).
Community satisfaction with consultation and engagement <i>Source: Local Government Community Satisfaction Survey</i>	54 (2022) 57 (2021)	Satisfaction decreased from 2021, the rating consistent with historical results. Our result was comparable with both statewide and Regional Centres averages (54 respectively).

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Community satisfaction with overall council direction <i>Source: Local Government Community Satisfaction Survey</i>	52 (2022) 56 (2021)	Satisfaction decreased in 2022. Despite this, performance was comparable to the statewide and Regional Centres averages (50 and 52 respectively).
Community satisfaction with overall performance <i>Source: Local Government Community Satisfaction Survey</i>	63 (2022) 63 (2021)	Our result was significantly higher than both statewide and Regional Centres averages (59 respectively).
Community satisfaction with advocacy on behalf of the community <i>Source: Local Government Community Satisfaction Survey</i>	55 (2022) 57 (2021)	Our result was comparable with both statewide and Regional Centres averages (53 and 55 respectively).
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) <i>Source: City of Greater Geelong</i>	26.5 LTIFR (June 2022) 21.4 LTIFR (June 2021) 34.9 TRIFR (June 2022) 24.9 TRIFR (June 2021)	The June 2022 results are up significantly from June 2021 with the LTIFR up 23.7 per cent (up 5.1) and the TRIFR up 42 per cent (up 10.3). During 2021–22, body stressing accounted for 56 per cent of Total Recordable Injuries followed by falls accounting for 9 per cent.
Gender breakdown of City employees <i>Source: City of Greater Geelong</i>	64.32% – female (June 2022) 64.12% – female (June 2021) 35.64% – male (June 2022) 35.85% – male (June 2021) 0.04% – self-described gender (June 2022) 0.04% – self-described gender (June 2021)	Gender breakdown of City employees remains consistent from 2021. In addition to the result, we have 50.9 per cent female and 49.1 per cent male in leadership roles.
Number of Aboriginal and Torres Strait Islander people employed at the City <i>Source: City of Greater Geelong</i>	19 (June 2022) 14 (June 2021)	We appointed an Aboriginal Employment and Engagement Officer and have a commitment to increasing Aboriginal and Torres Strait Islander people employed at the City.
Employee satisfaction and engagement <i>Source: City of Greater Geelong Better Together Survey</i>	Satisfaction – 59% (2022) Satisfaction – 63% (2020) Engagement – 53% (2022) Engagement – 52% (2020)	From 2022, the employee opinion survey will report on employee satisfaction using a new 'Sustainable Engagement' score which has proven linkages to key performance outcomes. The City achieved a score of 76% for Sustainable Engagement in June 2022.
Recurrent surplus / deficit <i>Source: City of Greater Geelong</i>	\$10.63 million (2021–22)	We achieved a recurrent surplus of \$10.63 million against a budget deficit of \$8.065 million. The favourable result is largely due an increase in federal and state government grants, reduced salary and depreciation costs and one-off prior year adjustments.

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Funds from sale of assets <i>Source: City of Greater Geelong</i>	\$12.8 million (2021–22)	Asset sales were below the target of \$35.4 million as key asset sales were deferred to the 2022–23 financial year.
Cost recovery of services and revenue growth from new sources (fees and charges) <i>Source: City of Greater Geelong</i>	\$9.4 million (2021–22)	An increase in the 'rates and charges' revenue stream was caused by an approximate 4,300 increase in rateable properties, as well as supplementary valuations.
Efficiency target <i>Source: City of Greater Geelong</i>	\$2.965 million (2021–22)	Efficiency targets set in the budget have been achieved.
Asset renewal gap and upgrade ratio <i>Source: City of Greater Geelong</i>	68.9% (2021–22) 51.9% (2020–21)	The value of expenditure on asset renewal, compared to depreciation, increased in 2021–22 as a result of continual investment in asset renewal.

Annual Action Plan 2021–22

We committed to 16 actions which demonstrate how we are addressing our four-year priorities under High-Performing Council and Organisation.




At the end of June 2022:


- ten were 'complete'
- four were 'on track'
- two were 'off track'.







■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 NP Not proceeding
 ✓ Complete


Four-year priorities	2021–22 actions	Progress comment	Status
4.1 Enable a customer-focused approach that delivers efficient and responsive service	<i>Implement the City's Customer Experience Strategy.</i>	Our <i>Customer Experience Strategy</i> has activities underway that include: <ul style="list-style-type: none"> • establishment of customer first vision • adoption by the Executive Leadership Team of the Customer Access Plan • improvements in service redesign • development of a corporate Complaints Policy 	■


Four-year priorities	2021–22 actions	Progress comment	Status
	<p><i>Implement the City's Digital Modernisation Project to improve our digital capability. (Major budget initiative)</i></p> 	<ul style="list-style-type: none"> • implementation of Phases 1 and 2 of our Customer Relationship Management system and commencement of Phase 3 • establishment of a corporate customer reporting and measurement framework • reviewing the City's website to make information and services more convenient and efficient for those who prefer to self-service • preparing for the service experience at Wurriki Nyal • quarterly voice of the customer surveys to measure customer satisfaction levels • commencing work on a streamlined customer service model to provide an improved customer experience, high quality outcomes and allowing customers to engage with the City via their preferred contact method. <hr/> <p>We progressed the review and refresh of our IT business systems, to modernise and streamline our processes by introducing updated tools and technology.</p> <p>We completed Phase 1 and 2 and commenced Phase 3 of the Customer Relationship Management project to improve how we deliver services by boosting accessibility and connectivity to our customers and the wider community via our online platforms.</p> <p>The first phase of our improvements to the finance systems is nearing completion, with further testing and refinements underway. Phase 2 is on hold as we work through the complexities of the project. Human Capital Management is due to occur in the second half of 2022. These improvements to our digital capability will improve how we deliver services, and accessibility and connectivity to our customers and the wider community.</p>	
<p>4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf</p>	<p><i>Implement the City's Community Engagement Policy with a focus on hard to reach communities.</i></p> 	<p>We made improvements to the accessibility of our Have Your Say community engagement page on our website including:</p> <ul style="list-style-type: none"> • adding translate and page reader options • ensuring pages are easy to understand and use plain English • the sharing of individual pages to networks, including via social media <p>We also:</p> <ul style="list-style-type: none"> • developed a series of Have Your Say postcards in eight languages • supported safe and accessible community engagement during COVID-19 restrictions, including providing greater online engagement options and the use of QR codes to promote engagements and reach more targeted and impacted community members 	<p>✓</p>

Four-year priorities	2021–22 actions	Progress comment	Status
		<ul style="list-style-type: none"> implemented initiatives to better utilise the City's Advisory Committees, some of whom represent the interests of historically harder to reach communities and can provide expertise to help council make its decisions released the Community Engagement Impact Report 2022 detailing highlights and key statistics. <p>Being heard and engaged in decision-making empowers members of our community to contribute to the future direction of the places where they live, play and work.</p>	
	<p><i>Continue to embed Youth Council and the Councillor Connect Mentoring Program as an opportunity for the voice of Geelong's youth to be considered in decision-making of the Council.</i></p> 	<p>We facilitated programs including the Youth Council, Councillor Connect Mentoring Program and Youth on Board, aimed at connecting young people to local decision-making. These programs create processes, skills, confidence, and opportunities for all young people to influence local decision-making across Council.</p> <p>Our Youth Council 2022, comprising 12 young people aged 12–17 years from across the municipality, commenced in February 2022.</p> <p>The Youth Council attended YMCA Advocacy Training in March 2022 and Victorian LGA training in April 2022.</p> <p>Youth on Board have six young people who have completed relevant training, four organisations committed to the program, two matches completed and young people participating on Boards of Management, connecting young people to local decision-making.</p>	✓
4.3 Deliver on our community's most important needs for infrastructure and services	<p><i>Advocate on behalf of the community to secure funding and policy change to deliver on key / priority infrastructure and services.</i></p>	<p>We are undertaking a first revision of Council's Priority Projects document. The document is an important part of our advocacy plan to secure funding for key projects needed to drive our region's recovery from COVID-19 and deliver essential infrastructure. We advocated for these projects as part of the federal election campaign and are now moving our focus to the state election at the end of 2022.</p>	✓
	<p><i>Divest surplus assets to invest in the development and renewal of community infrastructure.</i></p> 	<p>We sold our industrial land within the Geelong Ring Road Employment Precinct (GREP) with the exception of one site on which a redevelopment project has commenced.</p> <p>Other properties considered for sale will be subject to community engagement in accordance with the <i>Local Government Act 2020</i> and addressed within the 2022–23 budget process.</p> <p>The sale of surplus assets will assist in providing additional budget capacity to support funding availability to renew community infrastructure. Community infrastructure makes a key contribution to liveability and facilitating social connections that are important for better health and wellbeing outcomes.</p>	✓

Four-year priorities	2021–22 actions	Progress comment	Status
	<p><i>Review the City's services to ensure they meet existing and emerging community needs in line with our organisational strategy.</i></p> 	<p>We are developing a service review approach framework and roadmap, for reviewing and evaluating the performance, cost and value of our services. This allows us to assess and benchmark that our services are being delivered efficiently and delivering optimal value to our community. Part of this review aims to ensure we make organisation-wide decisions on our role in delivering different services and that we identify optimal timings for maintenance, renewals and upgrades throughout a service's lifecycle.</p> <p>Some of our services have material impact on the health and wellbeing of our community members, and therefore will be reviewed accordingly so that we continue to provide these critical services to our community.</p>	
<p>4.4 Continue to strengthen our workplace culture</p>	<p><i>Implement the Diversity and Inclusion Roadmap with the City's social equity principles embedded.</i></p> 	<p>We completed the following actions as part of the <i>Diversity and Inclusion Roadmap</i> implementation:</p> <ul style="list-style-type: none"> • launched the new Unconscious Bias e-learning training • conducted a new Gender Audit • implemented new Gender Impact Assessments • developed the <i>Gender Equality Action Plan 2022–25</i> • embedded social equity principles as part of the new Inclusion and Diversity roadmap. 	<p>✓</p>
	<p><i>Transform our workplace culture through delivery of our Working Better Together program.</i></p> 	<p>We launched a range of initiatives to support the delivery of our <i>Working Better Together program</i> including:</p> <ul style="list-style-type: none"> • Leadership Capability Framework • Leadership Development Program • employee opinion survey, Better Together Survey, in April 2022 • learning and development course offerings • new and refreshed Learning Hub platform design with process improvements to increase digital enrolments and engagement • culture forums for all people leaders in November 2021 and May 2022. <p>We believe that by leading inclusively we can embrace and value diversity and create a culture where people can speak up about risks, health and wellbeing, and safety issues. A positive and healthy work climate will in turn foster higher employee satisfaction, where employees feel empowered in their job and produce better outcomes for the organisation and community.</p>	<p>✓</p>

Four-year priorities	2021–22 actions	Progress comment	Status
	<p><i>Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community.</i></p> 	<p>We ran an internal campaign to increase visibility of volunteering as an option for employees under our Enterprise Agreement. Community volunteering provides many benefits to both the mental and physical health of our employees. It also strengthens our fundamental connection with our community that broadens our perspectives and helps us understand the value and needs of the Greater Geelong community today and into the future.</p>	
<p>4.5 Create a more efficient and effective organisation</p>	<p><i>Deliver the City's new civic precinct, Wurriki Nyal. (Major budget initiative)</i></p>	<p>We continued construction activities on the City's new civic precinct, Wurriki Nyal. Fit out works commenced included lighting, joinery, internal walls, and internal glazing. In addition, landscaping works commenced, and all brickwork was completed. Works on Wurriki Nyal are progressing well and the building and landscaping is expected to be completed in July 2022. Employees are expected to move into the building in stages from mid-August 2022.</p>	
	<p><i>Deliver the City's Future Ways of Working program.</i></p>	<ul style="list-style-type: none"> • Our Future Ways of Working program aims to enhance how we work together and design our organisation for the future. We are doing this to create a place that serves our growing community in the best possible way. As part of this process, we progressed the implementation of an agreed Target Operating Model. This included several activities: • business planning cycle process, incorporating new tools and templates • strategy and business plans to guide our work over the next one to four years to deliver our strategic priorities • individual performance planning • design of the City's workforce plan to guide how we proactively build a capable and diverse workforce • an accountability framework that incorporates alignment of organisational priorities and key performance indicators • the City's structural change process mapping to support effective consultation and efficient practices • a new Mayor and Councillor support structure to improve the experience of support received and build our capability • a foundational workforce plan was finalised and submitted in December 2021 • building a stronger strategy function to integrate Council's strategies and plans and maximise the City's commercials and partnerships • driving the creation of a streamlined customer service model providing an improved customer experience, high quality outcomes and allowing customers to engage with the City via their preferred contact method 	

Four-year priorities	2021–22 actions	Progress comment	Status
		<ul style="list-style-type: none"> ensuring we effectively translate the Clever and Creative Vision and Our Community Plan, in an integrated way, into operational, service delivery establishing an Enterprise Program Management Office that ensures we are effectively delivering on our community plan. 	
	<p><i>Implement the City's Sustainability Framework to create a culture of sustainable practice in our organisation. (Major budget initiative)</i></p>	<p>We continued to implement the <i>Sustainability Framework</i> across the City. Sustainability is an ongoing priority for the City and has formed a strong part of our 2022–23 business planning process.</p> <p>We engaged the Sustainability Advisory Committee on the development of key strategic documents to ensure a strong sustainability lens including:</p> <ul style="list-style-type: none"> <i>Climate Change Response Plan 2021–30</i> <i>Social Equity Framework 2022–25</i> draft Economic Development Plan draft Biodiversity Strategy. <p>In March 2022, Council noted the <i>Sustainability Performance Report 2021</i> which provides progress updates on sustainability targets as well as actions listed in the <i>Sustainability Framework Action Plan 2020–22</i>.</p>	✓
4.6 Ensure that our employees are safe at work	<p><i>Deliver the City's organisation wide risk register.</i></p>	<p>We designed, configured, and launched our new enterprise risk software to capture and manage our strategic and operational risks. We conducted internal training and will continue to assess, record, and monitor operational organisation risks to improve our risk reporting.</p>	✓
	<p><i>Increase employee engagement and communication messages on physical and mental health, and safety in the workplace.</i></p> 	<p>We provided various ongoing communications, campaigns and education opportunities promoting physical and mental health, and safety in the workplace including:</p> <ul style="list-style-type: none"> Kind people are our kind of people (new occupational violence and aggression marketing campaign) Take 5 (safety in the workplace) RUOK Day World Gratitude Day Get on Track health challenge Movember Local Government Blood Challenge online yoga Flu vaccinations for all employees and their families. <p>We also implemented an expanded Occupational Health and Safety incident management system and an internal welfare contact officer program, accessible to all employees.</p>	✓

Four-year priorities	2021–22 actions	Progress comment	Status
4.7 Focus on financial sustainability	<i>Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership.</i>	Our 2021–22 budget incorporated several programs of work expected to deliver ongoing cost efficiencies. We continually monitor our monthly financial results to assess the performance of these programs and to identify any further potential cost savings. Our current operating costs are tracking favourable to budget.	

