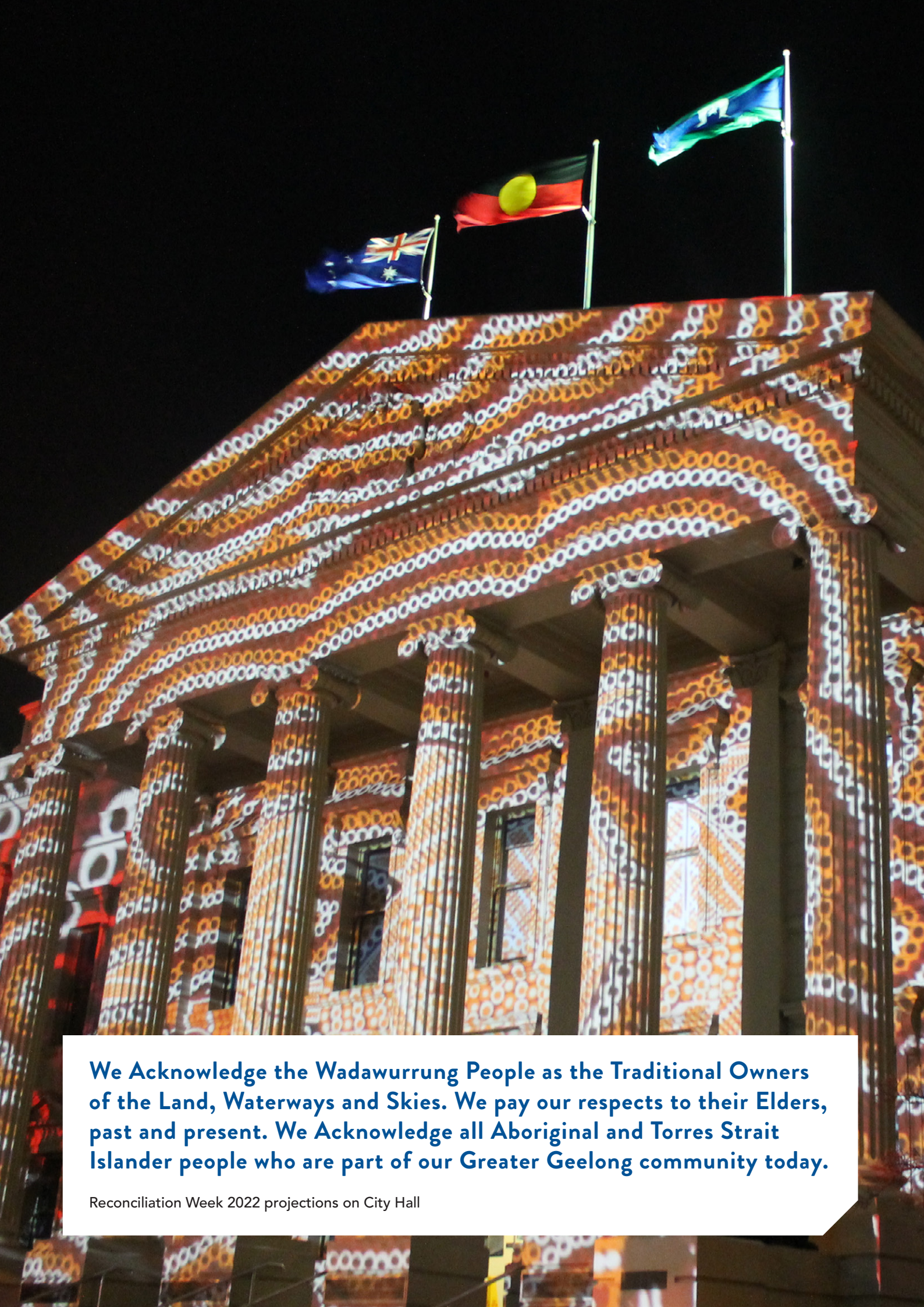


THE CITY OF GREATER GEELONG

ANNUAL REPORT SUMMARY 2021-22





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.

Reconciliation Week 2022 projections on City Hall

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ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2021–22*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- our response to the coronavirus pandemic
- what we've achieved in 2021–22, as it applies to our council plan strategic priorities.

For the full details of our 2021–22 performance, download the complete annual report at www.geelongaustralia.com.au/annualreport.

INTRODUCTION

The City of Greater Geelong Annual Report Summary 2021–22 provides an overview of our performance from 1 July 2021 to 30 June 2022.

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.



270,766
2021 ESTIMATED
RESIDENT
POPULATION



2.41
AVERAGE
HOUSEHOLD SIZE



3,562
ABORIGINAL AND
TORRES STRAIT
ISLANDER PEOPLES



19,604
BUSINESSES



39
MEDIAN AGE



3.6 MILLION
VISITORS TO
THE REGION



1.97%
POPULATION
GROWTH RATE
(2020–21)



133 KM
OF COASTLINE



17.7%
POPULATION
BORN OVERSEAS



1,335 HECTARES
PROTECTED NATURAL
HABITAT



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 sectors 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.

