

THE CITY OF GREATER GEELONG

# ANNUAL REPORT 2022-23



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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, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.**

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# MAYOR AND CEO MESSAGE

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We are pleased to present the City of Greater Geelong's Annual Report for the year ending 30 June 2023.

In an environment where all governments are grappling with rapidly rising costs, there is no doubt it has been a challenging year in a financial sense.

While we've had to work hard to deliver a break-even result, we've done so without compromising our commitment to serving our community through a wide range of essential services and facilities that only local councils can provide.

The Geelong region is experiencing a major transition as our strong population growth continues and our local economy expands and diversifies with remarkable success.

Our aim is to support this transition and ensure we take advantage of the many exciting opportunities it presents, while making decisions in the best interests of the community we serve.

As we all strive towards our 30-year vision for a 'clever and creative' city-region, our aim is to set the City of Greater Geelong up for an economically, environmentally and socially sustainable future.

The pages of this annual report are rich with examples of how we are working towards those goals, and we encourage you to read the report in full.

Our capital works program delivered investment totalling \$174 million for the financial year, providing new and upgraded community facilities and assets vital for a healthy and connected community.

We have made important strides toward ongoing environmental sustainability, continuing our rollout of energy efficient LED streetlights across the region, and reducing our overall carbon emissions.

As each of our major projects have unfolded, we have sought always to engage with the community. A total of 97,788 people visited our online *Have Your Say* platform, in addition to face-to-face engagement across the region.

Internally, we have significantly advanced our *Future Ways of Working* program, making a series of structural changes aimed at allowing us to operate in a more effective and efficient way long into the future.

All of our councillors and employees value the opportunity to serve the wonderful Greater Geelong community and take this responsibility seriously. As Mayor and CEO, we thank them for their contribution during the year, and most importantly, we thank everyone in the community for your passion and dedication to seeing Greater Geelong thrive.



Kaarina Phyland – Acting Chief Executive Officer and Cr Trent Sullivan – Mayor

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

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# INTRODUCTION

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At the City of Greater Geelong, we are committed to working together for a thriving community.

The *City of Greater Geelong Annual Report 2022–23* provides our community with a comprehensive account of our performance from 1 July 2022 to 30 June 2023.

## Our City

The City of Greater Geelong is the second-largest city in Victoria. 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.

Geelong is on Wadawurrung Country. Wadawurrung Country covers over 10,000 square kilometres, from the Great Dividing Range in the north, to the coast in the south, from the Werribee River in the east, and to Aireys Inlet in the west, including Geelong and Ballarat.



## Our People

Outside of metropolitan Melbourne, our municipality is the most populated region in Victoria, with an estimated resident population of 276,116 as of 30 June 2022<sup>1</sup>.

Over the past decade, the population of Geelong has experienced significant growth in the western and eastern corridors. Population is forecast to grow to 396,388 by 2041<sup>2</sup>.

The size and demographic profile of our region continues to shift and change. Our population is ageing. Residents over 65 years of age has increased by 22.8 per cent between 2016–2021. Conversely, over the past 10 years, birth rates have increased significantly, with the population of young children expected to continue to increase<sup>3</sup>.

Our culturally and linguistically diverse communities also continue to increase. A total of 17.7 per cent of our total population were born overseas<sup>1</sup>. Migration has been key to the development of our region and today, we have new arrivals from countries such as Afghanistan, Iran, Iraq, South Sudan, Congo and Myanmar. International students are also an important part of our rich multicultural fabric.

As a city, we strive to create inclusion, respect and a sense of belonging. Our aim is to have a range of social, economic and cultural initiatives to support connection, participation, innovation and creativity for people, groups and networks to encourage meaningful engagement in our local civic life.

Across our region, there is significant disparity between more advantaged and less advantaged suburbs. The 2021 Socio-Economic Index for Areas (SEIFA) Index<sup>4</sup> identifies some of Geelong's suburbs as being amongst the most disadvantaged in Victoria. Despite the many strengths of these diverse communities, this locational disadvantage is a long-term and severe problem affecting the lives of many residents in the City of Greater Geelong.

## Our Environment

Our region features a diverse mix of urban, rural and coastal environments, with large areas dedicated to recreation and conservation reserves. As well as supporting remnant indigenous vegetation, the landscapes are home to a diverse range of flora and fauna, including many protected species of international, national, state or regional significance. Our waterways include the Barwon and Moorabool River systems, natural and modified lakes, small creeks and 133 kilometres of coastline. Among the 11,630 hectares of wetlands in Greater Geelong, there are significant areas of habitat designated in the Ramsar Convention on Wetlands of International Importance.

Our natural environment, however, is under pressure from a range of local challenges such as land clearing, weeds and pest animals through to the global challenges of climate change, population growth and waste generation.

## Our Economy

We have experienced the fastest employment growth of all large regional cities in Australia. There are an estimated 135,562 local jobs<sup>1</sup>, with 12,100 new jobs created in the year to June 2022. The largest job increases were in healthcare and social assistance (+3,932); construction (+1,603); and professional, scientific and technical services (+1,423). The number of employed residents grew by 6.3 per cent in the year ending June 2022 reaching 140,336 people<sup>5</sup>. The jobs to workers ratio providing more employment opportunities for our residents.

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<sup>1</sup> Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in profile.id by .id (informed decisions).

<sup>2</sup> Source: Population and household forecasts, 2021 to 2041, prepared by .id (informed decisions), January 2023.

<sup>3</sup> Source: REMPLAN community profile Greater Geelong

<sup>4</sup> Source: Australian Bureau of Statistics, Census of Population and Housing 2021.

<sup>5</sup> Source: National Institute of Economic and Industry Research (NIEIR) 2023. Compiled and presented in economy.id by .id (informed decisions).

The number of registered businesses in Greater Geelong increased by 2,172 in 2021–22, taking the total to 21,785 businesses<sup>6</sup>. The construction industry has the largest number of businesses, with 22.2 per cent of registered businesses, followed by professional, scientific and technical services (11.3 per cent) and rental, hiring and real estate services (10.4 per cent - includes property operators).

The twelve-month average unemployment rate to March 2023 was 2.7 per cent, an all-time low and 1.0 percentage point lower than Victoria<sup>7</sup>. Demand for labour is strong with over 10,800 job vacancies advertised in the June 2023 quarter, 2.4 per cent higher than the same quarter in 2022<sup>8</sup>.

We had an estimated Gross Regional Product (GRP) of \$17.6 billion<sup>2</sup> in the year ending June 2022. This is an increase of 10.3 per cent on 2021 and double the rate of growth compared to Victoria. The largest contributors to GRP are; healthcare and social assistance (\$2.2 billion); construction (\$2.1 billion); and manufacturing (\$1.2 billion).

Investment continued to climb in 2022–23 with major projects totalling \$16.9 billion planned, underway and recently completed across our region. Investment in roads and transport (\$6.6 billion); public buildings and utilities (\$2.1 billion); industrial and commercial projects (\$1.7 billion); medical and allied health projects (\$1.5 billion); and residential buildings (\$1.3 billion) reflects our rapidly growing population and strong investor confidence<sup>9</sup>.

Our economy has evolved, with developments in advanced manufacturing, research and innovation, professional services, creative industries, major events and the visitor economy. Our economic resilience, and its capacity to successfully transition to a sustainable base after economic disruption, has led us to be recognised as one of the most resilient regions in Australia, on par with the metropolitan regions of Greater Sydney, Melbourne, and Perth<sup>10</sup>.

There is a growing focus on economic growth aligned with environmental and social sustainability. Over the last decade, local businesses, new industry and start-ups have shifted focus towards new emerging markets such as the cleantech sector. We have been working to increase the circular economy, resulting in the development of new businesses focused on waste reduction and recycling, such as composting facilities, food waste processing and recycling centres.

We have worked to create more inclusive and equitable communities, with initiatives aimed at reducing inequality and promoting social cohesion. The Regional Industry Sector Employment program (RISE) is a collaborative program that connects young job seekers from disadvantaged backgrounds and those disengaged from school, with construction industry employment opportunities through training, recruitment, mentoring and support. We facilitated the program from 2018–2023.

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<sup>6</sup> Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2022.

<sup>7</sup> Source: Jobs and Skills Australia, Small Area Labour Markets, March Quarter 2023.

<sup>8</sup> Source: Jobs and Skills Australia - Internet Vacancy Index - Regional Data.

<sup>9</sup> Source: City of Greater Geelong Major Projects ([geelongdataexchange.com.au](https://geelongdataexchange.com.au)). Cordell by CoreLogic (May 2023).