Other achievements

- Council adopted the *Long-term Financial Plan 2021–31*
- We engaged with the community to seek their views on the draft Asset Plan 2022–32 which outlines how our assets will be managed and maintained over the next 10 years
- We updated our *Procurement Policy*, encouraging procurement of local goods, works and services and support local businesses and traditionally disadvantaged groups.
- We held the organisation's inaugural Strategy Week where we explored issues relevant to the future of our region, showcased key work delivering on our priorities and developed a shared understanding of future priorities
- Supported the delivery of the inaugural Workplace Gender Audit by providing pivotal employee data.

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				COMMENTS
	2019	2020	2021	2022	
Governance					
Transparency <i>G1 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	8.39%	9.03%	8.03%	6.55%	In line with the City's <i>Public Transparency Policy</i> , there has been a significant decrease in decisions made at closed meetings.
Consultation and engagement <i>G2 Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	55	53	57	54	While our community satisfaction score decreased three index points, the score was consistent with previous results. We continue to focus on the delivery of hybrid engagements (online and face-to-face), improving accessibility to our online engagement platform, and provide reasonable support to reduce barriers to participation.
Attendance <i>G3 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	96.36%	93.45%	96.97%	98.70%	In line with the <i>Local Government Better Practice Guide - Annual Report Performance Reporting Indicator Guide (2021-22 & 2022-2023)</i> , councillors on an approved leave of absence are counted as having attended a council meeting. There were two recorded apologies for the financial year 2021-22.

RESULTS					
SERVICE/INDICATOR/MEASURE	2019	2020	2021	2022	COMMENTS
Service cost G4 Cost of governance [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$48,135.89	\$44,582.64	\$45,711.91	\$47,697.36	The marginal increase in the cost of delivering council's governance service this financial year is driven by the increase in councillor allowances per the new determination issued from the Victorian Independent Remuneration Tribunal.
Satisfaction G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55	56	59	56	While our community satisfaction score decreased three index points, the score was consistent with previous results. We continue to improve the quality of information and analysis to best support Councillor decision-making.
Statutory Planning					
Timeliness SP1 Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	84.00	83.00	78.00	80.00	The average median days for decisions has generally been at the same number for the past years.
Service standard SP2 Planning applications decided within required time frames [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	68.50%	69.39%	80.90%	78.70%	Reduced staffing capacity due to the impact of COVID-19 and staff shortages resulted in a decrease in the proportion of planning applications processed within statutory timeframes.
Service cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,415.62	\$2,453.48	\$2,304.98	\$2,260.19	The cost of the service is lower than the previous financial years.

RESULTS					
SERVICE/INDICATOR/MEASURE	2019	2020	2021	2022	COMMENTS
Decision making <i>SP4 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	64.00%	54.17%	71.79%	72.41%	In the 2021–22 financial year, VCAT supported 21 of our 29 planning decisions.

GOVERNANCE

COUNCIL INFORMATION

The role of council

The *Local Government Act 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 final stage of the *Local Government Act 2020* was rolled out and implemented by 30 June 2022. Key activities / deliverables in 2021–22 included:

- Adoption of the community-led 30-vision *Greater Geelong: A Clever and Creative Future 2nd Edition*
- Delivery of Annual Report
- Adoption of the *Long-term Financial Plan 2021–31*
- Review of Delegations
- Review of Staff Code of Conduct
- Adoption of *Complaints Policy*
- Adoption of *Chief Executive Officer Employment and Remuneration Policy*
- Adoption of *Procurement Policy*
- Adoption of *Foundational Workforce Plan 2021–25*
- Adoption of *Talent Acquisition Policy*
- Adoption of *Asset Plan 2022–32*.

Council Meetings

The Governance Rules describe the way Council will conduct meetings and make decisions.

In response to COVID-19 restrictions, no off-site meetings were held during 2021–2022. Seven meetings were conducted virtually, with the first hybrid model Council meeting being conducted November 23, 2021. The hybrid model offered a mix of in person attendance and virtual attendance.

TABLE 4: Council meetings in 2021–22

Meeting type	Number held	Held at
Council Meetings	12	<ul style="list-style-type: none">• Seven meetings conducted virtually• Five meetings at City Hall (30 Gheringhap Street, Geelong), including hybrid attendance
Meetings not fixed by Council	2	<ul style="list-style-type: none">• 14 September 2021 – virtual meeting to consider the Annual Report 2020–21 and draft <i>Long-term Financial Plan 2021–31</i>• 17 June 2022 – in person meeting at City Hall for election of the Mayor

TABLE 5: Councillor attendance for 2021–22

Councillor	Leave of Absence *	Apology	Council Meeting Attendance
Cr Anthony Aitken	-	-	14
Cr Stephanie Asher	7	1	13
Cr Kylie Grzybek	-	-	14
Cr Bruce Harwood	1	-	14
Cr Eddy Kontelj	1	-	14
Cr Sarah Mansfield	1	-	14
Cr Jim Mason	1	-	14
Cr Belinda Moloney	-	-	14
Cr Peter Murrhiy (Mayor)	1	-	14
Cr Ron Nelson	1	1	13
Cr Trent Sullivan (Deputy Mayor)	-	-	14

*In line with *the Local Government Better Practice Guide, Annual Report Performance Reporting Indicator Guide 2021–2022 & 2022–2023*, a councillor is counted as having attended a council meeting where a councillor is on an approved leave of absence.

Delegated Committees

TABLE 6: s 63 Delegated Committees in 2021–22

Committee	Purpose and Appointment
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.

The Instrument of Delegation appointing the Chief Executive Officer Employment and Remuneration Committee under s 63 of the Act was revoked by Council on 28 June 2022.

Code of conduct

In accordance with the *Local Government Act 2020*, all councils are required to develop and approve a Councillor Code of Conduct. The *Local Government (Governance and Integrity) Regulations 2020* prescribe the 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
- 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. On 7 March 2022, in accordance with section 23A of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 (Vic) (VIRTIPS Act), the Tribunal made the Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2022.

The Determination applies to all Mayors, Deputy Mayors and Councillors (Council members) in all Victorian Councils. The Tribunal determined the City of Greater Geelong as a Category 3 Council.

The Determination takes effect from 18 December 2021.

TABLE 7: Current annual allowance from 18 December 2021 – 17 December 2022

Councillor	Allowance \$
Cr Anthony Aitken	35,972
Cr Stephanie Asher	35,972
Cr Kylie Grzybek	35,972
Cr Bruce Harwood	35,972
Cr Eddy Kontelj	35,972
Cr Sarah Mansfield	35,972
Cr Jim Mason	35,972
Cr Belinda Moloney	35,972
Cr Peter Murrphy (Mayor)	119,316
Cr Ron Nelson	35,972
Cr Trent Sullivan (Deputy Mayor)	59,658

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 8: Details of reimbursements and expenses paid in 2021–22

COUNCILLOR EXPENDITURE – JUNE 2022				COUNCILLOR TRAINING	TOTAL
NAME	TRAVEL	PROFESSIONAL DEVELOPMENT	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE		
	\$	\$	\$	\$	\$
Cr Anthony Aitken	-	-	454	646	1,099
Cr Stephanie Asher ⁷	8,634	(2,127)	815	646	7,967
Cr Kylie Grzybek	-	(1,469)	641	646	(182)
Cr Bruce Harwood	-	-	545	646	1,191
Cr Eddy Kontelj	-	-	760	646	1,405
Cr Sarah Mansfield	-	-	601	646	1,247
Cr Jim Mason	3,335	-	825	646	4,806
Cr Belinda Moloney	-	(1,469)	314	646	(509)
Cr Peter Murrhly ⁸	309	-	634	646	1,589
Cr Ron Nelson	407	-	1,220	646	2,273
Cr Trent Sullivan ⁹	9,479	-	895	646	11,020
Total Councillor Expenses	22,164	(5,065)	7,703	7,103	31,906

⁷ Mayor June 2020 – June 2022

⁸ Elected Mayor 17 June 2022

⁹ Deputy Mayor June 2020 – June 2022, performing Mayoral duties January – June 2022

Public Transparency Policy

This policy describes the ways in which Council information is to be made publicly available and give effect to the public transparency principles prescribed in section 58 of the Act.

What information will be publicly available?

Under the Act (and, in some cases the *Local Government Act 1989*), certain information must be made publicly available, namely:

- Register of Delegations made by Council
- Council and Delegated Committees Meeting Minutes
- Local Laws and any documents incorporated
- Council Plan
- Strategic Resource Plan
- Budget
- Annual Report
- Councillor Code of Conduct
- Procurement Policy
- Register of interests
- Reappointment of CEO without advertisement
- Differential Rates
- Summary of Campaign Donation Returns.

The following information will also be made publicly available to ensure the community is informed, and can benefit from, access to information regarding Council's functions and operations:

- All adopted Council policies, plans and strategies
- Governance Rules
- Composition, Terms of Reference, Agendas and Minutes of Council Meetings, Committees and Groups
- Code of Conduct for Council Staff
- Register of Delegations made by the CEO
- Register of Authorised Officers
- Register of Interstate and Overseas Travel by Councillors and Staff
- Register of Land Leases entered into by Council
- Register of Donations and Grants made by Council
- Register of Contracts Awarded by Council
- Details of any Council Land proposed for Sale or Exchange.

Under various other Acts administered by Council, the following information will be made publicly available:

- Register of Planning Permits
- Register of Planning Applications on Advertising
- Copy of Planning Permits and Endorsed Plans (by application, charges will apply)
- Register of Building Permits, Occupancy Permits and Temporary Approvals

- Copies of Building Permits, plans and documentation (by application, charges will apply)
- Register of Animal Registrations
- Register of Public Roads
- FOI Part II Statement.

How can information be accessed?

The *Freedom of Information Act 1982* (FOI Act) gives you the right to apply for access to documents held by the City. The City is committed to, where possible, proactive and informal release of information in accordance with the Freedom of Information Professional Standards issued by the Victorian Information Commissioner.

A list of available information is provided in the Part II Statement (Statement) published on the City's website in accordance the FOI Act. This Statement requires government agencies and local councils to publish a number of statements designed to assist members of the public in accessing the information it holds.

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 the 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 FOI Act, 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 FOI Act.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the FOI Act 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* (the Act), our website at www.geelongaustralia.com.au provides information about making a public interest disclosure.

The 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 no disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) during 2021–22.

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 1989*. This is a reportable breach of the Act and was reported to the Local Government Inspectorate on 29 July 2021.

During the year one Ministerial exemption was granted in July 2021 to the Geelong Disability Group, to operate and maintain the Geelong Resource Recovery Centre, to the value of \$700,000. This was an interim arrangement while the tender was finalised (section 186(5)(c) of the 1989 Act).

No other contracts valued at \$150,000 or more for goods and services, or \$200,000 or more for works, were entered into 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, however we did not receive any in 2021–22.

Road Management Act Ministerial direction

In accordance with section 22 of the *Road Management Act (Vic) 2004*, a council must 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). 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 or implementing our plans.

Local Laws

The following local laws remain current.

Neighbourhood Amenity Local Law 2014

This local law regulates activities of people and provides standards and conditions for specified activities to protect people in, or the environment of, the municipal district. The local law aims to achieve the following objectives that 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.

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 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
- reports its minutes to Council.