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

² Source: Australian Bureau of Statistics

³ Source: National Skills Commission

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.




CR PETER MURRIHY
MAYOR




KAARINA PHYLAND
ACTING CHIEF EXECUTIVE
OFFICER

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

OUR STRATEGIC DIRECTIONS

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



FAST FACTS

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



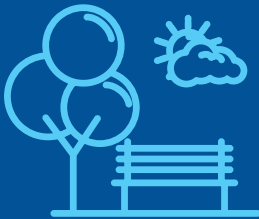
6,900

tonnes compost produced from garden organics



95,537

home care services provided



30

new public open space reserves



1,726

planning permit applications received



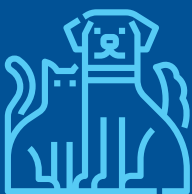
3,392

birth notifications



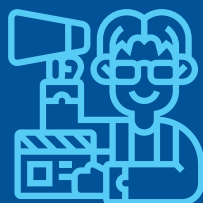
50

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 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 1):

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



Figure 1: Ward map of the City of Greater Geelong

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 Murrhly was elected Mayor at a special meeting on 17 June 2022.



CR PETER MURRIHY
Mayor
Brownbill Ward

PORTFOLIOS:

- Arts, Live Entertainment and Hospitality
- Economic Development (Chair)
- Heritage (Chair)
- Leisure and 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



CR TRENT SULLIVAN
Deputy Mayor
Bellarine Ward

PORTFOLIOS:

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

COMMITTEES:

- Bellarine Multi Arts Facility (Potato Shed) (Chair)
- 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

PORTFOLIOS:

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

COMMITTEES:

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



CR STEPHANIE ASHER
Bellarine Ward

PORTFOLIOS:

- Finance
- Sustainability Performance (Chair)

COMMITTEES:

- Sustainable Advisory Committee (Chair)



CR KYLIE GRZYBEK
Windermere Ward

PORTFOLIOS:

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

COMMITTEES:

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

COMMITTEES:

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



CR EDDY KONTELJ
Brownbill Ward

PORTFOLIOS:

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

COMMITTEES:

- Geelong Major Events



CR SARAH MANSFIELD
Brownbill Ward

PORTFOLIOS:

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

COMMITTEES:

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



CR JIM MASON AM
Bellarine Ward

PORTFOLIOS:

- Aboriginal Affairs (Chair)
- Citizenship and Community Engagement
- Creative Communities and Culture
- Diversity, Inclusion and LGBTQ+
- Environment (Chair)
- Leisure and Recreation
- Multicultural Affairs (Chair)
- Rural and 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 Karrenga) Aboriginal Advisory Committee (Chair)
- Multicultural Action Plan Committee (Chair)
- Rural and Peri-Urban Advisory Committee (Chair)



CR BELINDA MOLONEY
Kardinia Ward

PORTFOLIOS:

- Climate Change Action (Chair)
- Circular Economy (Waste Management) (Chair)
- City Works, Parks and Gardens
- Community Health and Aged Care
- Environment
- Heritage
- Multicultural Affairs
- Rural and 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 LEADERSHIP TEAM

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

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



MARTIN CUTTER
Chief Executive Officer*

- Manages day-to-day operations in line with *Our Council Plan 2021–25*.
- Implements Council's funding priorities
- Transformation and City Vision
- Corporate Affairs
- Governance
- Internal Ombudsman
- Mayor and Councillor Support



KAREN OLESNICKY
Acting Director Customer and Corporate Services**

- Business Process Improvement
- Civic Accommodation
- Customer Service
- Digital Information and Technology
- Financial Services
- Integrity and Risk
- Legal Services
- Property, Procurement and Assets



KAARINA PHYLAND
Director Strategy, People and Performance

- Enterprise Change Management Office
- Enterprise Project Management Office
- Health, Safety and Wellbeing
- Organisation Design
- People Partners
- People Shared Services
- Policy and Workplace Relations
- Strategy, Commercials and Partnerships
- Talent, Capability and Employee Experience



GARETH SMITH
Director City Planning and Economy

- Arts and Culture
- City Development
- Economy, Place and Events
- Planning and Growth
- Smart City
- Tourism
- Urban Design and Heritage



ROBYN STEVENS
Director Community Life

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



GUY WILSON-BROWNE
Director City Services

- Capital Projects
- City Works
- Emergency Services
- Engineering Services
- Environment and Waste Services
- Health and Local Laws
- Parks and Gardens

*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 2: Our leadership team 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

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.



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 EVALUATION FRAMEWORK

We are currently developing a Theory of Change (ToC) for each of the health and wellbeing priority areas. Combined with tracking the following indicators, the ToC 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.



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.