<sup>10</sup> Source: Productivity Commission, 2017 as referenced in Resilient Geelong: Reasons for success and challenges for a post-COVID-19 future, Research paper prepared for the Committee for Geelong, November 2020 by Dr Louise C. Johnson, Dr Meg Mundell & Rebecca Bartel.

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# OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

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## 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

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# THE YEAR IN REVIEW

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## OUR COMMUNITY PLAN

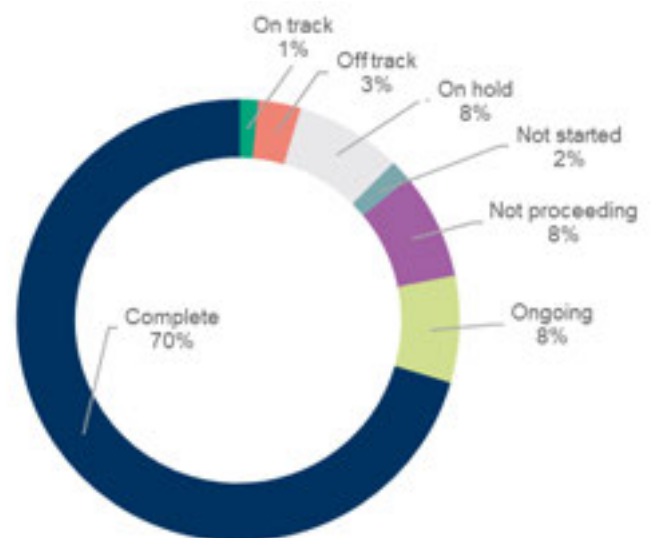
In 2022–23, we committed to deliver 64 actions to support the achievement of our four-year priorities within Our Community Plan 2021–25.

As the year progressed, budget constraints and the need to maximise the impact of our limited resources, meant that we needed to reprioritise our pipeline of activities. As a result, the decision was made to not proceed with some initiatives and put others on hold until funding or partnership opportunities were identified.

Detailed information on our progress against the *Our Community Plan 2021–25 Annual Action Plan 2022–23* can be found in 'Our Community Plan 2021–25 Progress Reports' on [geelongaustralia.com.au](http://geelongaustralia.com.au).

### Overall progress

Of the 64 actions, 70 per cent (45) were complete, and a further 8 per cent (5) are ongoing.



### Major budget initiatives

Of the 64 actions, eight are major initiatives identified in the 2022–23 budget. Of these, 63 per cent (five) are completed and a further 13 per cent (one) are ongoing.

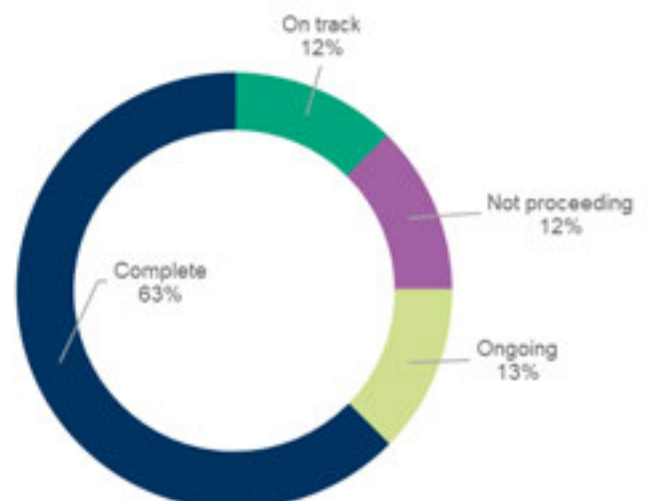


FIGURE 1: Our Community Plan 2021–25 - Annual Action Plan progress for 2022–23

## OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2022–23.

For full details, please refer to the Annual Financial Report on page 132.

- Surplus of \$154.6 million – consistent with the prior year result.
- \$619.2 million revenue, with 46.2 per cent coming from rates and charges.
- \$464.5 million expenditure – 40.3 per cent employee costs and 33.7 per cent materials and services
- \$4.6 billion in net assets – \$368.2 million increase on the restated previous year, including a \$218.9 million asset revaluation increment.
- \$174.2 million capital expenditure – 54.1 per cent relating to land and buildings, 20.3 per cent for roads, footpaths, bike paths and drainage.

### Comprehensive Income Statement

The comprehensive income statement shows how much we earned during the 2022–23 financial year. It details where we received our income and how it was spent.

#### Net Result

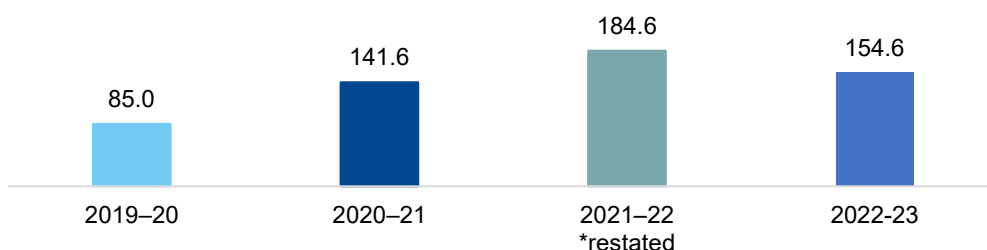


FIGURE 2: Net result 2019–20 to 2022–23 (\$m)

#### Total Comprehensive Results

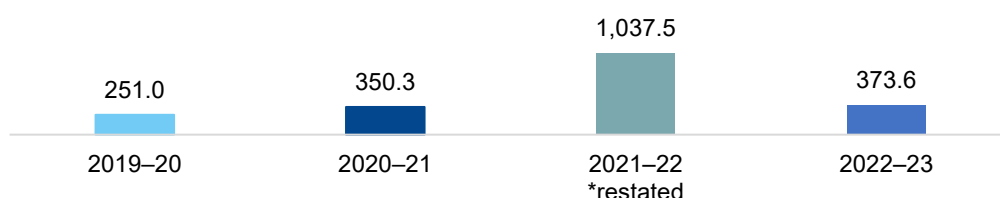


FIGURE 3: Total comprehensive results 2019–20 to 2022–23 (\$m)

#### Recurrent Operating Results

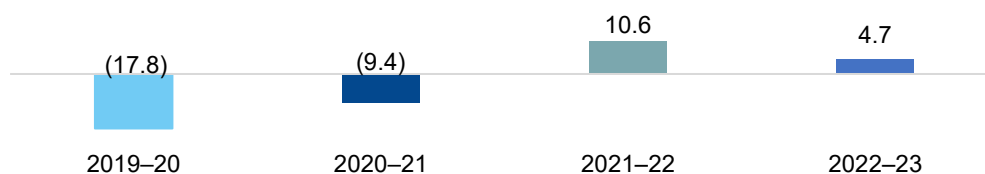


FIGURE 4: Recurrent operating results 2019–19 to 2022–23 (\$m)

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 \$11.5 million due to a wider property base and increases in the general waste charge.
- user fees increasing by \$10.2 million as services reflect to pre COVID levels.
- grants increasing by \$3.7 million, largely from the federal government assistance grant.
- materials and services costs increasing by \$20.3 million to reflect inflationary and contractual changes.
- employee costs increasing by \$11.1 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 2022–23, was an increment of \$218.9 million.

The total surplus includes an operating recurrent surplus of \$4.7 million (\$10.6 million surplus in 2021–22) and a non-recurrent surplus of \$149.9 million (\$174 million in 2021–22). The non-recurrent result includes gifted assets of \$91.8 million (\$122.5 million in 2021–22).

Budget surpluses are forecast over the next four years, including a \$135.4 million surplus in 2023–24. 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 \$87.2 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 and infrastructure worth \$4.7 billion – an increase of \$368.2 million on the previous year.

These asset types make up 97.4 per cent of our total assets.