TABLE 9: Audit and Risk Committee

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Ms Lisa Tripodi (independent member – chair)	5
Mr Geoff Harry (independent member)	5
Mr John Watson (independent member)	5
Cr Stephanie Asher (Councillor member - Mayor)	1
Cr Trent Sullivan (Councillor delegate - Deputy Mayor)	3
Cr Kylie Grzybek (Councillor member)	5
Cr Peter Murrhy (Councillor member delegate)	2

Audit

Audit is an independent function that assesses the effectiveness of internal controls and governance processes. Internal audit is focused on processes and controls and the internal audit services are outsourced to a professional and qualified third-party. External audit provides an independent examination of the financial and performance statements prepared by the organisation. The Victorian Auditor-General's Office provides the City's 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 2022.

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 February 2021
GC2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of commencement of current guidelines: 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)	Adopted in accordance with section 91 of the Act Date of adoption: 26 October 2021
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)	Adopted in accordance with section 92 of the Act Date of adoption: 28 June 2022
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: 28 June 2022
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: 28 June 2022
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 risk of fraud)	Policy Date of commencement of current policy: 17 February 2021

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<p>GC9 Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>Prepared and maintained in accordance with section 60ADB of the <i>Emergency Management Act 2013</i></p> <p>Date of preparation: 16 December 2019</p> <p>Currently under review for alignment with the <i>Emergency Management Legislation Amendment Act 2018</i>. Part of the amendment moves responsibility for preparing and maintaining the Municipal Emergency Management Plan from a Council responsibility to the Municipal Emergency Management Planning Committee responsibility.</p> <p>Review must be completed by 16 December 2022.</p>
<p>GC10 Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)</p>	<p>Adopted in accordance with section 108 of the Act</p> <p>Date of adoption: 14 December 2021</p>
<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 2020–21 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 management procedure which is due for review by 1 July 2024.</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: 21 October 2021</p>
<p>GC14 Audit and Risk Committee (see sections 53 and 54 of the Act)</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: 4 November 2021</p>

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<p>GC16 Performance reporting framework</p> <p>(a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p>	<p>Framework</p> <p>Date of adoption of current framework: 20 May 2020</p> <p>We will review and update the current framework in 2022–23 in line with the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
<p>GC17 Council Plan report</p> <p>(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 report: 22 March 2022</p> <p>We provide quarterly reports on the progress of our council plan and annually on the progress of the strategic indicators as per section 98 of <i>Local Government Act 2020</i>.</p>
<p>GC18 Quarterly budget reports</p> <p>(quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Reports presented to the Council in accordance with section 97(1) of the Act</p> <p>Dates reports presented: 23 November 2021, 22 February 2022 and 24 May 2022</p>
<p>GC19 Risk reports</p> <p>(six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports</p> <p>Dates of reports: 4 August 2021, 17 November 2021, 2 March 2022 and 8 June 2022</p> <p>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</p> <p>(six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p>	<p>Report</p> <p>Dates of reports: 26 October 2021 and 22 February 2022</p> <p>We report annually against a performance reporting framework, referred to in section 98 of <i>Local Government Act 2020</i>, and produce quarterly financial reports.</p>
<p>GC21 Annual report</p> <p>(annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the Act</p> <p>Date of presentation: 26 October 2021</p>
<p>GC22 Councillor Code of Conduct</p> <p>(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</p> <p>Date reviewed and adopted: 23 February 2021</p>
<p>GC23 Delegations</p> <p>(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</p> <p>Date of review under section 11(7): reviewed 26 April 2022</p> <p>Date of review under section 47(7) CEO to Staff: 31 March 2022</p>

GOVERNANCE AND MANAGEMENT ITEMS**ASSESSMENT****GC24 Meeting procedures**


(Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)

Governance Rules adopted in accordance with section 60 of the Act

Date Governance Rules adopted: 1 September 2020

CERTIFICATION OF THE GOVERNANCE AND MANAGEMENT CHECKLIST

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



Cr Peter Murrin
Mayor
Dated: 12 October 2022

Kaarina Phyland
Acting Chief Executive Officer
Dated: 12 October 2022

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

We have a legal obligation under the *Domestic Animals Act (Vic) 1994* to prepare a four-year plan outlining how we will manage dogs and cats within our municipal boundaries and evaluate progress of the plan in our annual report.

Geelong has one of the largest dog and cat populations of any Victorian municipality, with 34,287 registered dogs and 10,232 registered cats. The Domestic Animal Management Plan identifies how Council will:

- help pets, pet owners and the general community to live together
- protect the environment and local wildlife from the negative impacts of dogs and cats
- balance the needs of those who own pets with those who do not
- address animal management welfare and legal issues
- promote responsible pet ownership
- improve the experience of animal ownership.

The plan not only outlines the City's role in animal management, but is also intended to have an educational focus, encouraging and teaching community members that it's every owner's responsibility to take care of their pets.

Council adopted the *Domestic Animal Management Plan 2022–25* on 23 November 2021.

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

- engaged with the community in the review of our *Dog Controls in Public Places Policy* and in the development of the *Domestic Animal Management Plan 2022–25*
- completed the July 2021 cat desexing program
- opened two new off leash dog parks in Belmont and Lara and promoted dog parks and their intended use
- attended career sessions with local schools to promote tertiary education pathways into animal management
- enrolled an animal management officer into Certificate III in Dog Behaviour and Training to support responsible pet education in the community
- partnered with local support service to deliver responsible pet ownership information sessions to our culturally and linguistically diverse communities, including translating brochures and materials
- undertook a review of our *Emergency Animal Welfare Management Plan*
- trained animal management employees in the management of animals in emergency including working in an emergency relief centre
- updated our animal registration form to an online application and payment platform and commenced work to move from paper forms to digital for impounding of animals at the Geelong Animal Welfare Society (GAWS)
- transferred our dog walking maps to an interactive google maps platform on the City's website
- reviewed our safety equipment for animal management employees and fleet
- purchased safety lighting and scrolling variable messaging signs for our animal management fleet
- continued with branding of animal management fleet, aligning messaging on the rear of all vehicles to reflect key 'on leash' messaging
- undertook a Code of Practice audit of GAWS and commenced facility upgrades
- reviewed use of noise monitoring devices in barking dog investigations resulting in an increased number of devices
- collected, recorded and analysed dog attack and service request data to improve our service
- successfully secured funding for two additional animal management officers
- supported the second year of the dog control order trial on Barwon Coast Committee of Management land.

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 10: Key projects undertaken in 2021–22

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2021–22 ACTIONS
<p>PARTICIPATION</p> <p>Promoting inclusion and participation in the community of persons with a disability.</p>	24	<ul style="list-style-type: none"> • Reviewed and updated the Events Planning Guide with current advice and guidance for event organisers on improving access and inclusion at events • Commenced planning to install the Marveloo at the Geelong Show in October 2022 • Facilitated six meetings of the City's Access and Inclusion Advisory Committee with a quorum in attendance. Members have a lived experience of disability and advise us on our strategies and policies, activities, projects and facility upgrades • Engaged Access and Inclusion Advisory Committee members in 18 consultations including the Wurriki Nyal development, Rippleside Inclusive Play Space and the Green Spine Project • Developed: <ul style="list-style-type: none"> – a Management Deed for the Mobi Chairs and a Request for Proposal for community agencies to optimise chair use in the community – the Coastal Accessibility Community Engagement Survey to identify how people with disabilities and mobility restrictions currently access coastal areas and what would make coastal sites more accessible • Provided an online peer support group for parents and carers of children with diagnosed or episodic Autism Spectrum Disorder (32 sessions) • Promoted and delivered the Sport4All Program, designed to help sporting clubs and schools become more accessible and inclusive to people with disability

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2021–22 ACTIONS
<p>ACCESS</p> <p>Reducing barriers in accessing goods, services and facilities</p>	32	<ul style="list-style-type: none"> • Developed: <ul style="list-style-type: none"> – an Internal register for Changing Places and listed on national public toilet register – a report on the number of, and total funding for grants awarded to the community that promote inclusion • Maintained the Mobility Directory live on the City’s website, with 728 businesses listed • Planned community engagement to determine how people with a disability find out about business accessibility and whether the City’s Mobility Directory is useful • Ensured all new public toilets are Disability Discrimination Act (DDA) compliant • Undertook: <ul style="list-style-type: none"> – a review of the accessibility of the Moorabool Street public toilets – a soft launch to the tourism industry of the Destination Accessible Toolkit • increased visibility of swipe card access points at our Corio Street site • Constructed: <ul style="list-style-type: none"> – four new kerb ramps and replaced or upgraded a further four – three new Disabled Parking Bays – five new raised road crossings • Installed 30 raised wombat crossings in Norlane and South Geelong
<p>EMPLOYMENT</p> <p>Reducing barriers to obtaining and maintaining employment.</p>	3	<ul style="list-style-type: none"> • Implemented a new e-learning module for valuing difference (Unconscious Bias training) • Launched the new Inclusion Roadmap in August which outlines our approach to embedding inclusion through organisational culture, capability and people practices, as well as our processes, policies and ways of delivering service to our community • Conducted a Recruitment Review, with the aim of identifying any unintended barriers that may prevent people with a disability from being recruited at the City

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2021–22 ACTIONS
<p>INCLUSIVE ATTITUDES & PRACTICES</p> <p>Achieving tangible changes in attitudes and practices that discriminate against persons with a disability.</p>	8	<ul style="list-style-type: none"> • Launched “I AM”, an interactive sculpture celebrating people in our community with a lived experience of disability • Increased the City’s Engagement Champions group to over 50 members to help improve the way we engage with our community • Attended nine of eleven monthly stakeholder meetings of the Having a Say Conference Reference Group • Partnered to deliver the 2021 My Story project, celebrating International Day of People with a Disability <ul style="list-style-type: none"> – over 250 people with a lived experience of disability or mental health challenges engaged with mentors in ‘story writing’ workshops over a 12 week period – participants came from a broad range of backgrounds and abilities, aged between 15 to 83 years • Delivered the 2021 Geelong Awards for People with a Disability across the award categories of Employment, Achievement, Leadership and Advocacy, and Volunteering • Celebrated Inclusion Week by <ul style="list-style-type: none"> – promoting a program of free events in the lead up to International Day of People with Disability – partnering with Geelong Library and Nelson Park School to feature the artwork of students participating in the My Story Project – Developing an inclusive image library, to ensure the City’s promotion of activities and events represents our community members who live with disability

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 that is published in our annual report.

Development contributions are payments or works-in-kind towards the provision of infrastructure made by the proponent of a new development.

For 2021–22, the following information about infrastructure and development contributions has been disclosed.

Development contributions

TABLE 11: Total DCP levies received in 2021–22

DCP NAME	YEAR APPROVED	LEVIES RECEIVED IN 2021–22
		FINANCIAL YEAR (\$)
DCP01 Armstrong Creek North East Industrial	2010	0.00
DCP02 Jetty Road Urban Growth Area Stage 1	2012	97,029.15
DCP03 Armstrong Creek East Precinct	2012	7,483,029.15
DCP04 Armstrong Creek West Precinct	2013	8,365,832.25
DCP05 Armstrong Creek Horseshoe Bend Precinct	2014	8,132,986.25
DCP06 Armstrong Creek Town Centre Precinct	2014	0.00
DCP07 Lara West Urban Growth Area	2014	2,650,904.55
DCP08 Central Rd Drysdale	2022	0.00

TABLE 12: DCP land, works, services or facilities accepted in-kind in 2021–22

DCP NAME (YEAR APPROVED)	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
DCP03 Armstrong Creek East Precinct 2012	DI_LA_4	Land acquisition for the Regional active open space reserve	Land	19,019.85
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	85,147.68
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_RD_11	Intersection - Horseshoe Bend Road and New Burvilles Road	Roads	37,721.68
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_OS_6	Play Ground Equipment - Regional Park	Open Space	582,361.11
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	100,215.78
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_LA_7	Wetland / Retarding basin - South Western (Land)	Land	502,860.00
DCP04 Armstrong Creek West Precinct 2013	DI_LA_10	Drainage Works - Sedimentation Basin (property 22) - Land	Land	1,236,000.00
DCP04 Armstrong Creek West Precinct 2013	DI_DR_07	Drainage Works - Wetland retarding Basins (WLRB1) - construction	Drainage	2,988,203.95
DCP07 Lara West Urban Growth Area 2014	DI_P_1	PSP/DCP Preparation	Other	1,014,342.95
Total				6,565,873.00

TABLE 13: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP NAME	TOTAL LEVIES RECEIVED	TOTAL LEVIES EXPENDED	TOTAL WORKS-IN-KIND ACCEPTED	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND)
(YEAR APPROVED)	(\$)	(\$)	(\$)	(\$)
DCP08 Central Rd Drysdale 2022	0.00	757,473.00	0.00	
		757,473.00	0.00	

TABLE 14: Land, works, services or facilities delivered in 2021–22 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 (%)
Jetty Road Childrens & Community Hub DCP	C002	DCP02 Jetty Road Urban Growth Area Stage 1 2012	51,776				51,776	0.94
Drysdale Library	C003	DCP02 Jetty Road Urban Growth Area Stage 1 2012	2,324,804				2,324,804	41.49
Lara Early Years Library and Community Hub	CI_C_1	DCP07 Lara West Urban Growth Area 2014	33,135				33,135	2.19
Armstrong Creek Town Centre Library & Learning Hub	CI_CF_1	DCP06 Armstrong Creek Town Centre Precinct 2014	644,720			1,500,000	644,720	40.87
Armstrong Creek West Community Hub	DI_C_1	DCP04 Armstrong Creek West Precinct 2013	4,161,229			1,125,000	4,161,229	27.09
Patullos Rd East - Road Widening	DI_DO_7	DCP07 Lara West Urban Growth Area 2014	100,877				100,877	4.28
Sparrovale Wetlands Construction	DI_DR_12	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	13,466				13,466	0.76
Sparrovale Wetlands Project Implementation	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	209,757				209,757	3.41