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**



KEY ACTIONS TO SUPPORT HEALTH AND WELLBEING

The following highlights some of the key actions from *Our Community Plan 2021–25* and other achievements for each health and wellbeing priority. More information on these and other actions supporting health and wellbeing is outlined in the 'Our Performance' section of the complete annual report at www.geelongaustralia.com.au/annualreport.

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

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	
Plant more trees through the Urban Forest Strategy and create opportunities for community planting	2
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
Implement a pilot food waste collection service for residents	2



ACHIEVEMENT: Working with the community to improve the accuracy of local weather data through the Weather Together project

Health Priority 2: Increasing healthy eating

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



ACHIEVEMENT: Providing free information sessions in meal planning and food preparation

Health Priority 3: Increasing active living

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



ACHIEVEMENT: Partnering with Lazy Sneakers to support aspiring athletes in need to reach their potential

Health Priority 4: Demonstrating and promoting gender equity practices

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	
Partner with key stakeholders and community safety networks to develop a community safety framework	1
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
Implement the Gender Impact Analysis tool across a range of community focused services	1
Explore a range of opportunities to embed the City's social equity principles across a range of community focused services	1
Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis	1



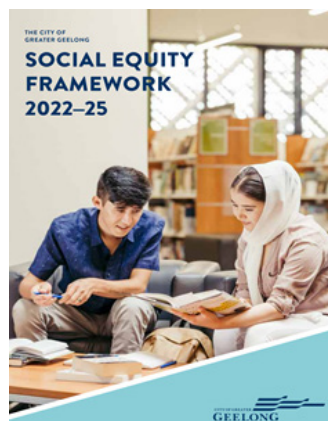
ACHIEVEMENT: Celebrating the contributions and leadership roles of local women with the annual Women in Community Life Awards

Health Priority 5: Improving mental wellbeing and social connections

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



ACHIEVEMENT: Concept designs for the new Armstrong Creek Library and Community Hub celebrating Wadawurrung culture



ACHIEVEMENT: Delivery of our *Social Equity Framework 2022–25* to support fair and equitable access to the City's services and facilities

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 Waurm 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 3: Key Capital Projects 2021–22