### Total Assets

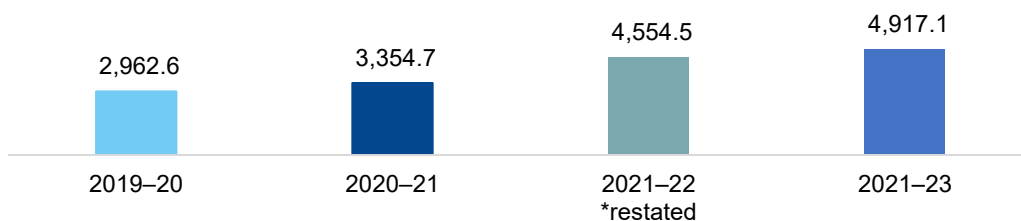


FIGURE 5: Total assets 2019–20 to 2022–23 (\$m)

## Investments

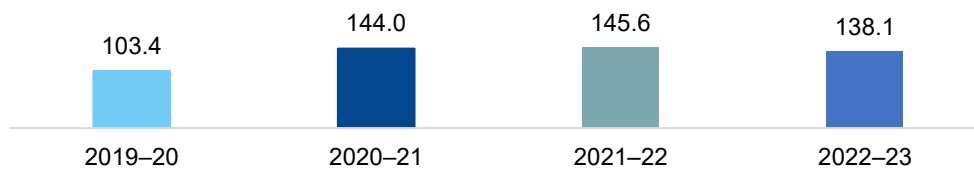


FIGURE 6: Investments 2019-20 to 2022-23 (\$m)

## 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 2022-23 was \$174.2 million. This included:

- \$122.0 million on new assets (70.0 per cent)
- \$43.9 million on renewal works (25.2 per cent)
- \$8.3 million on upgrade works (4.8 per cent).

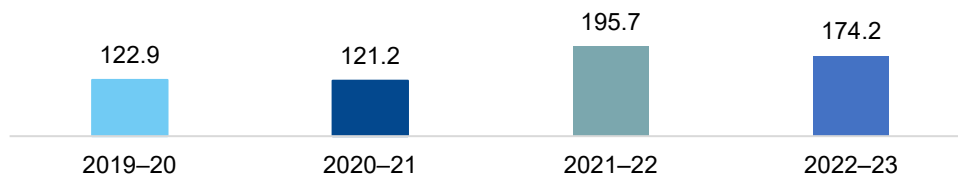


FIGURE 7: Capital works expenditure 2019-20 to 2022-23 (\$m)

The main categories of expenditure were:

- \$94.3 million on land and buildings
- \$20.9 million on roads
- \$2.8 million on parks, open space and streetscapes
- \$10.9 million on plant and equipment
- \$6.1 million on drainage
- \$8.2 million on footpaths and bike paths
- \$15.6 million on recreational, leisure and community facilities
- \$15.2 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 \$266.6 million, a decrease of 3.9 per cent on the 2021–22 balance. This decrease is due to the repayment of borrowings offset by increase in lease liabilities.

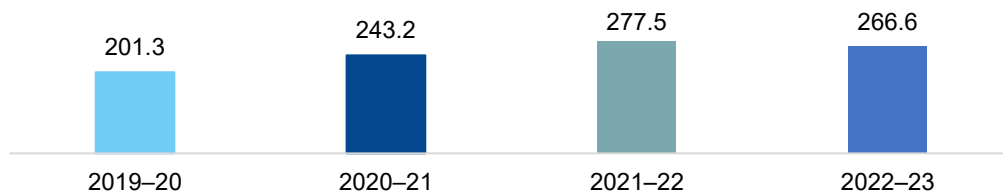


FIGURE 8: Total liabilities 2019–20 to 2022–23 (\$m)

### Loans

Our loan balance equates to 47.7 per cent of total liabilities, which is slightly lower than 2021–22 (50.5 per cent).

The overall decrease in our loan balance of \$13.0 million is due to no new loans taken in 2022–23.

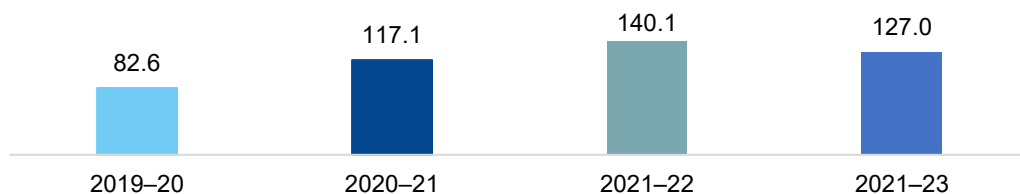


FIGURE 9: Loans from 2019–20 to 2022–23 (\$m)

### 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 capacity to meet our debt repayments.

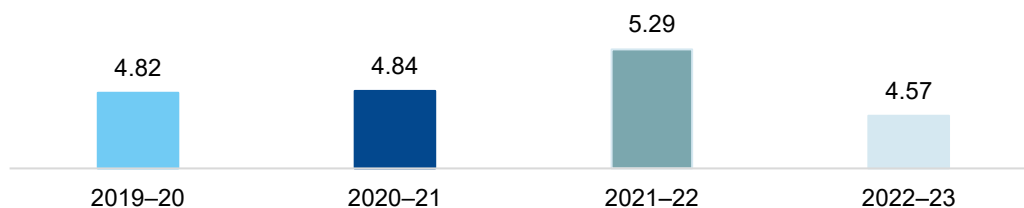


FIGURE 10: Debt commitment percentage 2019–20 to 2022–23 (%)

## Ratepayer Equity

Ratepayer equity is represented by our net worth – that is what we own (\$4,917.1 million) minus what we owe (\$266.6 million).

As Figure 11 shows, ratepayer equity as at 30 June 2023 was \$4,650.6 million – an 8.7 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 infrastructure and revaluation of these asset groups.

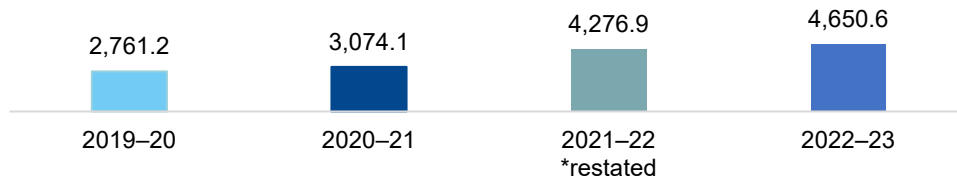


FIGURE 11: Ratepayer equity 2019–20 to 2022–23 (\$m)

## KEY CAPITAL PROJECTS

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



FIGURE 12: Key Capital Projects 2022–23

### PROJECTS COMPLETED

1. Shell Reserve changeroom development - Corio Community Sports Club - **\$3.581M**
2. Anakie Social Room Redevelopment - **\$2.85M**
3. Sports Lights Program - **\$2.0M**
  - Grinter Reserve – Newcomb
  - St Albans Recreation Reserve – Thomson
  - Osborne Park – North Geelong
  - Evans Reserve – Norlane
  - St Leonards Lake Reserve – St Leonards
  - Winter Reserve – Belmont
  - Burdoo Reserve – Grovedale
4. Poa Banyul Community Hub, Mt Duneed - **\$13.0M**
5. Queens Park Sports Lighting Upgrade - **\$750,000**
6. Queens Park Golf Safety Net - **\$300,000**
7. Wandana Gully 2 Landscaping Works - **\$3.0M**
8. Ocean Grove Football Netball Club Facility Upgrades - **\$500,000**
9. Tim Hill Reserve Upgrades - **\$400,000**
10. Borongook Drysdale Library - **\$9.156M**
11. Drysdale Town Square & Park Upgrade - **\$1.3M**
12. Lara Recreation Reserve Master Plan Stage 1 - **\$2.75M**

### PROJECTS UNDER CONSTRUCTION

13. Barwon Heads Bowling Club Pavilion Upgrade - **\$1.2M**
14. Biyal-a Armstrong Creek Library - **\$21.864M**
15. Northern Aquatic & Community Hub - **\$65.0M**
16. North Bellarine Aquatic Centre - **\$15.5M**
17. LED Lighting & Smart Controls (throughout City of Greater Geelong) - **\$13.48M**
18. Waurm Ponds Skate Park – Stage 2 - **\$1.95M**
19. Queens Park Golf Club Irrigation Upgrade - **\$1.2M**
20. Labaun Square Streetscape (including public toilet replacement) - **\$691,000**
21. Beacon Point Reserve Shared Trail - **\$540,000**
22. Bus shelter design & construct program - **\$500,000** (11 bus shelters across Geelong)

### PROJECTS COMMENCED - DESIGN PHASE

23. Landy Field Pavilion Redevelopment - **\$6.0M**
24. St Leonards Skate Park Redevelopment - **\$670,000**
25. Bell Park Sport and Recreation Club Changeroom Upgrade - **\$1.95M**
26. Ocean Grove Principal Pedestrian Network - **\$6.5M**
27. Lara Recreation Reserve Master Plan Stage 2 – Baseball Precinct - **\$5.545M**
28. Leopold Tennis Club Pavilion - **\$1.72M**

## OUR COMMITMENT TO SUSTAINABILITY

Sustainability is a key theme of *Our Community Plan 2021–25* and a strong focus of our 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.

Our *Sustainability Framework 2020* commits us 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 is tracked over time against an endorsed set of sustainability indicators and targets.