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 (%)
Jetty Road Basin - Land (Ultimate)	DI_LA_04	DCP08 Central Rd Drysdale 2022	757,473				757,473	100.00
Land Acquisition - Horseshoe bend Road Section 3 (Boundary Road - Catholic school northern limit)	DI_LA_06	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	595,414				595,414	81.79
Land Acquisition - Horseshoe bend Road Section 3 (Catholic school northern limit - Geelong Ring Road)	DI_LA_07	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	1,143,978				1,143,978	58.24
Drainage Works - Reserve Road Retarding Basin - Land	DI_LA_14	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	1,516,436				1,516,436	44.53
Drainage Works - Barwon Heads Road South Retarding Basin - Land	DI_LA_17	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	19,414				19,414	0.96
Drainage Works - Barwon Heads Road to Harriot Road - Land	DI_LA_18	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	1,595,854				1,595,854	58.48
Sparrovale Wetlands - Land (1 - 87 Grove Road, Armstrong Creek)	DI_LA_22	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	6,084				6,084	0.28
Land Acquisition - Boundary Road - 412 Torquay Road Armstrong Creek (Property 1)	DI_LA_3a	DCP06 Armstrong Creek Town Centre Precinct 2014	322,707				322,707	100.00
Land Acquisition - Boundary Road - 350-360 Boundary Road Armstrong Creek (Property 2)	DI_LA_3b	DCP06 Armstrong Creek Town Centre Precinct 2014	9,707				9,707	3.37

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 (%)
Land Acquisition - Boundary Road (Surf coast Highway to Barwarre Road) - 412 Torquay Road	DI_LA_9a	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	322,707				322,707	80.68
Land Acquisition - Boundary Road (Surf coast Highway to Barwarre Road) - 350-360 Boundary Road	DI_LA_9b	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	9,707				9,707	2.33
Intersection - GRR-4c and Connector (west of Airport Road)	DI_RO_01	DCP04 Armstrong Creek West Precinct 2013	2,987				2,987	0.20
Land acquisition for the Regional active open space reserve	DI_LA_4	DCP03 Armstrong Creek East Precinct 2012		19,020			19,020	1.15
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		85,148			85,148	1.67
Intersection - Horseshoe Bend Road and New Burvilles Road	DI_RD_11	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		37,722			37,722	2.00
Play Ground Equipment - Regional Park	DI_OS_6	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		582,361			582,361	100.00
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		100,216			100,216	1.94

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 (%)
Wetland / Retarding basin - South Western (Land)	DI_LA_7	DCP06 Armstrong Creek Town Centre Precinct 2014		502,860			502,860	17.00
Drainage Works - Sedimentation Basin (property 22) - Land	DI_LA_10	DCP04 Armstrong Creek West Precinct 2013		1,236,000			1,236,000	79.85
Drainage Works - Wetland retarding Basins (WLRB1) - construction	DI_DR_07	DCP04 Armstrong Creek West Precinct 2013		2,988,204			2,988,204	100.00
PSP/DCP Preparation	DI_P_1	DCP07 Lara West Urban Growth Area 2014		1,014,343			1,014,343	64.75
			13,842,232	6,565,874	0	2,625,000	20,408,106	

THE GREATER GEELONG CITY COUNCIL
PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2022

PERFORMANCE STATEMENT

For the year ended 30 June 2022

Description of municipality

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 over 270,000 people, which is expected to increase to more than 393,000 by 2041 – growth of over 45 per cent¹.

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, coastline, 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 \$15.42 billion², 120,031 local jobs² and 19,604 businesses³.

Local labour market conditions are strong with unemployment at historic lows of 2.5 per cent, 1.7 points lower than the Victorian rate and 1.9 points lower than Australia³. Job advertisements and demand for labour are at record highs, with 10,500 new jobs advertised in the June 2022 quarter⁴.

Overview the year ended 30 June 2022

Due to the ever-changing landscape of the COVID-19 pandemic, we continued to be flexible, agile and responsive in our approach to the needs of our community. The relative easing of restrictions saw a return to services for our community in line with the Victorian Government directives.

We continued to support local residents and in particular, local businesses, adopting a seventh COVID support package worth just over \$2.0 million in November 2021. The latest package included business support, support for the arts, culture and heritage sector, financial relief, and health and wellbeing support. Our ongoing response to the pandemic continues to be well-regarded by the community, rating higher than the Victorian average, according to the 2022 Local Government Community Satisfaction Survey.

As part of the 2021–22 budget, Council also committed to a record \$209 million capital works program for the renewal of ageing assets and construction of new facilities to help drive the region's ongoing recovery from the pandemic and meet the needs of a growing population. During 2021–22 we delivered over \$195 million on capital projects, towards our budget commitment.

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.

We also continued to progress construction of Wurriki Nyal, our new civic precinct, which will consolidate our city-based office locations into a single, energy-efficient building, as well as creating an accessible and welcoming public space. Works are progressing well, and the building and landscaping is expected to be completed in July 2022. Employees are expected to move into the building in stages from mid-August 2022.

¹ Source: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions), May 2019

² Source: National Institute of Economic and Industry Research (NIEIR) ©2021, compiled and presented in economy.id by .id (informed decisions)

³ Source: Australian Bureau of Statistics

⁴ Source: National Skills Commission

Other information

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 2020* and *Local Government (Planning and Reporting) Regulations 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 (ABS). In preparing this statement, we utilised March 2022 data published by the ABS.

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council applied a materiality threshold to all indicators and provided commentary for all indicators regardless of whether the variance was considered to be material.

The forecast figures included in the performance statement are those adopted by council in its annual budget on 28 June 2022. The annual budget 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 annual budget and long-term financial plan are available on the City's website or on request.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2022

INDICATOR/MEASURE		RESULTS				COMMENTS
		2019	2020	2021	2022	
Population						
C1	<i>Expenses per head of population</i> [Total expenses / Population]	\$1,439.94	\$1,554.22	\$1,504.49	\$1,578.97	The easing of COVID-19 restrictions increased expenditure in the 2021–22 financial year. In addition, overall cost increases impacted the delivery of key services.
C2	<i>Infrastructure per head of population</i> [Value of infrastructure / Population]	\$7,080.74	\$7,955.62	\$8,596.71	\$11,311.66	The value of infrastructure assets has increased largely due to higher asset revaluations across our infrastructure, land and building assets.
C3	<i>Population density per length of road</i> [Population / Kilometres of local roads]	111.85	112.28	112.57	114.13	While we add to our local road network every year to meet the needs of our growing population, in 2021–22 the increase in length of local roads was slower than the increase in population.
Own-source revenue						
C4	<i>Own-source revenue per head of population</i> [Own source revenue / Population]	\$1,258.73	\$1,202.83	\$1,197.71	\$1,290.16	As COVID-19 restrictions eased, 'own sourced' revenue increased during the 2021–22 financial year.
Recurrent grants						
C5	<i>Recurrent grants per head of population</i> [Recurrent grants / Population]	\$236.45	\$229.83	\$239.27	\$291.32	The increase in 2021–22 is a result of receiving 75 per cent of the 2022–23 Financial Assistance Grant, 25 per cent higher than the expected 50 per cent received in previous years. We received additional COVID-19 government funding for family services in 2021–22.
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.

INDICATOR/MEASURE		RESULTS				COMMENTS
		2019	2020	2021	2022	
						We acknowledge there are areas experiencing significant disadvantage and others with low disadvantage within the municipality. New results will be available in 2023.
Workforce turnover						
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.76%	8.94%	11.08%	15.77%	Our turnover rate has increased over the last two years in line with the national turnover trend. In 2021–22, employees leaving the City cited 'career change' as the main reason for departure. We also experienced an uptick in retirements as employees bring forward their planned retirement likely due to reasons related to the pandemic.

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 2022

SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2019	2020	2021	2022	
Aquatic Facilities						
AF6	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	8.82	6.53	3.32	4.73	In 2021–22, the easing of pandemic restrictions saw an increase in the use of our facilities by our community.
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	100%	100%	100%	We continued to successfully prosecute all matters brought before the court, with three animal management court cases in 2021–22.
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	99.32%	98.19%	95.45%	100%	A strong focus on following up all major and critical non-compliances and easing of COVID-19 restrictions resulted in all follow-ups being completed during 2021.

SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2019	2020	2021	2022	
Governance						
G5	<p>Satisfaction</p> <p><i>Satisfaction with council decisions</i></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	55	56	59	56	While our community satisfaction score decreased three index points, the score was consistent with previous results. We continue to improve the quality of information and analysis to best support Councillor decision-making.
Libraries						
LB4	<p>Participation</p> <p><i>Active library members</i></p> <p>[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</p>	18.20%	17.57%	15.70%	13.98%	<p>Geelong Regional Library Corporation branches were closed for 43 days. Upon reopening, strict density limits were enforced, affecting borrowings. During lock-down, a Click & Collect online ordering service was offered to our community to increase loans of library items. A delivery service was also offered to our more vulnerable community members. The easing of restrictions saw an increase in the number of active borrowers, however numbers were down on pre-pandemic figures.</p> <p>Note: The definition of this indicator changed in 2019–20 and now averages the past three years data, so past results are not comparable.</p>
Maternal and Child Health (MCH)						
MC4	<p>Participation</p> <p><i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	73.17%	73.14%	72.56%	74.40%	The increase in participation rates reflects a return to pre-pandemic Maternal Child and Health service delivery.

SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2019	2020	2021	2022	
MC5	<p>Participation</p> <p><i>Participation in the MCH service by Aboriginal children</i></p> <p>[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</p>	63.39%	76.37%	77.47%	72.02%	From January 2022, the local Aboriginal Co-operative Maternal Child and Health Service began using their own database to record service participation. Families have a choice to attend either the Aboriginal Maternal and Child Health Service or the City's Maternal and Child Health Service.
Roads						
R5	<p>Satisfaction</p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	54	60	62	57	Community satisfaction with sealed roads has decreased in line with the significant increase in the number of requests received. Inclement weather and the impact of the pandemic and flu season has resulted in a shortage of available resources, significantly reducing the City's ability to respond to maintenance issues. Response times to maintenance issues are still aligned to the Road Management Plan. Whilst lower than the last two years, results are above the statewide and Regional Centres average.
Statutory Planning – SD4						
SP4	<p>Decision-making</p> <p><i>Council planning decisions upheld at VCAT</i></p> <p>[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</p>	64.00%	54.17%	71.79%	72.41%	In the 2021–2022 financial year, VCAT supported 21 of our 29 planning decisions.

SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2019	2020	2021	2022	
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	54.00%	55.73%	53.87%	52.96%	Since 2018, green waste and recycling as a ratio has been consistent. Green waste tonnages, affected by rainfall patterns and smaller subdivisions producing less green waste, have decreased. The thinner profile of glass, PET plastics and aluminium containers contributed to the reduction in recycling tonnage. Waste tonnage continues to increase due to population growth in new subdivisions.

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

RETIRED SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2019	2020	2021	2022	
Animal Management						
AM4	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	19	Retired in 2020	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 2022

DIMENSION/INDICATOR/MEASURE		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	2023	2024	2025	2026	
Efficiency										
E2	Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,952.67	\$3,193.97	\$3,088.94	\$3,199.59	\$3,188.65	\$3,294.52	\$3,387.76	\$3,465.26	As COVID-19 restrictions ease, the cost of providing our services has increased per property assessment. It is predicted that an increase in expenses will be partially offset by growth in the number of property assessments.
E4	Revenue level <i>Average rate per property</i> [Total rate revenue / Number of property assessments]	New in 2020	\$1,602.56	\$1,639.93	\$1,661.65	\$1,704.46	\$1,778.10	\$1,844.38	\$1,911.84	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	155.09%	112.69%	140.29%	148.04%	219.74%	209.58%	184.42%	184.37%	High cash levels have contributed to the City's strong liquidity levels. Our strong financial position is forecast to increase from 2023, as spending on capital works programs reduce.