HOW WE PLAN

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

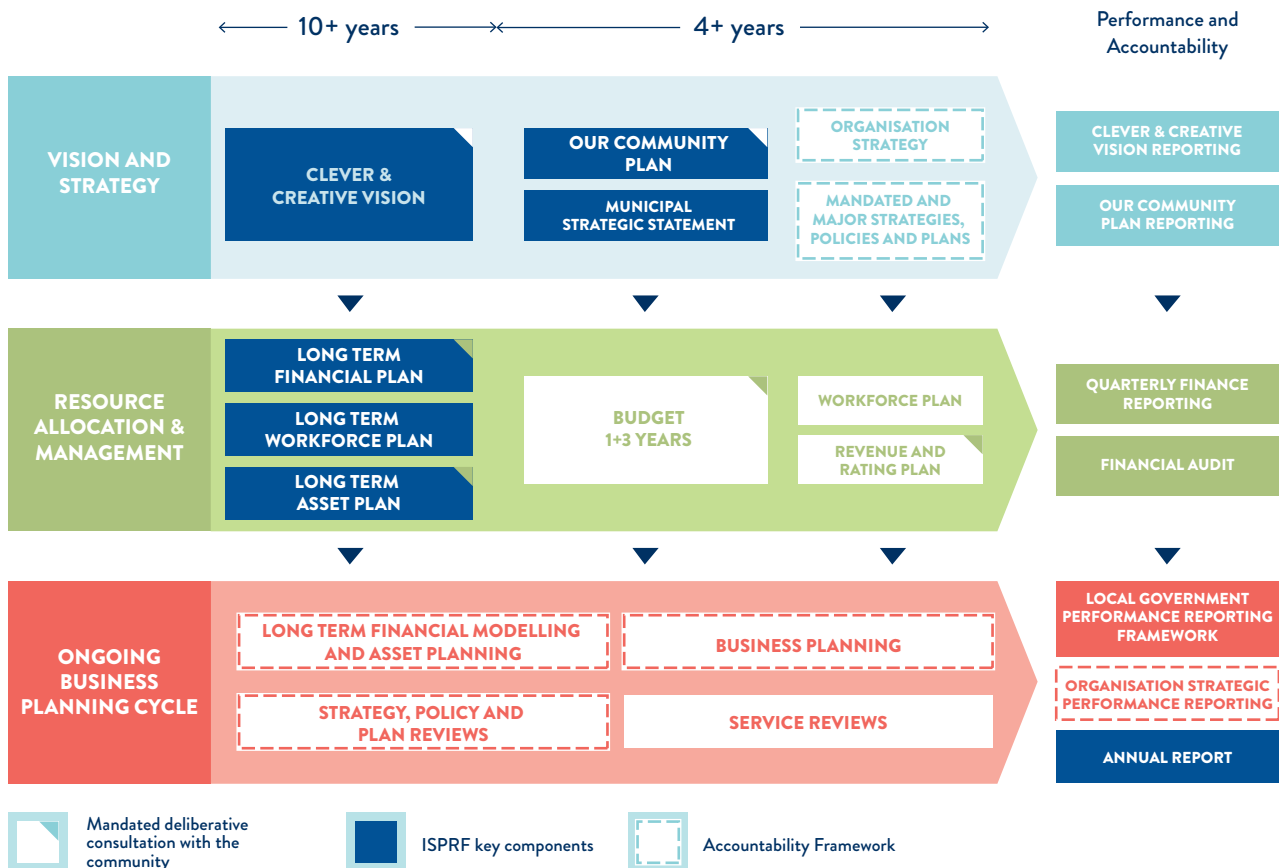


Figure 4: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

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 4) 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.

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 averages.

HOW WE SUPPORTED OUR COMMUNITY TO NAVIGATE THE PANDEMIC AND REBOUND FROM ITS IMPACTS IN 2021–22

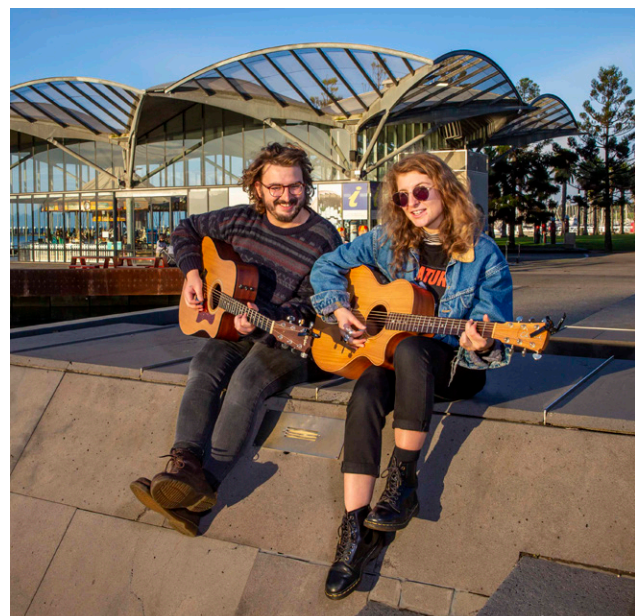
Following multiple support packages worth a total of \$16.9 million in the 2019–20 and 2020–21 financial years, Council approved further support measures in November 2021.

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.



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.

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.

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.

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.

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

TREND	WHAT IT MEANS FOR US	HOW WE NEED TO RESPOND
PANDEMIC RESPONSE AND MANAGEMENT	We must continue to deliver essential services and provide support to address the social and economic impacts of ongoing government restrictions caused by COVID-19.	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 PERFORMANCE

OUR COMMUNITY PLAN HIGHLIGHTS

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.

It is supported by an annual action plan and budget which highlight the actions and initiatives that will take place within the financial year to address our four-year priorities.

The following pages provide a summary of our performance in delivering the *Annual Action Plan 2021–22* and how we are tracking against the indicators.