In March 2023 we released our second sustainability performance report, providing an update on progress against the action plan, indicators and targets. The report shows that of the 66 actions being implemented, the majority were either on-track (47 per cent) or complete (45 per cent) at the end of June 2022.

Highlights of the report included:

- Reduction of our operational carbon emissions by 29 per cent over the previous 12 months. After signing a 10-year contract to source renewable energy, our electricity usage generates zero emissions.
- Delivery of three major shared trail projects in East Geelong, Corio and Barwon Heads to improve connections and access for our community.
- Establishment of Climate Partnership Grants, which provide co-design and financial support for community-led projects and activities that help achieve net zero emissions.
- Endorsement of our *Social Equity Framework 2022–25*, designed to provide a common set of principles that will support every member of our community to participate fully, be included, and live a healthy and fulfilling life in our region.
- Completion of Stage 1 of the upgrade to LED street lighting with the changeover of approximately 13,000 residential streetlights and installation of 130 new lights. Once complete, 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.
- Support for 13 major events in our region, which stimulated local economic activity, estimated at a combined \$24.8 million.

A copy of the report, *Sustainability Performance Report 2022*, can be viewed at [www.geelongaustralia.com.au](http://www.geelongaustralia.com.au).

Our Sustainability Advisory Committee provide an economic, environmental and social sustainability lens on our strategic work. We would like to thank each of the committee members for sharing their passion, expertise and providing insights and feedback to guide our decision-making. The time and energy they put into the committee meetings is valued and much appreciated.

As our organisational approach to sustainability matures, we are now looking to shift to a more structured and coordinated way of undertaking sustainability-related initiatives, measuring the impact by developing a sustainability strategy.

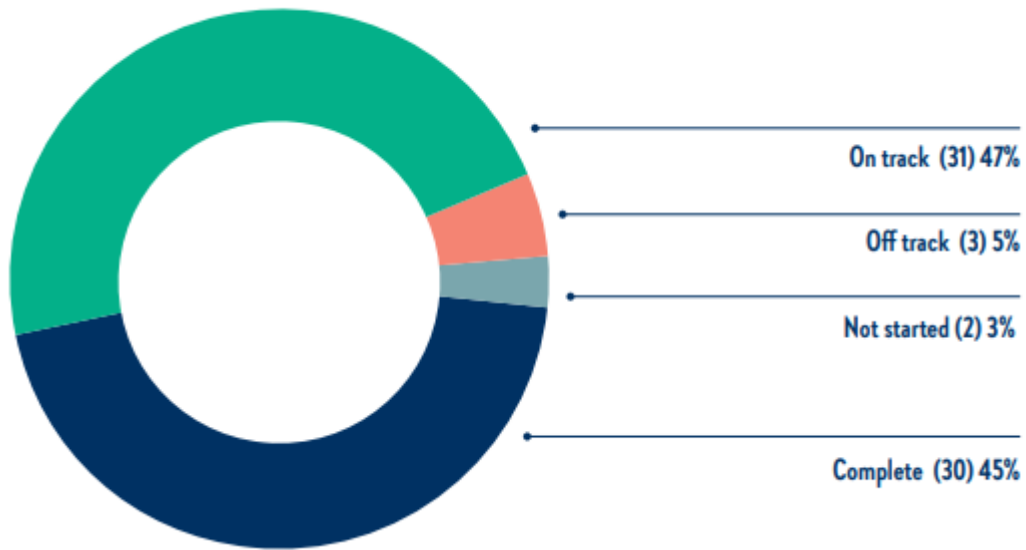


FIGURE 13: Progress of Sustainability Framework Action Plan 2020–22 (to 30 June 2022)



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 (the Plan) within 12 months of every Council election. The Plan identifies 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 have been focussing on since this plan began. We formed these priorities following a review of the policy context and local health data and engaging with the community and key stakeholders to identify health needs and challenges.



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 the Health and Wellbeing Partners Network to enable a partnership approach to health and wellbeing. Since its inception, the network has met three times.

Terms of reference have been established and working together is guided by the following principles:

- network to share data and information
- collaborate on key projects
- advocate on joint health and wellbeing priorities
- innovate by piloting new initiatives
- capture evidence through research.

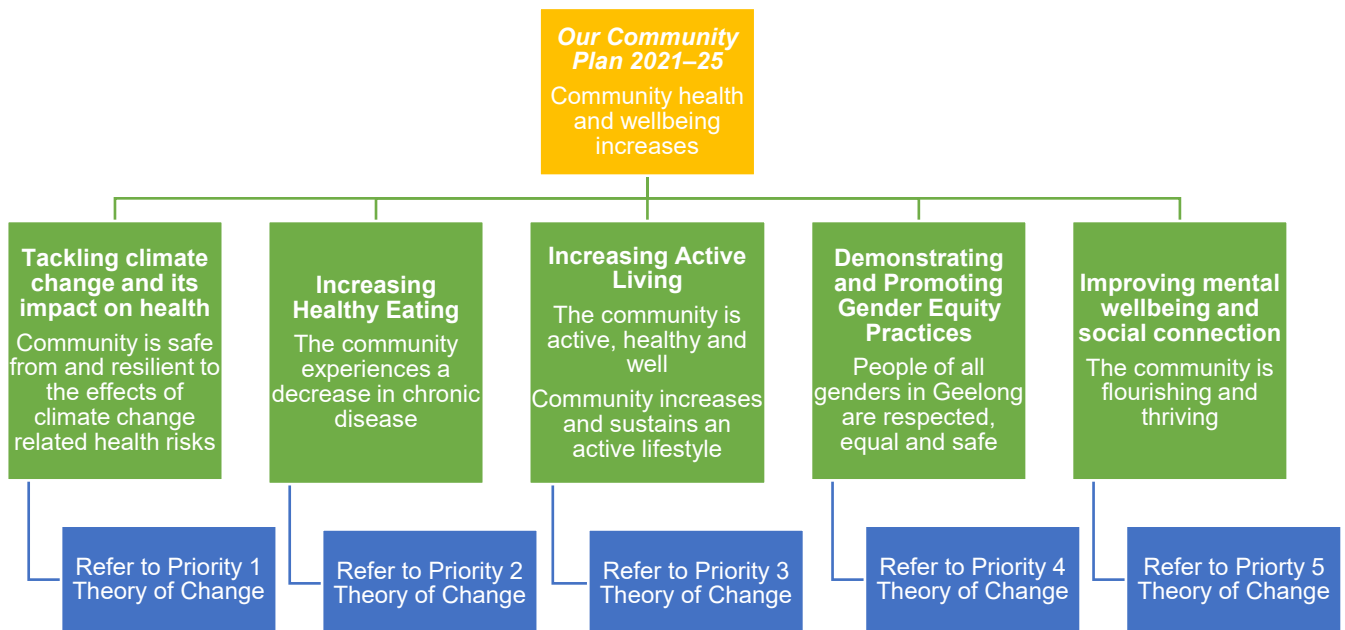
Guided by evidence of community needs, organisational priorities, business planning and funding opportunities, we will work with existing partners and explore new partnerships over the coming years.

## Our health and wellbeing evaluation framework

We have worked with consultants to develop Theories of Change (ToC) for each of the five health and wellbeing priorities. ToC describe how change happens, showing the causal relationships between activities, short-and long-term outcomes, leading to the ultimate impact. They help to build a shared understanding of what we are trying to achieve.

The figure below shows how the five health and wellbeing priorities contribute to the ultimate outcome of Our Community Plan – to increase community health and wellbeing.

Work is currently underway to translate the ToC into a Monitoring, Evaluation and Learning Framework with associated tools and resources for our employees to undertake evaluation.



**FIGURE 15: Theories of Change**

## Our health and wellbeing indicators

A set of 19 population level indicators in *Our Community Plan 2021–25* help track the health and wellbeing of our community. Our work, along with the work of our partners and other organisations, contribute to progress in the five 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 **135,562** (2021–22)

Small area unemployment rates across Greater Geelong **2.7%** (March 2023)



### DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES

Family violence incident rate per 100,000 population **1,680.7** (March 2023)

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 **3,452,000 tonnes** CO<sub>2</sub>-emissions total (2020–21)

Hectares of protected natural habitat **1,405 hectares**

Number of trees planted **3,016 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 **1026 hectares**

Journeys to work made by public transport, walking or cycling **4.6%**

Percentage of residences within 400 metres of public open space in urban areas **40.6%** (2021)

Kilometres of bicycle, walking paths and shared paths **115 km bicycle paths, 1,988 km footpaths, 208 km shared paths**



## Key actions to support health and wellbeing

In 2022–23, we committed to deliver 40 actions to support the achievement of our five health and wellbeing priorities within *Our Community Plan 2021–25 - Annual Action Plan 2022–23*:

Of the 40 actions, 65 per cent (26) were complete and a further 10 per cent (four) were ongoing.