DIMENSION/INDICATOR/MEASURE		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	2023	2024	2025	2026	
L2	<p>Unrestricted cash</p> <p><i>Unrestricted cash compared to current liabilities</i></p> <p>[Unrestricted cash / Current liabilities] x100</p>	118.83%	75.68%	97.96%	48.08%	198.83%	189.17%	165.60%	164.31%	<p>There was an overall decrease in 2021–22, due to short-term liabilities increasing at a greater rate than levels of unrestricted cash. We forecast an increase to unrestricted cash in the coming years.</p> <p>Note: The prior year and forecast figures include investment as part of unrestricted cash, whereas the 2021–22 results exclude investment figures to be in line with the guidelines.</p>
Obligations										
O2	<p>Loans and borrowings</p> <p><i>Loans and borrowings compared to rates</i></p> <p>[Interest bearing loans and borrowings / Rate revenue] x100</p>	28.83%	34.31%	45.94%	51.85%	69.51%	68.22%	62.88%	59.34%	<p>In 2021–22, loan values increased to fund part of the Wurriki Nyal construction. Borrowings are forecast to increase to fund large capital projects, including the Northern Aquatic and Community Hub. Our loan levels remain within forecast borrowing limits.</p>
O3	<p>Loans and borrowings</p> <p><i>Loans and borrowings repayments compared to rates</i></p> <p>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</p>	4.70%	4.34%	5.29%	4.46%	4.96%	6.48%	6.62%	8.75%	<p>There was a decline in the ratio in 2021–22 due to the timing of loan repayments. Loan repayments are projected to increase as borrowings are used to fund large capital projects.</p>

DIMENSION/INDICATOR/MEASURE		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	2023	2024	2025	2026	
O4	Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	23.93%	30.10%	39.46%	41.81%	51.99%	48.89%	44.64%	43.68%	The increase in the ratio is a result of loans secured, contributing to the construction of Wurriki Nyal. We forecast further loan increases to other large capital projects.
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	67.30%	57.65%	68.94%	83.27%	77.12%	67.14%	68.72%	There will be a forecast percentage increase as we commit to invest in renewal of our City assets.
Operating Position										
OP1	Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	5.38%	-3.42%	5.61%	9.33%	13.47%	9.24%	7.32%	5.44%	The 2021–22 operating result increased due to grant revenue and other one-off adjustments. Our forecast is for an on-going surplus.
Stability										
S1	Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	59.50%	61.87%	60.37%	57.58%	57.12%	60.50%	62.32%	64.43%	In 2021–22, the ratio dropped due to increased grant income and higher fees and charges.

DIMENSION/INDICATOR/MEASURE		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	2023	2024	2025	2026	
S2	Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.36%	0.33%	0.33%	0.33%	0.34%	0.35%	0.37%	0.38%	Rates revenue and Capital Improved Value increases are forecast to remain stable.

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

RETIRED DIMENSION/ INDICATOR/MEASURE		RESULTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	
Efficiency						
E1	Revenue level <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,585.94	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this measure was replaced by E4.
Obligations						
O1	Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100]	50.36%	Retired in 2020	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 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

DocuSigned by:

Narelle O'Shea

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Narelle O'Shea CPA

Principal Accounting Officer

Dated: 14 October 2022

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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 2020* to certify this performance statement in its final form.

DocuSigned by:

Peter Murrhiy

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Councillor Peter Murrhiy

Mayor

Dated: 14 October 2022

DocuSigned by:

Trent Sullivan

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Councillor Trent Sullivan

Deputy Mayor

Dated: 14 October 2022

DocuSigned by:

Kaarina Phyland

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Kaarina Phyland

Acting Chief Executive Officer

Dated: 14 October 2022

Independent Auditor's Report

To the Councillors of Greater Geelong City Council

Opinion	<p>I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<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>. 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 performance statement 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>
Councillors' responsibilities for the performance statement	<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 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, 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. 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 the 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
20 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2022

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 2020* 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 2022.

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 2020*. 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.

Victorian Auditor-General's report

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

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

GREATER GEELONG CITY COUNCIL

ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2022

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020, the Australian Accounting Standards and other mandatory professional reporting requirements.



Narelle O'Shea CPA
Principal Accounting Officer

Date: 12 October 2022
Geelong

In our opinion, the accompanying financial statements present fairly the financial transactions of the Greater Geelong City Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

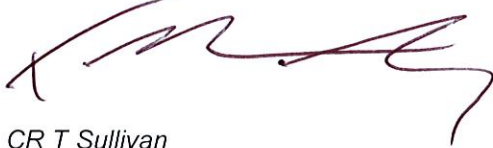
At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify the financial statements in their final form.



Cr P Murrin
Councillor

Date: 12 October 2022
Geelong



CR T Sullivan
Councillor

Date: 12 October 2022
Geelong



Kaarina Phyland
Acting Chief Executive Officer

Date: 12 October 2022
Geelong

Independent Auditor's Report

To the Councillors of Greater Geelong City Council

<p>Opinion</p>	<p>I have audited the financial report of Greater Geelong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • 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 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</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, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</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
20 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	274,660	257,691
Statutory fees and fines	3.2	13,743	12,504
User fees	3.3	54,599	45,697
Grants - operating	3.4(a)	76,331	68,867
Grants - capital	3.4(b)	20,527	21,485
Contributions - monetary	3.5	43,086	33,761
Contributions – non-monetary	3.5	79,321	98,699
Other income	3.7	4,707	1,341
Total income		566,973	540,045
Expenses			
Employee costs	4.1(a)	176,299	171,830
Materials and services	4.2	136,466	118,038
Depreciation	4.3	70,190	68,281
Amortisation - intangible assets	4.4	387	387
Amortisation - right of use assets	4.5	2,725	3,201
Bad and doubtful debts	4.6	769	1,741
Borrowing costs	4.7	2,866	2,993
Finance costs - leases	4.8	60	147
Other expenses	4.9	31,996	30,802
Net loss on disposal of property, infrastructure, plant and equipment	3.6	3,579	995
Share of net losses of associates and joint ventures	6.3	208	74
Total expenses		425,545	398,489
Surplus/(deficit) for the year		141,428	141,556
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1(a)	852,871	208,718
Total other comprehensive income		852,871	208,718
Total comprehensive result		994,299	350,274

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

Balance Sheet
As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	100,455	66,913
Trade and other receivables	5.1(d)	22,713	16,251
Other financial assets	5.1(b)	45,151	77,092
Inventories	5.2(a)	1,706	1,092
Non-current assets classified as held for sale	6.1	19,827	-
Other assets	5.2(b)	5,776	4,233
Total current assets		195,627	165,581
Non-current assets			
Trade and other receivables	5.1(d)	11,478	15,317
Intangible assets	5.2(c)	2,063	2,450
Investments in associates, joint arrangements and subsidiaries	6.3(a)	9,119	9,327
Right-of-use assets	5.8	1,038	3,230
Property, infrastructure, plant and equipment	6.2	4,163,968	3,158,783
Total non-current assets		4,187,665	3,189,107
Total assets		4,383,292	3,354,688
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	41,357	36,647
Trust funds and deposits	5.3(b)	12,540	12,800
Unearned income/revenue	5.3(c)	25,029	15,578
Provisions	5.5	38,789	38,164
Interest-bearing liabilities	5.4	14,062	12,006
Lease liabilities	5.8	369	2,835
Total current liabilities		132,146	118,030
Non-current liabilities			
Provisions	5.5	18,645	19,557
Interest-bearing liabilities	5.4	126,030	105,062
Lease liabilities	5.8	692	558
Total non-current liabilities		145,367	125,176
Total liabilities		277,513	243,206
Net assets		4,105,779	3,111,481
Equity			
Accumulated surplus		1,748,477	1,652,273
Reserves	9.1	2,357,303	1,459,208
Total Equity		4,105,779	3,111,481

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

**Statement of Changes in Equity
For the Year Ended 30 June 2022**

2022	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	Total Reserves \$'000
Balance at beginning of the financial year		3,111,481	1,652,273	1,396,298	62,910	1,459,208
Surplus/(deficit) for the year		141,428	141,428	-	-	-
Net asset revaluation increment/ (decrement)	9.1(a)	852,871	-	852,871	-	852,871
Transfers to other reserves	9.1(b)	-	(56,746)	-	56,746	56,746
Transfers from other reserves	9.1(b)	-	11,522	-	(11,522)	(11,522)
Balance at end of the financial year		4,105,780	1,748,477	2,249,168	108,134	2,357,303

2021	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	Total Reserves \$'000
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

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 2022

	2022	2021
	Inflows/ (Outflows)	Inflows/ (Outflows)
Note	\$'000	\$'000
Cash flows from operating activities		
Rates and charges	268,309	245,240
Statutory fees and fines	14,771	13,233
User fees	40,946	39,671
Grants - operating	83,739	78,406
Grants - capital	46,225	31,125
Contributions - monetary	43,086	33,803
Interest received	688	567
Trust funds and deposits taken	5,032	5,710
Net GST refund/payment	23,286	22,370
Employee costs	(177,319)	(164,639)
Materials and services	(174,433)	(173,335)
Short-term, low value and variable lease payments	(2,035)	(1,384)
Trust funds and deposits repaid	(5,248)	(5,504)
Net cash provided by/(used in) operating activities	167,046	125,263
9.2		
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	(195,738)	(121,179)
Proceeds from sale of property, infrastructure, plant and equipment	12,828	8,463
Payments for investments	(59,329)	(140,098)
Proceeds from sale of investments	91,414	144,293
Net cash provided by/(used in) investing activities	(150,825)	(108,521)
Cash flows from financing activities		
Finance costs	(2,778)	(2,937)
Proceeds from borrowings	32,300	45,000
Repayment of borrowings	(9,276)	(10,540)
Interest paid - lease liability	(57)	(147)
Repayment of lease liabilities	(2,868)	(3,288)
Net cash provided by/(used in) financing activities	17,320	28,088
Net increase (decrease) in cash and cash equivalents	33,542	44,830
Cash and cash equivalents at the beginning of the financial year	66,913	22,083
Cash and cash equivalents at the end of the financial year	100,455	66,913
5.1(a)		
Financing arrangements	5.6	
Restrictions on cash and cash equivalents assets	5.1(c)	

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 2022**

	Note	2022 \$'000	2021 \$'000
Property			
Land		12,780	126
Buildings		80,066	36,527
Total property		92,846	36,653
Plant and equipment			
Plant, machinery and equipment		3,782	3,492
Computers and telecommunications		6,829	5,987
Total plant and equipment		10,611	9,479
Infrastructure			
Roads		24,799	31,758
Footpaths and cycleways		9,942	4,317
Drainage		7,485	5,452
Recreational, leisure and community facilities		11,482	2,389
Waste management		1,834	1,294
Parks, open space and streetscapes		31,966	24,204
Other infrastructure		4,774	5,634
Total infrastructure		92,281	75,047
Total capital works expenditure		195,738	121,179
Represented by:			
New asset expenditure		147,346	81,812
Asset renewal expenditure		36,368	34,414
Asset upgrade expenditure		12,024	4,953
Total capital works expenditure		195,738	121,179

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

Note 1: Overview

Introduction

The Greater Geelong City Council 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 2020, and the Local Government (Planning and Reporting) Regulations 2020.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

a) Basis of Accounting

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, 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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB15 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 decisions 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 pandemic

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations.

The Council, in line with the Victorian Government restrictions, were forced to close or restrict access to leisure, community, sporting and arts facilities during the start of the 2021-22 financial year. These closures had an impact on general revenue and expenses, as well as employees being stood down. Redeployment was recommenced to minimise the impact on our staff.

Since the commencement of the pandemic, Council has adopted 7 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 three financial years (2019-20, 2020-21 and 2021-22) was budgeted at over \$19.0m.

Council has noted the following significant impacts on its 2021-22 financial operations from the COVID-19 pandemic:

Areas	Summary of impact	\$m
Additional Revenue	Grant income received for initiatives to support businesses during the recovery from the pandemic, including Outdoor Dining Activation.	0.5
Leisure and Community Net impact	Closure of leisure, community and arts facilities resulted in reduced revenue, offset by lower employee and other costs.	(0.9)
Support packages	Free parking initiatives introduced by Council impacted the number of infringements issued reducing income. Additional COVID-19 community grants plus arts and tourism support, plus rental support.	(1.5)
Other	Decreased retail sales, provision of additional COVID-19 personal protective equipment for staff, general support to businesses	(1.5)

Note 2: Performance against budget

The performance against budget notes compares Council's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$11.3m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income and expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %	Ref
Income					
Rates and charges	268,323	274,660	6,337	2%	
Statutory fees and fines	14,398	13,743	(655)	-5%	
User fees	63,834	54,599	(9,235)	-14%	1
Grants - operating	62,275	76,331	14,056	23%	2
Grants - capital	17,794	20,527	2,733	15%	3
Contributions - monetary	29,360	43,086	13,726	47%	4
Contributions - non monetary	80,000	79,321	(679)	-1%	
Net gain on disposal of property, infrastructure, plant and equipment	12,382	-	(12,382)	-100%	5
Other income	1,277	4,707	3,430	269%	6
Total income	549,642	566,972	17,330	3%	
Expenses					
Employee costs	183,563	176,299	7,265	4%	
Materials and services	122,668	136,466	(13,798)	-11%	7
Depreciation	73,254	70,190	3,064	4%	
Amortisation - intangible assets	387	387	-	0%	
Amortisation - right of use assets	2,647	2,725	(78)	-3%	
Bad and doubtful debts	1,255	769	486	39%	8
Borrowing costs	3,876	2,866	1,010	26%	9
Finance costs - leases	56	60	(5)	-9%	
Net loss on disposal of property, infrastructure, plant and equipment	-	3,579	(3,579)		
Share of net losses of associates and joint ventures	-	208	(208)	%	
Other expenses	30,440	31,996	(1,557)	-5%	
Total expenses	418,144	425,545	(7,400)	-2%	
Surplus/(deficit) for the year	131,497	141,428	9,930	8%	