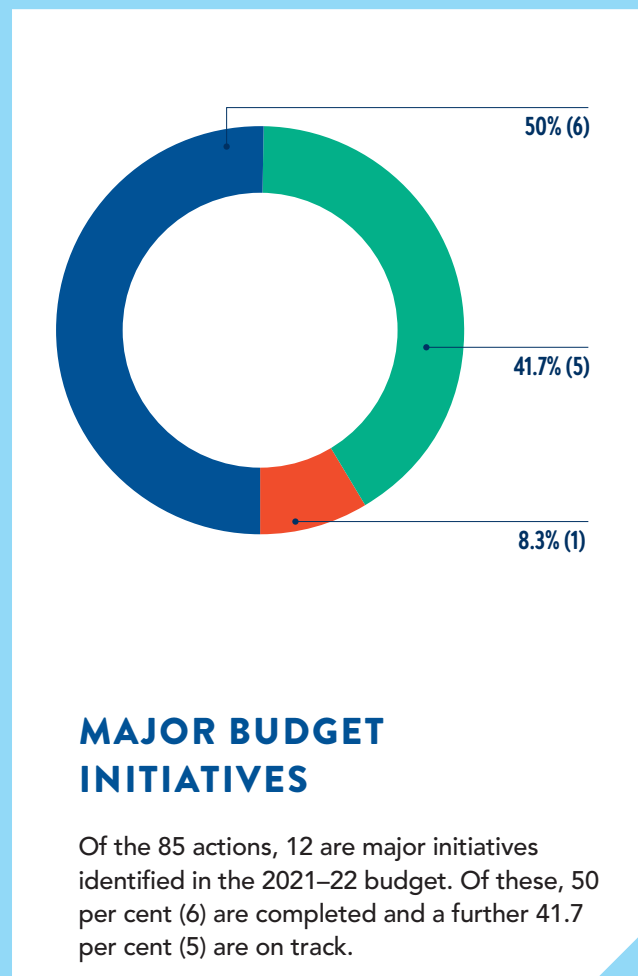
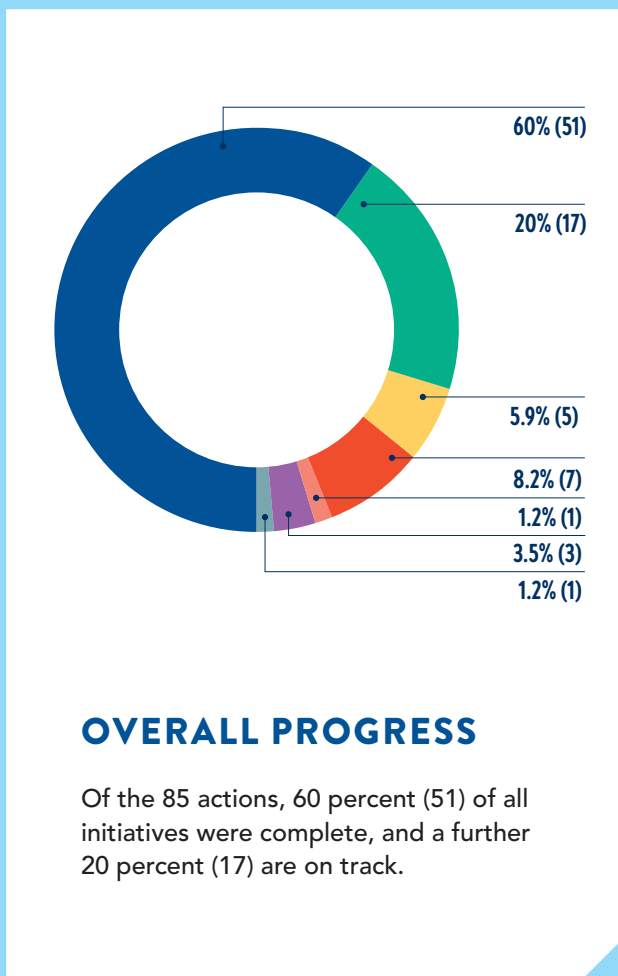


Figure 5: Our Community Plan progress for 2021–22

STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY



LINKS TO CLEVER AND CREATIVE VISION:



People feel safe wherever they are

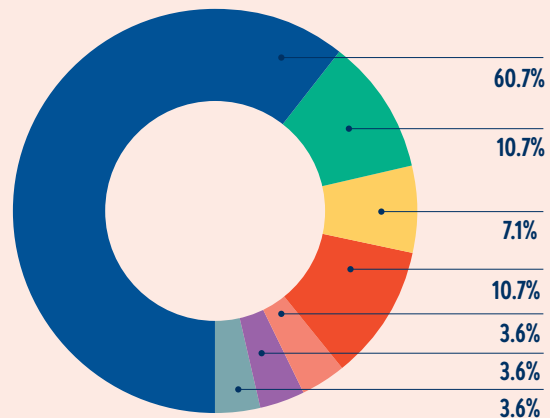


An inclusive, diverse, healthy and socially connected community



Creativity drives culture

Progress of annual actions supporting delivery of Our Community Plan 2021–25



ACHIEVEMENTS

- 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

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
MUNICIPAL		
Proportion of adults experiencing high / very high psychological distress	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	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	Fruit – 46% (2021) / 53% (2017) Vegetables – 15% (2021) / 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.
Family incident rate per 100,000 population for Greater Geelong	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 with the Victorian rate (1,360.4).
Community perception of safety in the area where they live	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)	66% (2021)	<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)	51% (2021)	<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)	56% (2021)	<i>This is a new strategic indicator and therefore no prior year data is available.</i>
CITY OF GREATER GEELONG		
Community satisfaction with support services	Family – 64 (2022) / 66 (2021) Elderly – 63 (2022) / 65 (2021) Disadvantaged – 61 (2022) / 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	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).
Level of agreement that Council infrastructure is equitable	56% (2022)	<i>This is a new strategic indicator and therefore no prior year data is available. Comparison to statewide and Regional Centres average is unavailable.</i>
Level of agreement that Council infrastructure is accessible	63% (2022)	<i>This is a new strategic indicator and therefore no prior year data is available. Comparison to statewide and Regional Centres average is unavailable.</i>
Number of key community infrastructure projects completed	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	64 (2022) / 65 (2021)	Our result was comparable to both statewide and Regional Centres average (65 respectively).