**FIGURE 16: Progress of actions in *Our Community Plan 2021–25 Annual Action Plan 2022–23* supporting Health and Wellbeing priorities**

The following tables highlight some of these key actions for each health and wellbeing priority area. For more detailed information on these and other actions, please refer to the *Our Community Plan 2021–2025 – Quarterly Report - June 2023*.

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

KEY ACTIONS	STRATEGIC DIRECTION	STATUS	COMMENT
2.5.1 Develop a plan to transition to low emissions light fleet vehicles	2	Complete	Improving air quality by reducing emissions from burning fossil fuels and other sources, provides many opportunities for improving public health and wellbeing. We invested in more electric vehicles and charging technology, as part of our commitment to achieving a net-zero light fleet by 2027. We currently have 12 electric vehicles with another 27 electric vehicles on order. New charging stations were installed at our depots and Wurriki Nyal.
2.6.1 Develop a community campaign to raise awareness of the region's climate risks, impacts and responses	2	Complete	Raising awareness about the impacts of climate change is an important precursor to behavioural change. Many individuals, organisations and businesses in our community are already working hard to improve climate outcomes. We provide support and facilitate collaboration to increase the collective impact of each contribution. We held a two-day Net Zero Forum in May 2023 to share knowledge and collaborate efforts to work towards the community target of net zero emissions by 2035. Additionally, Climate Change Thinking eLearning Modules designed to promote a greater awareness and understanding of our climate change response, are being trialled and updated with content for different audiences including school aged children.
2.6.2 Prepare a discussion paper to increase understanding of the health impacts of climate change and the health co-benefits of mitigation and adaptation strategies	2	Complete	Understanding the health impacts of climate change and the health co-benefits of mitigation and adaptation strategies will help us apply a health lens to our work.  In 2022–23, we defined the scope of our role in climate change adaptation and mitigation strategies through <i>theory of change</i> workshops with internal stakeholders. A discussion paper was developed identifying the health impacts of climate change and the health co-benefits of mitigation and adaptation strategies. Recommendations will be finalised in partnership with internal departments next financial year.

### Other achievements

#### New funding for climate change action

Our inaugural round of Climate Change Partnership Grants was awarded in 2022 to kickstart climate action undertaken by community groups. The purpose of the Climate Change Partnership Grants is for our community to achieve net zero community emissions and increase resilience to climate change impacts through a coordinated and collective response.

The first partnership grant of \$50,000 was awarded to 100% Clean Bellarine for a pilot program to promote renewable energy to around 50 commercial and industrial businesses in Ocean Grove. The second grant, also for \$50,000, was awarded to Geelong Sustainability for an All-Electric Homes program. The program is designed to not only educate residents about the benefits of an all-electric, zero-emissions home, but also support them to make the switch through a participant-only discount purchasing program. This program is expected to launch in August 2023.

## Health and Wellbeing Priority 2: Increasing healthy eating

KEY ACTIONS	STRATEGIC DIRECTION	STATUS	COMMENT
1.2.1 Implement the Municipal Early Years Plan 2022–25	1	Complete	The Municipal Early Years Plan assists with ensuring our services provide targeted support for those families and children who need it most. It also supports increasing active living and improving mental wellbeing and social connection. The draft Municipal Early Years Plan 2022–25 was endorsed and is now being shared with key stakeholders across our community.
1.2.3 Update Council's Healthy Food Policy	1	Ongoing	An updated healthy food policy will facilitate the provision of healthy food options in Council owned and operated facilities and settings. We worked with Deakin University to develop a discussion paper, established an internal food policy working group and drafted a policy for engagement in 2023–24.
1.7.2 Expand our Drop-In Feeding support service (0-3 months of age) to include the Bellarine	1	Complete	Recognising that good nutrition in the early years provides the foundation for healthy eating for life, we implemented a drop-in feeding support service at Bop Bop Karong (Barwon Heads). The service will provide ongoing support to parents and carers in meeting the nutritional requirements of their babies and improve parent/carer confidence and wellbeing.

### Other achievements

#### Increasing access to nutritious food for some of our community's most vulnerable members

The Feed Me Right project, run by Meli's Youth Services Team, aims to increase access to healthy food and improve health education for young people aged 16-25 experiencing homelessness, through the delivery of interactive cooking classes and the development of food start-up packages for young people entering accommodation. The initiative received an \$6,500 grant as part of our 2022–23 Healthy and Connected Community Grants program.

We also continued to provide ongoing funding and support to the Geelong Food Relief Centre, assisting those in need of emergency and supplementary food supplies and provided 8,400 meals to young people facing food insecurity in the northern suburbs.

#### Supporting schools to have an impact on health within their communities

We provided funding to three schools: Whittington Primary School, St Catherine of Siena Catholic Primary School and St Francis Xavier Primary School, to implement projects as part of the Healthy and Sustainable Schools initiative. The initiative was designed to support education settings to improve the health and wellbeing of not only students, but the whole school community by providing incentives to primary schools to develop health and wellbeing initiatives focusing on healthy eating and / or climate and environmental sustainability. Schools were approached by invitation and focused on areas where health and wellbeing outcomes needed more improvement when compared to other areas of the municipality.

## Health and Wellbeing Priority 3: Increasing active living

KEY ACTIONS	STRATEGIC DIRECTION	STATUS	COMMENT
1.2.2 Undertake a review of the Livewell Program to ensure it is sustainable and meets the health and wellbeing needs of people aged over 55	1	Complete	LiveWell is a specialised strength and wellbeing program for leisure centre members aged over 55 years, or for those with a pre-existing medical condition. In 2022–23, we undertook a review of the program and identified service delivery changes that will still meet our community’s needs, but also recognise operational efficiencies and consistency in offering across the network. We aim to implement changes by September 2023.
1.3.2 Identify the key safety concerns of the community and articulate the City’s role in facilitating a safe Geelong community	1	Complete	Feeling safe in public spaces encourages active living, promotes gender equity and leads to improved social connection. The Community Safety Framework 2022–26, adopted by Council in December 2022, articulates our role in facilitating a safe Geelong community. The framework has incorporated a gender lens to ensure our work in this space is inclusive of the specific safety needs of women, girls, and gender diverse communities. Additionally, a community safety forum, coordinated by Victoria Police, was held in February 2023, and concentrated on central Geelong.
1.5.3 Commence construction of a new inclusive play space at Rippleside Park	1	Ongoing	Inclusive play spaces enable children and families of all abilities to increase their physical activity and boost mental wellbeing. We secured project funding for the detailed design of an all-accessibility play space at Rippleside Park, with construction to commence in 2024.
1.10.1 Commence construction of the Northern Aquatic and Community Hub (NACH)	1	Complete	Provision of state-of-the-art community and health and fitness facilities will directly contribute to the health and wellbeing of residents in the surrounding areas.  We progressed construction on the Northern Aquatic Community Hub with pool shells completed and tiling and fit out works underway.
1.10.3 Complete final concept Stage 2 design of the North Bellarine Aquatic Centre	1	On track	We also endorsed the proposed design and delivery of Stage 2 of the North Bellarine Aquatic Centre in Drysdale in November 2022 and \$40 million in funding commitments from both the federal and state governments was secured. We are in the final stages in consulting with our community advisory panel and expect to have a recommendation on the final concept Stage 2 design to Council in August/September 2023.

## Other achievements

### Enhancing sport and recreation services and facilities across our City

With our fast-growing population, evaluating the use of recreational facilities and levels of participation will assist us to effectively plan for our future recreational needs and better support organisations and sport into the future. In August 2022, local sporting clubs were invited to participate in an inaugural Sport and Recreation Census, providing data about the use of our recreation facilities and levels of participation. We received 145 responses which will be used to help us understand the constraints on pavilions and reserves, sport and recreation trends, how people are using facilities or reserves and to identify gaps and opportunities to support our strategic planning.

### Improved movement thanks to shared path connections and crossings

As part of our Shared Trails Masterplan, which aims to create a connected network of trails across the region, shared path connections have been improved in East Geelong, Lara and Corio.

The new Boundary Road shared path helps residents in the eastern suburbs to travel from the Bellarine Rail Trail through to Eastern Gardens. The path is linked to the wider trail network, connecting the Barwon River Trail, Bellarine Rail Trail, Eastern Gardens, Waterfront and the Bay Trail. In addition, the Boundary Road path features a new type of crossing called a Shared User Path (SUP) crossing. The crossing gives cyclists and pedestrians right of way over motorists with the added benefit of allowing cyclists to cross without having to get off their bikes.