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	User fees	Closure of leisure centres and outdoor pools \$7.3m, reduced parking utilisation and free parking initiatives \$3.1m.
2	Grants - operating	75% 2022-23 Financial Assistance Grants received in advance was higher than budget assumptions \$7.2m, additional Commonwealth Home Support Program funding of \$2.8m, Long Day Care support of \$0.9m and other business-related stimulus grants as a result of COVID-19 impacts.
3	Grants - capital	Grants were received for Sports Lighting Upgrade Program \$1.4m, Drysdale Sporting Precinct Master Plan \$0.6m, Leopold Football Club Master Plan \$0.2m and other project related grants - either earlier than budgeted or unbudgeted.
4	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 Armstrong Creek West \$8.7m, Trethowen Avenue \$1.3m, \$0.6m Armstrong Creek Southern Precinct and Open Space \$2.9m.
5	Net loss on disposal of property, infrastructure, plant and equipment	Budget included the sale of a key City asset, which has been deferred until the 2022-23 financial year.
6	Other income	Other income includes unbudgeted income from the sale of environmental certificates that have been made available from the LED streetlighting project.
7	Materials and services	Inflationary and contract increases as well as services coming back to normal post the pandemic. Increase is also driven by current and prior year capital write-offs.
8	Bad and doubtful debts	Less than budgeted provisions required for external services, with parking infringements material favourable variance. Favourable settlement of historical debt.
9	Borrowing costs	Deferral of budgeted borrowings has resulted in these costs being less than budgeted

2.1.2 Capital Works

	Budget 2022	Actual 2022	Variance	Variance	Ref
	\$'000	\$'000	\$'000	%	
Property					
Land	28,448	12,780	(15,668)	-55%	1
Buildings	68,198	80,066	11,868	17%	2
Total property	96,646	92,846	(3,800)	-4%	
Plant and equipment					
Plant, machinery and equipment	6,853	3,782	(3,070)	-45%	3
Computers and telecommunications	5,794	6,829	1,035	18%	4
Total plant and equipment	12,646	10,611	(2,036)	-16%	
Infrastructure					
Roads	22,866	24,799	1,934	8%	
Footpaths and cycleways	9,148	9,942	794	9%	
Drainage	5,918	7,485	1,567	26%	5
Recreational, leisure and community facilities	10,408	11,482	1,074	10%	
Waste management	1,133	1,834	701	62%	6
Parks, open space and streetscapes	38,637	31,966	(6,671)	-17%	7
Other infrastructure	7,638	4,774	(2,865)	-38%	8
Total infrastructure	95,748	92,281	(3,466)	-4%	
Total capital works expenditure	205,040	195,738	(9,302)	-5%	
Represented by:					
New asset expenditure	152,795	147,346	(5,449)	-4%	
Asset renewal expenditure	40,009	36,368	(3,641)	-9%	
Asset upgrade expenditure	12,236	12,024	(213)	-2%	
Total capital works expenditure	205,040	195,738	(9,302)	-5%	

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	Land	Delays in the timing and negotiation of land acquisitions in key development regions.
2	Buildings	Deferred expenditure on the Civic Precinct in 2021, led to increased spending on the building in the 2022 financial year.
3	Plant, machinery and equipment	Supply chain issues with the purchase of light and heavy vehicles has led to lower expenditure in 2022.
4	Computers and telecommunications	Timing of spend on the digital modernisation project was higher than budget for the 2022 financial year.
5	Drainage	Variance largely due to the timing of the expenditure on the Elcho drainage project that was greater than budget, partially offset by reduced expenditure on core flood and drainage management projects.
6	Waste management	Increased expenditure on new bins to service the growing community as well as higher than budget spend on the composting work facilities.
7	Parks, open space and streetscapes	The budget included \$3m of expenditure for streetscape works for the Convention Centre which has been deferred until the 2023-24 financial year. Timing of expenditure on North Bellarine Aquatic Centre.
8	Other infrastructure	Timing of the roll out of LED streetlighting differed from budget expectations.

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Summary of Council directorates and responsibilities

Chief Executive

Incorporates Governance, Corporate Communications with administration of the Office of the Chief Executive in order to provide effective oversight of the organisation.

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.

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.

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.

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 financial services, digital information and technology, property and procurement, business process improvement, Civic Accommodation project, integrity and risk and legal Services.

Strategy, People and Performance

Responsible for people and performance, health, safety & wellbeing, enterprise program management and change management to align with council strategy. The strategy, commercials and partnerships business unit aims to develop Council's key strategic goals, review Council's services and to develop key relations with commercial partners to meet the needs of the growing community.

2.2.2 Summary of income, expenses, asses and capital expense by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2022	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Corporate Services	305,089	53,626	251,463	30,991	456,891
City Planning & Economy	57,261	49,706	7,556	4,881	180,905
Community Life	88,390	116,052	(27,662)	43,488	894,004
City Services	115,991	185,388	(69,397)	17,467	2,851,493
Chief Executive	242	8,449	(8,207)	29	-
Strategy, People & Performance	0	12,324	(12,324)	-	-
	566,973	425,545	141,428	96,857	4,383,292

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2021	\$'000	\$'000	\$'000	\$'000	\$'000
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

Note 3: Funding for the delivery of 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 2021/22 was \$79.39 billion (2020/21 \$76.24 billion).

	2022	2021
	\$'000	\$'000
General rates	217,122	208,507
Waste management charge	48,238	42,825
Special rates and charges	4,453	2,840
Supplementary rates and rate adjustments	3,877	3,052
Interest on rates and charges	896	394
Revenue in lieu of rates	73	72
Total rates and charges	274,660	257,691

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation was first applied in the rating year commencing 1 July 2021.

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.

3.2 Statutory Fees and Fines

Infringements and costs	2,955	2,218
Court recoveries	480	408
Town planning fees	3,375	2,611
Land information certificates	2,355	2,579
Permits	4,577	4,688
Total statutory fees and fines	13,743	12,504

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

	2022	2021
	\$'000	\$'000
Aged and health services	2,979	3,098
Leisure centre and recreation	10,747	7,934
Childcare/children's programs	6,711	6,330
Parking	5,992	3,096
Building services	5,680	4,880
Waste management services	14,697	11,118
National Wool Museum	360	294
Parks	179	222
Rental and leasing	2,295	1,815
Road works	461	550
Planning	1,508	3,954
Other fees and charges	2,990	2,408
Total user fees	54,599	45,697
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	54,599	45,697
Total user fees	54,599	45,697

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:

Commonwealth funded grants	65,636	50,427
State funded grants	31,221	39,925
Total grants received	96,857	90,352

(a) Operating Grants

	2022	2021
	\$'000	\$'000
<i>Recurrent – Commonwealth Government funded grants</i>		
Financial assistance grants	30,991	22,141
Family day care	11,101	10,619
General home care	18,923	14,333
Other	738	241
<i>Recurrent – State Government funded grants</i>		
Aged care	1,406	2,074
School crossing supervisors	991	912
Family services	9,095	7,973
Environment	81	252
Community development	944	674
Other	2,061	1,846
Total recurrent operating grants	76,331	61,065
<i>Non-recurrent – State Government funded grants</i>		
Working for Victoria	-	7,802
Total non-recurrent operating grants	-	7,802
Total operating grants	76,331	68,867

(b) Capital Grants

<i>Recurrent – Commonwealth Government funded grants</i>		
Roads to recovery	2,184	2,309
Total recurrent capital grants	2,184	2,309
<i>Non-recurrent – Commonwealth Government funded grants</i>		
Recreation	1,701	785
<i>Non-recurrent – State Government funded grants</i>		
Roads	3,276	6,417
IT	291	923
Recreation	8,705	9,399
Buildings	2,625	1,015
Other	1,745	639
Total non-recurrent capital grants	18,343	19,177
Total capital grants	20,527	21,485

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

	2022	2021
	\$'000	\$'000
Operating		
Balance at start of year	8,539	5,775
Received during the financial year and remained unspent at balance date	2,684	4,892
Received in prior years and spent during the financial year	(3,942)	(2,128)
Balance at year end	7,281	8,539
Capital		
Balance at start of year	6,766	3,344
Received during the financial year and remained unspent at balance date	17,101	6,766
Received in prior years and spent during the financial year	(6,766)	(3,344)
Balance at year end	17,101	6,766

(d) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficient specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers.

When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficient specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficient specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficient specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	30,991	22,141
Specific purpose grants to acquire non-financial assets	20,527	21,485
Other specific grants	25,713	35,183
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	19,627	11,543
	96,857	90,352

3.5 Contributions

	2022	2021
	\$'000	\$'000
Monetary	43,086	33,761
Non-monetary	79,321	98,699
Total contributions	122,407	132,460

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

Land	13,667	27,441
Buildings	845	-
Roads	12,529	-
Other Infrastructure	52,280	71,259
Total non-monetary contributions	79,321	98,699

Monetary and non-monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

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

Proceeds of sale	12,828	8,463
Written down value of assets disposed	(16,406)	(9,458)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(3,579)	(995)

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

3.7 Other income

Interest	688	567
Other	4,019	774
Total other income	4,707	1,341

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.

4.3 Depreciation

	2022 \$'000	2021 \$'000
Property	12,846	12,909
Plant and equipment	6,786	6,889
Infrastructure	50,558	48,483
Total depreciation	70,190	68,281

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

4.4 Amortisation – Intangible assets

Other – Landfill airspace	387	387
Total Amortisation – Intangible assets	387	387

4.5 Amortisation – Right of use assets

Property	2,532	3,014
Vehicles	48	41
Other	146	146
Total Amortisation – Right of use assets	2,725	3,201

4.6 Bad and doubtful debts

Parking fine debtors	591	536
Other debtors	178	1,205
Total bad and doubtful debts	769	1,741

Movement in provisions for doubtful debts

Balance at the beginning of the year	18,603	17,094
New provisions recognised during the year	941	4,237
Amounts already provided for and written off as uncollectible	(1,951)	(2,716)
Amounts provided for but recovered during the year	(7)	(12)
Balance at end of year	17,586	18,603

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

	2022	2021
	\$'000	\$'000
Interest - borrowings	2,866	2,993
Total borrowing costs	2,866	2,993

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	60	147
Total finance costs	60	147

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	115	103
Auditors' remuneration - Internal Audit	148	235
Councillors' allowances	459	404
Contributions	3,580	4,063
Waste disposal and recycling	16,128	12,270
Marketing, promotion and advertising	1,772	2,162
Events and functions	777	596
Operating lease rentals	2,016	1,384
Security	788	858
Memberships and subscriptions	821	603
Licences, fees and permits	716	522
Grants	2,570	5,255
Others	2,106	2,348
Total other expenses	31,996	30,802

Note 5: Financial Position

5.1 Financial assets

	2022 \$'000	2021 \$'000
(a) Cash and cash equivalents		
Cash on hand - current	150	158
Cash at bank - current	100,305	66,755
Total cash and cash equivalents	100,455	66,913
(b) Other financial assets		
Term deposits - current	45,151	77,092
Term deposits – non-current	-	-
Total other financial assets	45,151	77,092

(c) Restricted funds

Council's 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))	12,540	12,800
- Grants received but not expended (Note 3.4 (c))	24,382	15,305
Total restricted funds	36,921	28,105
Total unrestricted cash and cash equivalents	63,533	38,808

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	41,330	27,027
- include details of other allocated amounts	66,803	35,883
Total funds subject to intended allocations	108,133	62,910

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.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(d) Trade and other receivables

	2022	2021
	\$'000	\$'000
Current		
<i>Statutory receivables</i>		
Rates debtors	4,403	2,054
Provision for doubtful debts - rates	(465)	(457)
Infringement debtors	12,765	11,923
Provision for doubtful debts - infringements	(11,479)	(10,888)
Net GST receivable	2,992	1,663
<i>Non statutory receivables</i>		
Other debtors including landfill, leasing and permits	20,139	19,215
Provision for doubtful debts - other debtors	(5,642)	(7,258)
Total current trade and other receivables	22,713	16,251
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	4,091	5,822
Long term rates	7,289	9,397
<i>Non statutory receivables</i>		
Loans and advances to community organisations	98	98
Total non-current trade and other receivables	11,478	15,317
Total trade and other receivables	34,190	31,568

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. Long term receivables are carried at amortised cost using the effective interest rate method.

(e) 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)	11,567	8,326
Past due by up to 30 days	-	-
Past due between 31 and 180 days	2,795	3,038
Past due between 181 and 365 days	183	405
Past due by more than 1 year	50	285
Total trade and other receivables	14,594	12,054

(f) Aging of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$5.6m (2021: \$7.3m) were impaired. The amount of the provision raised against these debtors was \$5.6m (2021: \$7.3m). They have been individually 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:

	2022	2021
	\$'000	\$'000
Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	284	3,505
Past due between 181 and 365 days	723	268
Past due by more than 1 year	4,635	3,486
Total trade and other receivables	5,642	7,258

5.2 Non-financial assets

(a) Inventories

Current

Inventories held for distribution	1,432	813
Inventories held for sale	274	279
Total Inventories	1,706	1,092

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

Current

Prepayments	2,567	2,667
Accrued income	3,209	1,566
Total other assets	5,776	4,233

(c) Intangible assets

Landfill air space	2,063	2,450
Total intangible assets	2,063	2,450

	Landfill Airspace \$'000	Total \$'000
Gross carrying amount		
Balance at 1 July 2021	2,450	2,450
Amortisation	(387)	(387)
Balance at 30 June 2022	<u>2,063</u>	<u>2,063</u>
Net book value at 30 June 2021	2,450	2,450
Net book value at 30 June 2022	2,063	2,063

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. Refer to Note 6.2 for amortisation periods and thresholds.