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT



LINKS TO CLEVER AND CREATIVE VISION:



People feel safe wherever they are



A fast, reliable and connected transport network



Creativity drives culture

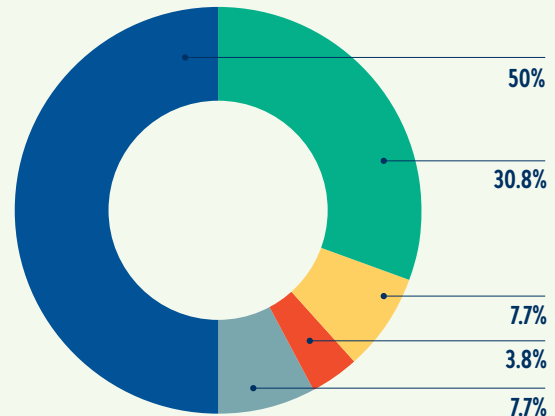


Development and implementation of sustainable solutions



Sustainable development that supports population growth and protects the natural environment

Progress of annual actions supporting delivery of Our Community Plan 2021–25



ACHIEVEMENTS

- We implemented the Armstrong Creek Land Acquisition Program to enable the creation of active open space, drainage and road infrastructure
- Council adopted the *Climate Change Response Plan 2021–30*
- Council adopted the *Sparrovale Ngubitj yoorree Wetlands Master Plan*
- We conducted a trial household food organics collection
- Council adopted the Gordon Avenue and Heritage Core Precincts in the *Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework*
- We delivered three major shared trail projects (East Geelong, Corio and Barwon Heads) and completed feasibility studies for four priority connections
- We completed Stage 1 of the upgrade to LED street lighting with the changeover of residential streetlights and commenced Stage 2 (main roads)

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
MUNICIPAL		
Residential land supply	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	26 years (2022) / 27 years (2020)	There continues to be sufficient long-term industrial land supply.
Diversity of housing supply	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	8.75% journeys (2016)	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	44% (2020)	<i>This is a new strategic indicator and therefore no prior year data is available.</i>
Community greenhouse gas emissions	3,060,000 tonnes CO ₂ -emissions total (2019–20)	Updated data will be available late 2022.
Diversion of waste from landfill	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		
Community satisfaction with planning for population growth	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	21% (2021) / 32% (2020)	There was 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.
Kilometres of bicycle, walking paths and shared paths	84 km bike paths (2022) 1,927 km footpaths (2022) 181 km shared paths (2022)	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.
Community satisfaction with local streets and footpaths	59 (2022) / 60 (2021)	Our result was comparable to both statewide and Regional Centres averages (57 and 59 respectively).
Community satisfaction with sealed local roads	57 (2022) / 62 (2021)	Satisfaction decreased in 2022. Despite this, Geelong rated higher compared to the statewide average and other Regional Centres (53 and 54 respectively).
Quantity of open space	2,459.00 hectares – 495 sites (January 2022) 2,146.79 hectares – 495 sites (January 2021)	There was an approximate 300 hectare increase primarily attributed to the acquisition of Sparrovale Wetlands for development as drainage infrastructure to service the Armstrong Creek Growth Area.
Community satisfaction with appearance of public areas	70 (2022) / 71 (2021)	Our result was comparable with the statewide average (71) but was lower compared to other Regional Centres average (73).
Greenhouse gas emissions generated by City-managed operations	23,057 tonnes CO ₂ -emissions (2021–22)* 32,630 tonnes CO ₂ -emissions (2020–21) *Provisional figure as bill estimations will continue to come in over coming months	Our operational CO ₂ -emissions decreased by 29 per cent over the past 12 months. We signed up to the Victorian Energy Collaboration and now generate zero emissions through our electricity usage. Annual emissions have also decreased with the capture and use of methane from landfill, building efficiency improvements, onsite renewable energy from solar photovoltaic (PV) generation and increasing use of hybrid and low emission vehicles.
Hectares of protected natural habitat	1,335.79 hectares (June 2022) 1,380.80 hectares (June 2021)	While natural habitat on City land increased to 1,434.01 hectares, the handover of Breamlea Flora and Fauna Reserve to Barwon Coast in April resulted in a net loss of 45 hectares.
Number of trees planted	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	70 (2022) / 69 (2021)	Our result was comparable to both the statewide and Regional Centres averages (68 respectively).

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY



LINKS TO CLEVER AND CREATIVE VISION:



A destination that attracts local and international visitors



A leader in developing and adopting technology

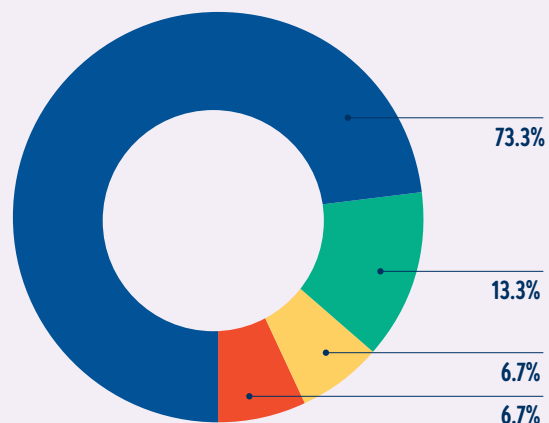


Creativity drives culture



A prosperous economy that supports jobs and education opportunities

Progress of annual actions supporting delivery of *Our Community Plan 2021–25*



ACHIEVEMENTS

- 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 partnered with the Vision Partner Group to deliver the region's new place brand, 'Greater Geelong, Greater Australian Stories'
- We commenced work on developing a 10-year Economic Development Plan
- 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