Shared trail users around Lara will benefit from the development of Stage 2 of the Hovells Creek shared path, running between Flinders Avenue and Curletts Road. This installation creates a continuous link from Station Lake Road to Windermere Road, Lara.

The region's most recent addition is the Bacchus Marsh Road shared user path running between Purnell Road and the Abattoir, including an upgrade of the carpark at St Francis Xavier Primary School.

### Building awareness around disability inclusion

The Sport4All program aims to increase the confidence and capability of clubs and schools to welcome and include people with disability in every aspect of their sporting operation, from playing, coaching, officiating, spectating or volunteering. Since becoming one of the first local governments to partner with the federally funded program in 2021, 273 community organisations (clubs, schools, leisure centres) have engaged with Sport4All.

Demonstrating the need for disability inclusion, 44 per cent of total sports clubs and 21 per cent of total schools engaged with by our Inclusion Coach (who is also a person with disability), have committed to the Sports4All program with an estimated reach of approximately 45,000 members, students, and people in the sporting community.

Some of this year's highlights include:

- Drysdale Sports Precinct – Community facilities upgrades and identification of accessibility barriers.
- Geelong West Giants – Established an all-abilities football and netball program in collaboration with Leisure Networks. The club also plans to include a sensory zone at their club facility to improve the venue's accessibility.
- Iona College – Worked with year level coordinators to establish inclusive education pathways for students across years 9 and 10, including an inclusive sports day for year 9 students and an elective subject for year 10 students called Active and Able as part of the school curriculum.
- Geelong United Basketball established an all-abilities junior and senior program. The coach is a person with a disability.
- Created a Sport4All information page and an Inclusive Sports Hub on our website.

## Health and Wellbeing Priority 4: Demonstrating and promoting gender equity practices

KEY ACTIONS	STRATEGIC DIRECTION	STATUS	COMMENT
1.4.1 Develop an annual Ba-gurrrk Gender Equity Framework action plan, incorporating actions from the Gender COVID-19 research	1	Complete	Gender equity is fundamental to preventing violence against women in the community. We completed internal engagement as well as external stakeholder sessions, including members from the Women In Community Life Advisory Committee. The annual action plan is progressing. In response to the Gender Equity Act 2020, we launched our inaugural Gender Equality Action Plan 2022–25 on 19 September 2022, to promote and foster intersectional gender equity and inclusion at the City.
1.4.2 Commence detailed design of gender-neutral facilities at the Leopold Tennis Club	1	Complete	Provision of gender-neutral facilities in sporting clubs will help encourage the participation of all genders in physical activity. We completed design work for gender-neutral facilities at the Leopold Tennis Club, with the construction tender expected to be awarded in July 2023.

### Other achievements

#### Strengthening support for our LGBTQIA community

Council strengthened its commitment to better support and engage with the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual (LGBTQIA+) community by establishing a new LGBTQIA+ Advisory Committee. Despite increased acceptance and visibility, the region's proud and vibrant rainbow community still faces disadvantage, such as discrimination, stigma, poor mental health and violence.

The establishment of the committee presents an opportunity for the Council to engage more strongly with community members as it builds a safer and more inclusive region. The committee will provide advice and recommendations to Council on issues and barriers that affect this priority group and their families, and how to address them. Members will promote and advocate for equality and social inclusion of the LGBTQIA+ community.

The new committee adds to our range of support initiatives, such as the Gender and Sexuality Project for young people, employee training, and IDAHOBIT and Wear It Purple Day events. The advisory committee will give invaluable insights into the impacts of Council policies, plans and services on the LGBTQIA+ community.

#### Celebrating the contributions and leadership roles of local women

As part of our work to progress gender equality and inclusion, we celebrate local women and their achievements through the annual Women in Community Life Awards. The 2023 awards were held on 8 March, International Women's Day, which this year had a global theme of 'Cracking the Code: Innovation for a Gender Equal Future'. Over 200 attendees heard special keynote speaker Ally Watson OAM, founder and CEO of Code Like a Girl, provide her unique and refreshing insights and research on gender diversity within the technology industry, providing a thought-provoking and action-inspiring presentation.

The event recognised the extraordinary contributions of 23 nominated women who lead in neighbourhoods, clubs, business or challenge the status quo of gender equity and human rights. The seven award categories were: First Nations Women, Climate Action, Disability Rights, Education, Human Rights, Leadership in Women's Health, Innovation for a Gender Equal Future.

## Health and Wellbeing Priority 5: Improving mental wellbeing and social connection

KEY ACTIONS	STRATEGIC DIRECTION	STATUS	COMMENT
1.3.1 Develop an annual action plan for the Vital Communities project	1	Complete	With access to education, income and employment among the key social determinants of health, people experiencing socio-economic disadvantage can also experience limited health and wellbeing outcomes. The goal of our Vital Communities project is to improve our coordination and planning to address disadvantage through greater social inclusion and increased workforce participation. We developed a draft Vital Communities Annual Action Plan 2023–2024 outlining key initiatives to help address challenges faced by some of our most socio-economically disadvantaged communities.
1.5.1 Finalise the new Access and Inclusion Action Plan which outlines actions the City will take to reduce discrimination and promote inclusion of people with disabilities	1	Ongoing	The Access and Inclusion Plan aims to encourage, recognise, and promote the elimination of disability discrimination, recognise the rights of people with disability and ensure residents with disability are fully included in community life. Following an extension from the Minister, the new Access and Inclusion Plan is due for delivery in April 2024.
1.5.2 Develop an annual Multicultural Action Plan which will guide how the City plans for and supports our multicultural community	1	Complete	Our Multicultural Action Plan provides direction for us to think, plan and deliver for the needs of our culturally and linguistically diverse population who can experience unique barriers to participation including access to information, cultural differences, racism, discrimination, and exclusion. We have developed a draft Multicultural Action Plan 2023–2024 to deliver projects and programs to support the needs of our community.
1.7.1 Complete a feasibility study for a program that makes recommendations on how to deliver a safe and inclusive space for young people within central Geelong	1	Complete	Safe and inclusive spaces encourage feelings of belonging and social connection. Following a recommendation from our Youth Council, we completed a feasibility study which recommends that we investigate opportunities for a youth hub in the central Geelong. We are also in discussions with state government regarding a facility that acts as a safe space for young people from the LGBTQIA+ community.
1.8.1 Commence working with community on the next Innovate Reconciliation Action Plan	1	Complete	Reconciliation is fundamental to improved health and wellbeing of Aboriginal and Torres Strait Islander peoples. Work is underway on the development of our Innovate Reconciliation Action Plan (RAP). Our Kilangitj Advisory Committee will be briefed on progress of the plan at their next meeting.
2.8.1 Implement the Sparrovale Master Plan phase 1	2	Complete	Getting outdoors and connecting in nature can promote improved mental health and wellbeing. Creation of the Sparrovale-Ngubitj yoorree Wetlands, a 500-hectare nature reserve, is underway with Phase 1 of the master plan complete, and Phase 2 commenced.

KEY ACTIONS	STRATEGIC DIRECTION	STATUS	COMMENT
3.3.1 Deliver the Fibre in the North project to enable a high-speed optical fibre network, providing community facilities and public spaces with access to ultra-high-speed internet	3	Complete	We completed fibre works for the northern suburbs and 50 per cent of the fibre works in the Bellarine, several council operated community facilities, public Wi-Fi and safe city assets have been transitioned onto this secure ultra-high-speed internet.
3.3.2 Deliver free public Wi-Fi and enhanced broadband to address gaps in digital access and affordability (Geelong Smarter Suburbs)	3	Complete	We also completed scheduled works to deliver free public Wi-Fi and enhanced broadband for 2022–23. Remaining works are on track (final 10 smart nodes) and will be scheduled to be completed in 2023–24.
3.5.1 Launch a major annual live music program in support of day and night economic activation	3	Not progressing	Participation in the arts is linked to improved health and wellbeing by providing opportunities for community connection, economic opportunities, personal expression and improved mental health. Following the success of the pilot Surround Sounds Music Festival in 2022, a four-year vision, Surround Sounds Festival 2023–2027 was developed. The festival will not be held in 2023. Instead, we will focus on the planning and development of a professional and substantial music and arts festival across the municipality in the first half of 2024.
3.6.1 Implement the Regional Industry Sector Employment (RISE) program that supports employment pathways to address Geelong’s disadvantaged areas	3	Complete	Access to employment is a key social determinant of health and wellbeing. We continued to deliver the RISE program with 28 participants graduating 2022–23. The 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. While the program will no longer be delivered by the City in 2023–24, we are currently working with a collective of community organisations regarding transfer of the program information and knowledge assets.