5.3 Payables, trust funds and deposits and unearned income/revenue

(a) Trade and other payables

	2022 \$'000	2021 \$'000
Current		
<i>Non-statutory payables</i>		
Trade payables	17,574	15,389
Prepaid Income (includes rates and leisure services)	1,128	2,242
Accrued expenses	22,655	19,016
Total trade and other payables	<u>41,357</u>	<u>36,647</u>

(b) Trust funds and deposits

Current		
Refundable deposits	10,173	10,388
Fire services levy	2,367	2,411
Total trust funds and deposits	<u>12,540</u>	<u>12,800</u>

(c) Unearned income/revenue

	2022	2021
	\$'000	\$'000
Current		
Grants received in advance - operating	7,280	3,622
Grants received in advance - capital	17,101	6,766
Other	648	5,190
Total unearned income/revenue	25,029	15,578

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of contract works and services. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

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.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

5.4 Interest bearing liabilities

Current

Borrowings - secured	14,062	12,006
	14,062	12,006

Non-current

Borrowings - secured	126,030	105,062
	126,030	105,062

Total interest bearing liabilities	140,092	117,068
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Borrowings are secured by the Council Rate Base

(a) The maturity profile for Council's borrowings is:

	2022	2021
	\$'000	\$'000
Not later than one year	14,062	12,006
Later than one year and not later than five years	60,475	45,734
Later than five years	65,554	59,328
	140,092	117,068

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
2022	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	36,415	16,683	4,623	57,720
Additional provisions	21,310	-	-	21,310
Amounts used	(21,331)	-	(265)	(21,596)
Balance at the end of the financial year	36,393	16,683	4,358	57,434

	Employee	Landfill restoration	Other	Total
2021	\$ '000	\$ '000	\$ '000	\$ '000
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	36,415	16,683	4,623	57,721

(a) Employee provisions	2022	2021
	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	11,861	11,905
Long service leave	2,130	1,731
Other	138	158
	14,129	13,793
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,227	1,166
Long service leave	19,020	18,527
	20,247	19,692
Total current employee provisions	34,375	33,486
Non-current		
Long service leave	2,018	2,929
Total non-current employee provisions	2,018	2,929
Aggregate carrying amount of employee provisions:		
Current	34,375	33,486
Non-current	2,018	2,929
Total aggregate carrying amount of employee provisions	36,393	36,415

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

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

Key assumptions:	2022	2021
- discount rate	2.38% - 3.51%	(0.015%) -1.215%
- wage inflation rate	3.10%	2.20%

(b) Landfill restoration provision

	2022	2021
	\$'000	\$'000
Current	124	124
Non-current	16,559	16,559
	16,683	16,683

Council is obligated to restore its landfill site to a particular standard. 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:	2022	2021
- discount rate	3.83% - 3.86%	2.03%-2.25%
- estimated cost to rehabilitate (undiscounted)	20,012	18,865

(c) Other provisions

Developer contribution liabilities	68	68
Other provisions	4,289	4,554
Total other provisions	4,358	4,623

(d) Total provisions

Current	38,789	38,164
Non-current	18,645	19,557
Total provisions	57,434	57,721

5.6 Financing Arrangements

The Council has the following funding arrangements in place as at 30 June 2022.

Bank overdraft	5,000	5,000
Credit card facilities	550	-
Total facilities	5,550	5,000

Unused facilities	5,550	5,000
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5.7 Commitments for expenditure

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.

(a) Commitments for expenditure

2022	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
IT	717	238	-	-	955
Recycling and Waste Management	1,389	2,399	1,199	-	4,987
Facilities maintenance	267	49	-	-	317
Open space and parks management	1,421	2,477	-	-	3,898
Consultancies	87	98	-	-	186
Cleaning contracts for council buildings	706	-	-	-	706
Roads	103	-	-	-	103
Other	1,712	1,867	-	-	3,580
Total	6,402	7,129	1,199	-	14,731
Capital					
Buildings	90,242	-	-	-	90,242
Other	11,348	-	-	-	11,348
Total	101,590	-	-	-	101,590

2021	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
IT	14,574	474	206	-	15,254
Recycling and Waste Management	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	-	3,721
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

(b) 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:

	2022	2021
	\$'000	\$'000
Not later than one year	1,716	1,678
Later than one year and not later than five years	3,908	4,066
Later than five years	1,843	2,192
	7,467	7,936

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.

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 assets.

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 2020	4,867	45	716	5,628
Additions	738	66	-	803
Amortisation charge	(3,014)	(41)	(146)	(3,201)
Balance at 30 June 2021	2,590	70	570	3,230
Balance at 1 July 2021	2,590	70	570	3,230
Additions	506	26	-	532
Amortisation charge	(2,532)	(48)	(146)	(2,725)
Balance at 30 June 2022	564	49	425	1,038

Lease Liabilities

	2022 \$'000	2021 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,091	2,756
One to five years	742	555
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	1,834	3,310
Lease liabilities included in the Balance Sheet at 30 June:		
Current	369	2,835
Non-current	692	558
Total lease liabilities	1,061	3,392

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.

Expenses relating to:

Short-term leases	2,035	1,383
Leases of low value assets	3	1
Total	2,038	1,384

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	0	1
Later than one year but not later than five years	2	2
Total Lease commitments	2	3

Note 6: Assets we manage

6.1 Non current assets classified as held for sale

	2022 \$'000	2021 \$'000
Cost of acquisition	19,827	-
Capitalised development costs (eg roads, drainage)	-	-
Borrowing costs capitalised during development	-	-
Total non-current assets classified as held for sale	19,827	-
Capitalisation rate used in the allocation of borrowing costs	0%	0%

Non current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal and are not subject to depreciation.

Non current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable, and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 Property, Infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2021	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	Assets Held for Sale	Carrying amount 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property - Land	881,805	1,600	13,667	219,268	-	(5,480)	(5,553)	10,078	(7,282)	1,108,103
Property - Buildings	473,508	11,829	845	32,277	(12,846)	(3,589)	(9,117)	1,391	(12,545)	481,754
Plant and equipment	30,165	4,108	-	-	(6,786)	(597)	(493)	628		27,025
Infrastructure	1,697,995	31,920	64,816	601,326	(50,559)	(6,740)	158	610		2,339,528
Work in progress	75,308	146,281					(1,326)	(12,707)		207,556
	3,158,783	195,738	79,328	852,871	(70,190)	(16,406)	(16,331)	-	(19,827)	4,163,968

Summary of Work in Progress

	Opening WIP	Additions	Write-off	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	39,731	79,417	(435)	(11,469)	107,244
Plant and equipment	6,488	6,503	(34)	(628)	12,329
Infrastructure	29,089	60,361	(857)	(610)	87,983
Total	75,308	146,281	(1,326)	(12,707)	207,556

(a) Property

	Land - specialised	Land - non specialised	Land under roads	Total Land	Heritage buildings	Buildings - specialised	Buildings non specialised	Leasehold improvements	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	801,435	42,544	37,828	881,805	113,897	536,154	8,513	3,842	662,406	39,731	1,583,943
Accumulated depreciation at 1 July 2021	-	-	-	-	(49,666)	(134,309)	(2,575)	(2,348)	(188,898)	-	(188,898)
	801,435	42,544	37,828	881,805	64,231	401,845	5,938	1,493	473,508	39,731	1,395,045
Movements in fair value											
Additions	1,600	-	-	1,600	53	11,765	-	11	11,829	79,417	92,846
Contributions	13,667	-	-	13,667	-	845	-	-	845	-	14,512
Revaluation	215,928	4,653	(1,313)	219,268	4,651	30,161	(2,535)	-	32,277	-	251,545
Disposal	-	(5,480)	-	(5,480)	(2,150)	(934)	(1,088)	-	(4,172)	-	(9,652)
Write-off and Adjustments	(5,554)	-	-	(5,553)	-	(9,119)	1	-	(9,117)	(435)	(15,106)
Transfers (inc Asset Held for Sale)	3,165	(369)	-	2,796	-	(9,798)	(1,356)	-	(11,154)	(11,469)	(19,827)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
	228,806	(1,196)	(1,313)	226,297	2,554	22,920	(4,979)	11	20,507	67,513	314,317
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	-	(2,402)	(9,919)	(206)	(319)	(12,846)	-	(12,846)
Accumulated depreciation of disposals	-	-	-	-	199	345	39	-	583	-	583
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	(2,202)	(9,574)	(168)	(319)	(12,263)	-	(12,263)
At fair value 30 June 2022	1,030,242	41,349	36,514	1,108,105	116,451	559,074	3,536	3,853	682,914	107,244	1,898,263
Accumulated depreciation at 30 June 2022	-	-	-	-	(51,868)	(143,883)	(2,743)	(2,667)	(201,161)	-	(201,161)
Carrying amount	1,030,242	41,349	36,514	1,108,105	64,583	415,191	793	1,185	481,752	107,244	1,697,101

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	38,481	17,146	36,948	6,488	99,063
Accumulated depreciation at 1 July 2021	(16,875)	(13,085)	(32,451)	-	(62,411)
	21,606	4,061	4,497	6,488	36,652
Movements in fair value					
Additions	3,378	35	695	6,503	10,611
Contributions	-	-	-	-	-
Revaluation	-	-	-	-	-
Disposal	(1,666)	-	(42)	-	(1,708)
Write-off and Adjustments	193	(670)	(16)	(34)	(527)
Transfers	-	-	628	(628)	-
Impairment losses recognised in operating result	-	-	-	-	-
	1,905	(635)	1,264	5,842	8,376
Movements in accumulated depreciation					
Depreciation and amortisation	(3,816)	(651)	(2,318)	-	(6,786)
Accumulated depreciation of disposals	1,069	-	42	-	1,111
Impairment losses recognised in operating result	-	-	-	-	-
	(2,747)	(651)	(2,276)	-	(5,675)
At fair value 30 June 2022	40,386	16,511	38,212	12,329	107,439
Accumulated depreciation at 30 June 2022	(19,622)	(13,736)	(34,727)	-	(68,085)
Carrying amount	20,764	2,775	3,485	12,329	39,354

(c) Infrastructure

	Road Seal and Road Pavement	Footpaths and cycleways	Drainage	Recreational, leisure and community facilities	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 2021	949,796	305,083	779,890	181,667	252,250	219,971	110,762	29,089	2,828,507
Accumulated depreciation at 1 July 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
Movements in fair value									
Additions	11,916	7,377	404	6,214	4,161	733	1,115	60,361	92,281
Contributions	12,529	11,040	19,406	8,988	5,505	1,783	5,566	-	64,816
Revaluation	127,009	264,357	100,980	-	105,291	3,689	-	-	601,326
Disposal	(12,333)	(3,030)	(1,507)	(52)	(905)	(900)	-	-	(18,727)
Write-off and Adjustments	695	(112)	(9,410)	(196)	9,181	0	(1)	(857)	(699)
Transfers	-	-	-	610	-	-	-	(610)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	139,817	279,632	109,875	15,563	123,233	5,304	6,680	58,894	738,999
Movements in accumulated depreciation									
Depreciation and amortisation	(15,245)	(6,375)	(9,285)	(7,397)	(3,584)	(4,641)	(4,032)	-	(50,559)
Accumulated depreciation of disposals	8,246	2,342	441	31	612	314	-	-	11,987
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	(7,000)	(4,032)	(8,844)	(7,366)	(2,971)	(4,327)	(4,032)	-	(38,572)
At fair value 30 June 2022	1,089,612	584,716	889,764	197,230	375,483	225,276	117,442	87,983	3,567,506
Accumulated depreciation at 30 June 2022	(392,715)	(156,277)	(195,397)	(83,521)	(148,375)	(90,387)	(73,323)	-	(1,139,994)
Carrying amount	696,898	428,439	694,367	113,709	227,108	134,888	44,119	87,983	2,427,512

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.

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit
Land & land improvements		
Land		1,000
Buildings		
Buildings – Total cost of structure	20 - 150 years	10,000
Structure	50 - 155 years	1,000
Sub Structure	50 - 150 years	1,000
Fitout	20 - 70 years	1,000
Roof	40 - 140 years	1,000
Mechanical Services	20 - 60 years	1,000
Hydraulic Services	50 - 100 years	1,000
Electrical Services	25 - 50 years	1,000
Floor Coverings	13 - 30 years	1,000
Security Services	15 - 20 years	1,000
Transport Services (Lifts Escalators)	60 - 100 years	1,000
Building Improvements	50 years	1,000
Leasehold Improvements	10 years	1,000
Plant and Equipment		
Heavy Plant and Equipment, Commercial Vehicles	10 years	1,000
Personal Computers	3 years	1,000
Computer Equipment	4-5 years	1,000
Software	4-5 years	1,000
Light Motor Vehicles	5-7 years	1,000
Fixtures and Fittings	10 years	1,000
Infrastructure		
Road Spray Seal	40 years	1,000
Road Asphalt Seal	30 years	1,000
Road Pavement	250 years	1,000
Drainage	40-100 years	1,000
Kerbs and Channel	60 years	1,000
Footpaths and Bike paths	50 years	1,000
Recreation	7-80 years	1,000
Airspace		1,000
Right of Use Assets	As per lease term	1,000

During the 2021-22 assessment of the fair value of infrastructure assets the useful lives and the remaining service potential of certain asset classes have been revised. The following table outlines the revised depreciation periods. The 2022-23 depreciation expense is not expected to materially change because of this reassessment.