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
MUNICIPAL		
Number of jobs located in the City of Greater Geelong	120,031 (2020–21) / 118,765 (2019–20)	In 2020–21 there were an estimated 1,266 jobs created in Greater Geelong. 2021–22 update expected early 2023.
Small area* unemployment rates across Greater Geelong	3.0% (March quarter 2022) / 4.6% (March quarter 2021)	The unemployment rate is at historic lows in 2022. June quarter 2022 data available in September 2022.
*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		
Gross Regional Product (GRP)	\$15.4 billion (2020–21) / \$15.0 billion (2019–20)	GRP increased by \$400 million in 2020-21.
Value of non-residential building approvals in City of Greater Geelong	\$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	19,604 (2020–21) / 18,532 (2019–20)	In 2020–21 there were an additional 1,072 businesses.
Tourism Sentiment Index (TSI)	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 this TSI program which only started in the 2021–22 financial year.
Investment in Geelong	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	\$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		
Community satisfaction with business and community development	59 (2022) / 64 (2021)	While satisfaction decreased in 2022, performance was comparable to both statewide and Regional Centres averages (58 respectively).
Return on investment of Geelong major events	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.

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION

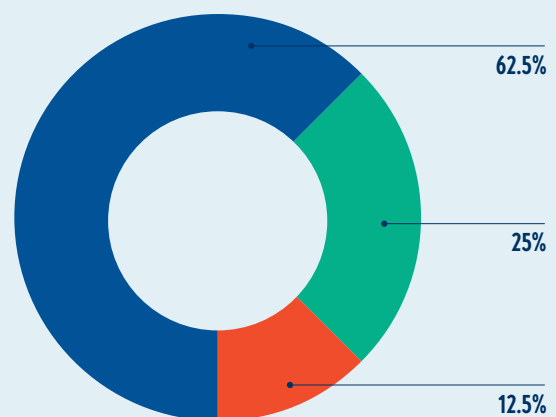


ACHIEVEMENTS

- 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



Progress of annual actions supporting delivery of *Our Community Plan 2021-25*



PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
CITY OF GREATER GEELONG		
Customer complaints resolution completed within 30 days	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	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	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	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).
Community satisfaction with overall council direction	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	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	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)	26.5 LTIFR (2022) 21.4 LTIFR (2021) 34.9 TRIFR (2022) 24.9 TRIFR (2021)	The June 2022 results are up significantly from June 2021 with the LTIFR up 23.7 per cent and the TRIFR up 42 per cent. 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	64.32% – female (June 2022) 35.64% – male (June 2022) 0.04 % – self-described gender (June 2022)	Gender breakdowns 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	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	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	\$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.
Funds from sale of assets	\$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)	\$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	\$2.965 million (2021–22)	Efficiency targets set in the budget have been achieved.
Asset renewal gap and upgrade ratio	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.

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2021–22. For full details, please go to www.geelongaustralia.com.au/annualreport.

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

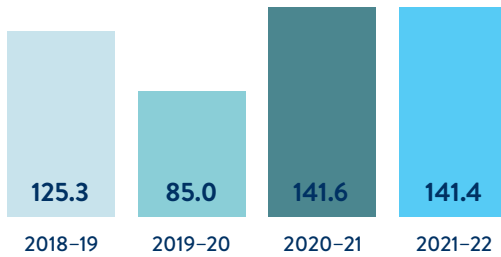


Figure 6: Net result 2018–19 to 2021–22 (\$m)

The net result – that is, income minus expenditure – is shown in Figure 6.

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 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.

TOTAL COMPREHENSIVE RESULTS

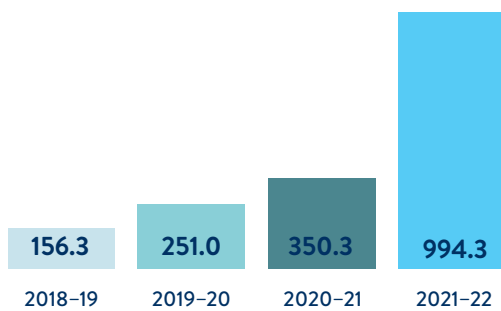


Figure 7: Total comprehensive results 2018–19 to 2021–22 (\$m)