KEY ACTIONS	STRATEGIC DIRECTION	STATUS	COMMENT
4.2.1 Ensure Council's Priority Projects are current, communicated to key stakeholders and decision makers and ensure active community engagement in the delivery of these projects	4	Complete	Managing population growth, while maintaining and investing in what people love about living our region, is a key priority for the City. We identified the priority projects needed to protect our highly valued liveability and deliver essential infrastructure. While we have already committed significant resources to these projects, they require further government partnership and investment, now and in the future. We are also revising Council's Our Priority Projects document following the endorsement of the 2023–24 council budget, and are working with state MPs and departments, and external stakeholders to secure funding agreements for state election commitments. We are actively seeking funding opportunities for priority projects, particularly those projects with government funding commitments that are on hold until funded. Communication with local MPs and state and federal government regarding budgetary restraints has been a focus to ensure transparency and demonstrate our commitment to stakeholder engagement.
4.8.2 Develop a partnerships model that supports the organisation to develop stronger and effective relationships with community and key stakeholders	4	Complete	Collaborating with partner organisations is integral to achieving positive health outcomes for our community. A partnership engagement framework was developed and endorsed by our Executive Leadership Team. Through continued work, changes are occurring in line with this framework, to gain greater visibility into what partnership activities we conduct, our role and the value of these activities to ensure alignment with our business model.

## Other achievements

### Our community's shared journey towards reconciliation

In May 2023, we invited our community to participate in 'The Heart – A Shared Journey', a local forum discussing the Uluru Statement from the Heart at Wurriki Nyal – Wadawurrung words, meaning 'a place to gather and speak'. Council reaffirmed its commitment to the Uluru Statement from the Heart in May 2023, having first expressed its support in March 2021, via a letter to the Prime Minister.

The forum was supported by our Kilangitj Aboriginal Advisory Committee and featured Wadawurrung Traditional Owners, First Nations community elders and representatives from Reconciliation Victoria. The event allowed our community to come together, share stories and talk about our community's shared journey towards reconciliation, and how we can all walk together into the future. Discussions were led by a First Nations circle of leadership that represented many First Nations and Languages from across Australia.

### A place of gathering and connection

In April 2023, we opened the \$9.15 million Borongook Drysdale Library. Borongook (pronounced Bo-rong-gook), meaning 'turf', is the traditional Wadawurrung name for the area, which was a place of gathering and connection.

The state-of-the-art library and community space features a green roof, the first of its kind in our region. The roof features 4,300 plants (including 18 different native species) providing habitat for birds, bees, and butterflies. As part of our Public Art Program, we commissioned artist Sanné Mestrom to create 'The Secret,' a curved public artwork of a woman reclining in the grass that becomes both a place of refuge and interaction for the community.

## COMMUNITY ENGAGEMENT

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

Over the past twelve months, we improved our community engagement practice. This includes advancements to enable more meaningful conversations with our local residents such as:

- Improving accessibility and inclusivity of our online Have Your Say platform through:
  - Providing translated information on every Have Your Say project page.
  - Translating promotional material into 10 languages.
- Conducting face to face (in person) engagements
- Holding regular community roadshows including Royal Geelong Show, Wurriki Nyal Open Day and Corio Neighbourhood Conversation.
- Increasing deliberative engagement methods including advisory committees, community panels and reference groups. Some examples of deliberative projects include: Asset Management Plan, Positive Aging Strategy Action Plan, A Conversation about 26 January, and North Bellarine Aquatic Centre Community Advisory Panel.
- Improving engagement with First Nations people, for example: A Conversation about 26 January, Bial-a Armstrong Creek Library, Poa Banyul Community Hub, Labuan Square redevelopment, Borongook Drysdale Library.
- Launching a Join Us campaign encouraging our community to sign up to the Have Your Say platform to share their ideas and opinions on projects that matter to them.

As we continue to recover from COVID-19, we have moved from a dependence on online engagement, to a hybrid approach of face-to-face and online engagement. Our future approach will be to engage face-to-face as much as possible.



### Monitoring and Reporting

We are committed to monitoring our processes, information sharing and decision making to understand the overall level of success of our engagements. Some measures of our success include:

<b>97,788</b>	<b>255,249</b>	<b>22,128</b>	<b>57</b>	<b>6,105</b>
visitors to the Have Your Say platform	views of the Have Your Say platform	contributions received	projects on the Have Your Say platform	registered members on the Have Your Say platform

## The top Have Your Say pages visited:

- Our 2023–24 Budget, Revenue and Rating Plan (10,383 visits)
- Proposed Dog Orders (6,123 visits)
- Market Square Masterplan (5,159 visits)
- Geelong Waterfront Masterplan (4,326 visits)

## SUCCESSFUL PROJECTS

Community feedback influenced over 50 projects that delivered a range of improvements and deliverables. Examples include:

### Avalon Corridor Strategy

#### Objective:

To introduce the draft Avalon Corridor Strategy to the community, test whether input from the first round of consultation in 2021 had been adequately incorporated in the draft strategy, gain feedback on overall directions and guiding principles and gain an understanding of any specific issues or concerns.

The final plan will guide land-use decision making in the Avalon Corridor, such as the location and extent of future development.

#### Positive outcome from engagement:

The City realised we couldn't undertake this planning alone. This led to a collaborative partnership between the City of Greater Geelong and Wyndham City Council.

We engaged with a broad range of residents, developers, landowners, environmentalists, farmers, government, services and utilities, transport, peak bodies, tourism and recreation organisations which elicited a number of common themes identified between the first and second consultation period. These include agricultural land capability, including a green break, regional biodiversity, significant projects, Avalon Airport, employment and development, transport, townships, Lara and Little River, tourism and connection opportunities, landscape amenity and character.

### Labuan Square

#### Objective:

To engage with the local community to inform the development of a public realm landscape design plan to guide and prioritise investment in the treasured local place.

#### Positive outcome from engagement:

We partnered with Norlane Community Initiatives to talk with the local community about what they valued about Labuan Square and what they would like improved.

Stakeholders and the community loved the natural environment, shops and the opportunity to meet friends and socialise. The community prioritised a sustainable landscape, access to nature, play experiences and public art for the redevelopment along with safety infrastructure, public WiFi and improved lighting.

Community priorities were then incorporated into the landscape design and construction was completed in June 2023. This upgrade was made possible through a collaborative effort between council, the state government, Wadawurrung Traditional Owners Corporation, Norlane Community Initiatives and dedicated individuals who shared a vision for a more vibrant and inclusive public space

## A Conversation about 26 January

### Objective:

To listen to and seek feedback from the Greater Geelong community about 26 January, celebrated as Australia Day.

### Positive outcome from engagement:

The Conversation about 26 January, is the most comprehensive we have ever undertaken on this topic and identified the diversity of views about Australia's national day. The unique engagement was delivered over a six-month period (from May to November 2022) with Stage One devoted to hearing from First Nations Peoples, before broadening out to hear from the whole community in Stage Two.

A series of Yarn Ups, forums, conversations and meetings were held with community, organisations, community groups and event organisers from across the region, along with a survey.

We received 957 survey responses, 447 responses from First Nations Peoples (equivalent to 12.5% of the First Nations' community) and 510 responses were from the broader community. This is the largest number of contributions we have ever experienced from the First Nations community on any issue.

Engagement feedback showed all First Nations respondents (100 per cent) wanted a change to the way the day is commemorated. Across the broader community, 68 per cent of survey respondents said change was needed with suggestions including greater cultural acknowledgment, cultural events, increased inclusion of First Nations Peoples art, music and culture. 32 per cent of the broader community opposed changes to the day.

Recommendations to guide our future approach to activities and commemorations held on 26 January were endorsed by Council in May 2023.

## Positive Ageing 2022–25 Action Plan

### Objective:

To bring the *Positive Ageing Strategy 2021–47* to life by asking the community to co-design the actions needed to make Greater Geelong a more age friendly place to be. Codesign invited the community to be active participants in the design process to ensure the action plan was truly meaningful to the residents of Greater Geelong

### Positive outcome from engagement:

The co-design process began by capturing community stories through conversations. Over 240 community members over the age of 55 years participated and were then invited to take part in the design process.

Thirty community members chose to continue their involvement and attended a design forum. This forum brought together a diverse group of stakeholders including local agencies and City employees, providing an opportunity for community representatives to develop a deeper understanding of the issues raised in phase one, thus enriching the outputs, strengthening relationships, and paving the way for future collaboration.