	Depreciation period to 30 June 2022	Depreciation period from 1 July 2022
Drainage	40-100 years	50-110 years
Kerb and Channel	60 years	60-80 years
Footpaths and Bike paths	50 years	14-65 years
<i>Concrete</i>	<i>50 years</i>	<i>50 years</i>
<i>Asphalt</i>	<i>50 years</i>	<i>30 years</i>
<i>Gravel</i>	<i>50 years</i>	<i>14 years</i>
<i>Brick/CAA</i>	<i>50 years</i>	<i>65 years</i>

Land under roads

Council recognises land under roads acquired 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

During 2021-22 a revaluation of land was undertaken by Opteon AAPI CPV Member no 63379 and a desktop valuation of buildings was undertaken by APV. The valuation of land and building 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.

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. An indexed based revaluation was conducted in the current year, this valuation was based on Rawlinson, a full revaluation of these assets will be conducted in accordance Council Asset Revaluation Procedure.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Non-specialised land	-	41,349	-	Jun-22
Specialised land	-	-	1,030,242	Jun-22
Land under roads	-	-	36,514	Jun-22
Heritage Buildings	-	-	64,583	Jun-22
Specialised buildings	-	-	415,191	Jun-22
Non-specialised buildings	-	793	-	Jun-22
Leasehold improvements	-	-	1,185	Various
Total	-	42,141	1,547,715	

Valuation of infrastructure

During 2021-22, Council engaged the services of APV Valuers & Asset Management to complete a desktop revaluation of infrastructure asset groups. For all key infrastructure classes, the desktop revaluation was completed in 2021-22 with smaller infrastructure asset classes to be revalued in 2022-23 financial year.

The last independent revaluation of Drainage assets was April 2018, Kerb and Channel and Footpaths April 2019.

The desktop revaluation assessment included a review of unit rates and the useful lives.

The City has observed an increase in the current replacement cost of infrastructure assets due to rising costs of material, services and labour. The higher unit rates used in the valuation process has contributed to the revaluation increment brought to account in 2021-22.

The revaluation exercise identified certain asset classes to have a longer remaining service potential. Condition audit sampling was undertaken by the City's asset management engineers who are degree qualified.

The date of the current valuation is detailed in the following table. a full revaluation of these assets will be conducted in 2022/23.

The valuation is at fair value based on current 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 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Road (Pavement and Seal)	-	-	696,898	Jun-22
Footpaths and bike paths	-	-	428,439	Jun-22
Drainage	-	-	694,367	Jun-22
Kerb and Channel	-	-	227,108	Jun-22
Roads Other	-	-	134,888	Jun-22
Other Infrastructure	-	-	44,119	2013
Recreation, Leisure and Community	-	-	113,709	2013
Total	-	-	2,339,529	

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. The majority of our land values range between \$1 and \$6,060.61 per square metre.

Specialised buildings are valued using a current 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 \$342 to \$36,750 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 current 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 250 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.

	2022	2021
Reconciliation of specialised land	\$'000	\$'000
Land under roads	36,514	37,828
Parks and reserves	1,030,242	801,434
Total specialised land	1,066,756	839,262

6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:

	2022	2021
	\$'000	\$'000
Geelong Regional Library Corporation	9,119	9,327

Geelong Regional Library Corporation

Principal activity is to provide Library Services to member municipalities. Council holds 88.3% (2020-21 89.52%) 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. The Geelong Regional Library is Incorporated in Australia.

Fair value of Council's investment in Geelong Regional Library Corporation	9,119	9,327
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Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	5,991	6,066
Reported surplus(deficit) for year	(208)	(74)
Council's share of accumulated surplus(deficit) at end of year	<u>5,783</u>	<u>5,991</u>

Movement in carrying value of specific investment

Carrying value of investment at start of year	9,327	9,401
Share of surplus(deficit) for year	(208)	(74)
Carrying value of investment at end of year	<u>9,119</u>	<u>9,327</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.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Note 7: People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key management personal

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Greater Geelong City Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

	2022	2021
Councillors		
Cr Stephanie Asher (Mayor)		
- Mayor 1/07/2021 to 14/01/2022;		
- On leave of absence for the period 15/01/2022 to 31/05/2022		
- Mayor 01/06/2022 to 14/06/2022		
- Stepped down from Mayor and became Councillor 15/06/2022 to 30/06/2022.		
Cr Trent Sullivan (Deputy Mayor)		
- Deputy Mayor 1/07/2021 to 14/01/2022;		
- Mayor 15/01/2022 to 31/05/2022;		
- Deputy Mayor 1/06/2022 to 30/06/2022.		
- Mayor 15/06/2022 and 16/06/2022		
Cr Peter Murrhly - Councillor 01/07/2021 to 16/06/2021; Mayor 17/06/2022 to 30/06/2022.		
Cr Anthony Aitken		
Cr Bruce Harwood		
Cr Kylie Grzybek		
Cr Eddy Kontelj		
Cr Sarah Mansfield		
Cr Jim Mason		
Cr Belinda Moloney		
Cr Ron Nelson		
Total Number of Councillors	11	12
Chief Executive Officer and other Key Management Personnel		
Chief Executive Officer		
Director City Planning & Economy		
Director City Services		
Director Community Life		
Director Customer & Corporate Services		
Director Strategy, People & Performance		
Total of Chief Executive Officer and other Key Management Personnel	6	8
Total Number of Key Management Personnel	17	20

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2022	2021
	\$'000	\$'000
Short-term benefits	2,328	2,445
Long-term benefits	47	50
Post employment benefits	173	184
Termination benefits	-	333
Total	2,548	3,012

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2022	2021
	No.	No.
\$10,000 - \$19,999	-	1
\$20,000 - \$29,999	-	1
\$30,000 - \$39,999	8	9
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	-	-
\$60,000 - \$69,999	-	-
\$70,000 - \$79,999	2	-
\$80,000 - \$89,999	-	-
\$90,000 - \$99,999	-	-
\$100,000 - \$109,999	-	1
\$270,000 - \$279,999	-	-
\$280,000 - \$289,999	-	-
\$290,000 - \$299,999	-	4
\$300,000 - \$309,999	-	1
\$310,000 - \$319,999	2	-
\$320,000 - \$329,999	3	-
\$430,000 - \$439,999	-	1
\$450,000 - \$459,999	1	-
\$550,000 - \$559,999	-	1
	17	20

(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:

Income Range:	2022 No.	2021 No.
\$151,000 - \$159,999	12	10
\$160,000 - \$169,999	8	7
\$170,000 - \$179,999	7	7
\$180,000 - \$189,999	9	8
\$190,000 - \$199,999	4	5
\$200,000 - \$209,999	5	7
\$210,000 - \$219,999	2	3
\$220,000 - \$229,999	1	1
\$230,000 - \$239,999	2	2
\$240,000 - \$249,999	1	1
\$250,000 - \$259,999	1	1
\$300,000 - \$309,999	1	1
	53	53
Total Remuneration for the reporting year for Seniors Officers included above	9,782	9,961

Note: The FY2021 remuneration figures have been restated to include 5 senior officers whose remuneration was greater than \$151,000 that were missed from FY2021 reporting.

7.2 Related party disclosures

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

- Contributions are paid by the Greater Geelong City Council to the Geelong Regional Library Corporation. (Refer to Note 6.3).
- Payment of \$15.9K were made to Dal Gourmet Café for which a Councillor is the Treasurer on Committee of Management.
- Payment of \$221K was mad to William Adam Pty LTD for which a Councillor is the Director
- A close family member of the CEO holds the position of Manager Strategic Engagement at Bethany Group. Bethany Group is a supplier of services to Council, for 2021-22 financial year there were only two transactions to the total value of \$2,535.

(b) Outstanding balances with related parties

There are no outstanding balances in existence with related parties.

(c) Loans to/from related parties

There are no loans in existence with related parties.

(d) Commitments to/from related parties

There are no commitments in existence with related parties.

Note 8: Managing uncertainties

8.1 Contingent assets and 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.

(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.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

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.

Landfill

Council operates one landfill. Council acknowledges a future obligation for rehabilitation, after care and future contamination liability for its two landfill sites (including Corio landfill which is closed) in accordance with the requirements set out by the Environment Protection Authority. Council is required to provide financial assurance to EPA, this assurance includes the bank guarantee to a value of \$3.7m for the remedial component of both landfills. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 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. The 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 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 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment products;
- 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.

(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 + 1% and -1% in market interest rates (AUD) from year-end rates of 0.85%.

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 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

(a) Asset revaluation reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
2022			
Property			
Land & Buildings	855,376	251,540	1,106,916
	855,376	251,540	1,106,916
Infrastructure			
Roads	250,567	130,702	381,269
Kerb & Channel and Paths	33,353	369,648	403,001
Drainage	257,002	100,980	357,982
	540,922	601,330	1,142,252
Total asset revaluation reserves	1,396,298	852,870	2,249,168
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

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

(b) Other Reserves

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Annual Reallocations	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Car Parking Reserve	200	-	-	-	200
Public Open Space Reserve	7,475	9,423	269	-	16,630
Main Drainage Reserve	-	21	21	-	-
Deferred Works Reserve	27,027	14,303	-	-	41,330
Asset Development Reserve	(240)	-	-	-	(240)
Asset Redevelopment Reserve	209	-	-	-	209
DCP Reserve - Jetty Road Stage 1	(976)	2	(2,377)	(22)	(3,372)
DCP Reserve - Armstrong Creek East Precinct	5,827	8,120	-	-	13,947
DCP Reserve - Armstrong Creek West Precinct	14,388	8,366	3,039	-	19,714
DCP Reserve - Armstrong Creek HBP	(2,783)	8,971	5,433	(625)	131
DCP Reserve - Armstrong Creek Town Centre	(4,575)	-	(523)	-	(4,052)
DCP Reserve - Armstrong Creek South Precinct	231	3,620	-	-	3,851
DCP Reserve - Ocean Grove Growth Area	2,662	168	-	-	2,830
DCP Reserve - Lara West	4,094	2,651	134	-	6,611
Armstrong Creek Public Open Space	4,257	43	-	-	4,300
S173 - Lonsdale Golf Club	67	-	-	-	67
Water Quality Levy	2,601	-	15	-	2,586
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	(315)	139	-	-	(176)
S173 - Wandana Heights Estate	562	-	-	-	562
S173 - Clifton Springs DP023	37	-	-	-	37
S173 - Fyansford DP016	186	-	-	-	186
S173 - Drysdale Walk DP024	192	272	-	-	464
S173 Reserve - Trethowan Ave SIFA	-	1,308	-	-	1,308
S173 Reserve - Ash Rd	-	(371)	-	-	(371)
S173 Reserve - Leopold	-	295	-	-	295
S173 Reserve - Portarlington	-	60	-	-	60
DCP Reserve - Central Road Drysdale	-	-	757	-	(757)
Total Other reserves	62,910	57,392	11,522	(647)	108,133
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

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 2020. 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).

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2022	2021
	\$'000	\$'000
Surplus/(deficit) for the year	141,428	141,556
Depreciation/amortisation	73,302	71,869
Profit/(loss) on disposal of property, infrastructure, plant and equipment	3,579	995
Capital works reclassified as expense	16,372	5,772
Other Non Cash Items	-	436
Contributions - Non-monetary assets	(79,321)	(98,699)
Share of net loss of associates	-	74
Finance Costs	2,836	3,084
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(2,607)	(10,239)
(Increase)/decrease in prepayments & accrued income	(1,542)	617
Increase/(decrease) in unearned income	9,450	6,459
Increase/(decrease) in trade and other payables	4,710	820
(Decrease)/increase in other liabilities	(260)	(27)
(Increase)/decrease in inventories	(614)	21
Increase/(decrease) in provisions	(287)	2,526
Net cash provided by/(used in) operating activities	167,046	125,263

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 the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

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 Greater Geelong City 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.

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.

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

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

- Net investment returns 5.5% pa
- Salary information 2.5%pa to 30 June 2023, and 3.5%pa thereafter
- Price inflation (CPI) 3.0% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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

(a) Regular contributions

On the basis of the results of the 2021 interim 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 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). 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.

(b) 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 2021 interim actuarial investigation

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. An interim investigation was conducted as at 30 June 2021 and the last 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:

	2021 (Interim) \$m	2020 (Triennial) \$m
- A VBI Surplus	214.7	100.0
- A total service liability surplus	270.3	200.0
- A discounted accrued benefits surplus	285.2	217.8

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 2021.

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 2021.

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 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$'000	2021 \$'000
Vision super	Defined benefits	10.0% (2021:9.5%)	710	717
Vision super	Accumulation	10.0% (2021:9.5%)	7,846	7,709

Council has not paid unfunded liability payments to Vision Super during the 2021/22 year and during the 2020/21 year.

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$705K

Note 10: Change in accounting policy

There have been no changes to accounting policies in the 2021-22 year.

CONTACT US

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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