RECURRENT OPERATING RESULTS

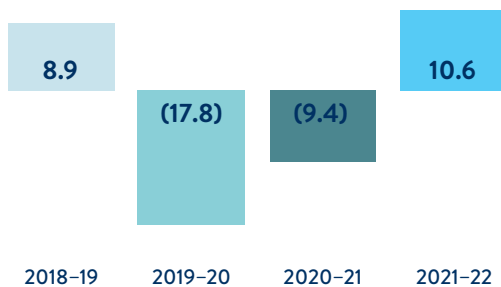


Figure 8: Recurrent operating results 2018–19 to 2021–22 (\$m)

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

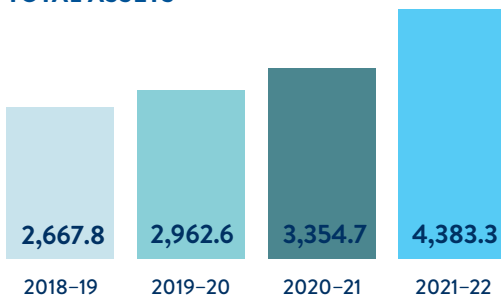


Figure 9: Total assets 2018-19 to 2021-22 (\$m)

INVESTMENTS

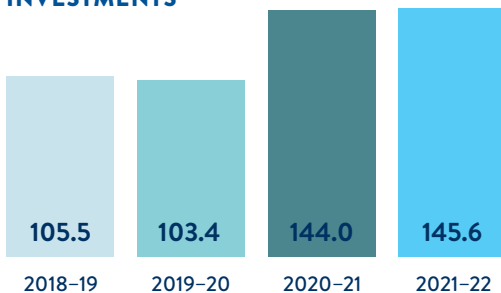


Figure 10: Investments 2018-19 to 2021-22 (\$m)

CAPITAL PROGRAM

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

As Figure 11 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).

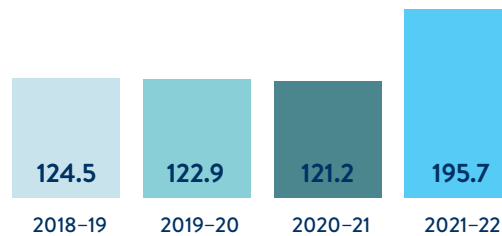


Figure 11: Capital works expenditure 2018-19 to 2021-22 (\$m)

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.

LIABILITES

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

TOTAL LIABILITIES

As Figure 12 shows, total liabilities were \$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.

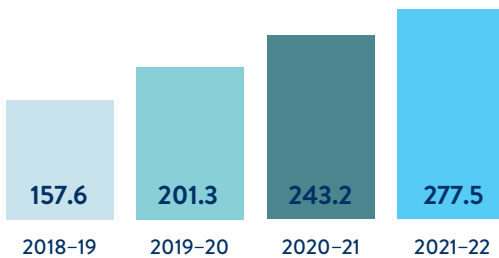


Figure 12: Total liabilities 2018–19 to 2021–22 (\$m)

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.

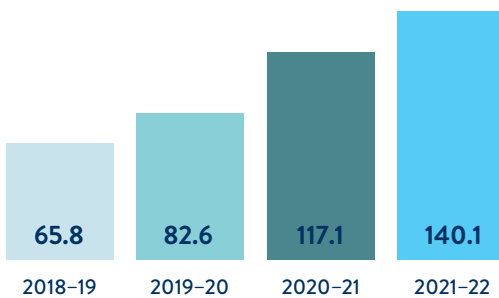


Figure 13: Loans from 2018–19 to 2021–22 (\$m)

DEBT COMMITMENT

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

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

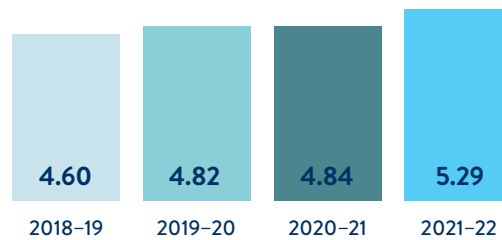


Figure 14: Debt commitment percentage 2018–19 to 2021–22 (%)

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 15 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.

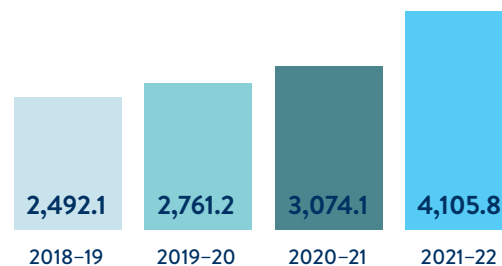


Figure 15: Ratepayer equity 2018–19 to 2021–22 (\$m)

ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2021–22*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- our response to the coronavirus pandemic
- what we've achieved in 2021–22, as it applies to our council plan strategic priorities.

For the full details of our 2021–22 performance, download the complete annual report at www.geelongaustralia.com.au/annualreport.



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



You can also view hard copies at our customer service centres and branches of the Geelong Regional Library Corporation.

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