Some of the key issues raised for action were access to transport, age friendly infrastructure, social connections, digital literacy, safety and promoting ways older people can live at home for longer.

## GRANTS PROGRAM

In 2022–23, our Community Grants Program provided \$4,457,167 to assist the community, arts, events, cultural, sporting, recreation, heritage, and environmental sustainability sectors.

Funding ranged from small grants of \$500 to assist grassroots activities, through to \$350,000 to help shovel-ready community infrastructure projects. For further grants information visit our website [www.geelongaustralia.com.au](http://www.geelongaustralia.com.au)

TABLE 1: Community Grants Program allocations 2022–23

GRANT NAME	WHAT IS FUNDED	2022–23		
		GRANT BUDGET	NUMBER OF APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Arts Projects	Support to deliver arts projects in the City of Greater Geelong.	\$220,000	22	\$202,760
Artists & Creatives Professional Development	Travel, accommodation, fees, incidentals and in some circumstances, remuneration.		9	\$17,240
Arts Projects Quick Response	Support urgent arts, culture and heritage projects whose timelines prevent the applicant from applying to Arts Projects.		nil	
Children’s Week	Small grants to facilitate events held during Children’s Week.	\$10,000	19	\$8,840
Christmas in the Community	Small grants to provide greater equity and inclusion for festive celebrations across the municipality.	\$40,000	9	\$32,110
Cleantech & Circular Economy	Projects that demonstrate clean technology and circular economy solutions.	\$50,000	3	\$50,000
Climate Change Partnership Grants	Funding for projects and activities that will be carried out over a period of one to two financial years.	\$100,000	2	\$100,000
Community Events	Operating expense to run safe, moderate sized, public events that provide economic and community benefits to our region.	\$200,000	36	\$187,000
Community Events Quick Response	Support for moderate sized events which bring our region economic benefits.		4	\$20,640
Community Infrastructure	Planning for Capital Works - Costs associated with facility development planning, concept designs and detailed designs for future infrastructure projects.	\$3,000,000	36	\$3,000,000
	Capital Works - To assist with cost of ready to go community infrastructure projects. Not applicable for the purchase of land.			

GRANT NAME	WHAT IS FUNDED	2022–23		
		GRANT BUDGET	NUMBER OF APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Environmental Sustainability	Capital Works - Small environmental capital works (for example water tanks, solar panels).	\$150,000	21	\$134,173
	Projects - Delivery of responsive environmental sustainability projects, programs and community activities.			
	Equipment - To assist with cost of small equipment purchases that help community groups to deliver services and programs.			
First Nations Cultural Heritage	Projects that recognise, restore, protect and preserve both tangible and intangible Aboriginal Cultural Heritage.	\$100,000	2	\$52,200
Geelong Heritage	Conservation Works - Building or streetscape projects that are visible to the public and focus on presentation to a street or public space and have an identified historic value.	\$100,000	7	\$100,575
	Planning - Feasibility and investigation projects to provide technical, planning, project scoping advice for future restoration projects.			
Healthy & Connected Communities	Projects - Projects, programs, activities, forums or events, and equipment necessary to deliver activities (up to \$10,000) that improve health and wellbeing, build community capacity and benefit the broader community.	\$263,000	76	\$262,946
	Equipment - To assist with cost of small equipment purchases (up to \$2,000) that help community groups: deliver services and programs, improve health and safety outcomes or improve resources that support volunteer groups.			
Healthy & Sustainable Schools	School based projects relating to health priority areas of healthy eating or climate action and/or environmental sustainability.	\$15,000	3	\$15,000
Neighbourhood Houses	Partnership with Neighbourhood Houses for operating costs and community development projects.	\$182,500	21	\$169,763
Neighbourhood Houses – Christmas in the Community	Support for Christmas celebrations across our municipality.	\$80,000	9	\$80,000
Positive Ageing	Support community hosted events and experiences. This grant replaces the Geelong Seniors Festival Grants.	\$24,000	33	\$23,920

## CHALLENGES IMPACTING OUR SERVICES

The following are some of the key challenges impacting our services. To address these challenges, we may need to invest in new infrastructure, adopt modern technologies or practices, work with partners and stakeholders to achieve shared objectives and regularly review and adapt our service delivery to meet the changing needs of the community.

CHALLENGE	WHAT IT MEANS FOR US	HOW WE NEED TO RESPOND
Growing pressure on financial sustainability	We operate within budget constraints, limiting our ability to invest in new services and infrastructure.	We need to consider a range of strategies to maintain essential services and programs, while managing costs. This may include finding cost savings through efficiency measures, exploring alternative funding sources, or generating revenue through strategic commercial opportunities.
Digital divide	The digital divide can limit access to services for some of our residents, particularly those who lack the technology or digital skills to access online services.	We need to address the digital divide and advocate that all residents have access to digital services. Suggestions include providing digital literacy programs, making digital services more accessible and user-friendly and partnering with community organisations to reach to those who may be digitally excluded.
Climate change	Climate change poses a significant challenge, including increased risks of flooding, bushfires, and extreme weather events, which can impact the provision of services and infrastructure.	We need to take a comprehensive and proactive approach to climate change adaptation and mitigation. Strategies include the promotion of renewable energy, sustainable transport, protecting and restoring our natural environment, the development of flood-resistant infrastructure, heatwave and flooding plans.
Social and economic inequity	Across our region, there is significant disparity between more advantaged and less advantaged suburbs. This can lead to issues such as social isolation, poor health outcomes, and reduced access to services.	In collaboration with our residents, support agencies, and community advocates in the locations more affected by disadvantage, we must address priority areas such as digital exclusion, disengagement from school, unemployment, Indigenous health and wellbeing, food security, access to health services, mental health and wellbeing, domestic violence, housing stress, homelessness and social isolation, to create better opportunities for all.
Population growth	Our population is expected to continue to grow, which places greater demand on our services, particularly in areas such as healthcare, education, and public transportation.	We need to take a holistic approach that involves a range of strategies. For instance, ensure that our infrastructure and services keep pace with population growth, focus on sustainable urban planning and development, ensure affordable housing, and community engagement is also key to responding to population growth.
Changing community needs	As our population grows and changes, there is a need to continuously reassess and adapt services to meet the evolving needs of the community. There may be increased demand for certain services, which can place a strain on existing resources and infrastructure.	As the needs and preferences of our community change over time, we must adapt our services to meet these changing needs, to ensure services remain relevant, accessible, and effective for our community. We may need to consider issues such as socio-economic status, geographic location, and cultural diversity, and to develop strategies to address any inequities or barriers that may exist.

CHALLENGE	WHAT IT MEANS FOR US	HOW WE NEED TO RESPOND
Organisational change	Organisational change can be a challenge for any organisation. Implementing changes to processes and systems can be complex and time-consuming, particularly in a large organisation with multiple departments and stakeholders.	We need to address organisational challenges through a strategic and a people-centred approach, to effectively navigate through periods of transition and enhance the overall organisational effectiveness and our performance. Organisational change can bring benefits such as increased innovation, improved decision-making and better alignment with community needs.
Infrastructure and maintenance	Our infrastructure requires ongoing maintenance and upgrades to ensure it can meet the needs of a growing population. Given budget constraints, this requires significant investment, which can be a challenge for us to manage.	We need to prioritise infrastructure upgrades, develop a maintenance plan, use technology to improve maintenance, involve the community and seek external funding such as grants or partnerships to help fund infrastructure and maintenance. This is so we can ensure our infrastructure is safe, reliable and able to support the needs of our growing population.

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# OUR COUNCIL AND ORGANISATION

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

The Council sets the strategic direction for the municipality and makes decisions on behalf of the community it has 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

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 17):

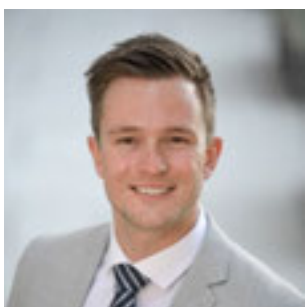
- Bellarine Ward: three councillors
- Brownbill Ward: three councillors
- Kardinia Ward: three councillors
- Windermere Ward: two councillors.



FIGURE 17: Ward map of the City of Greater Geelong

In 2022–23, Council included the following elected representatives:

- Cr Peter Murrphy held the position of Mayor of Greater Geelong City Council from 17 June 2022 until the election of Cr Trent Sullivan, Mayor on 8 November 2022.
- Cr Anthony Aitken was elected Deputy Mayor at a special Council meeting on 8 November 2022.
- Cr Melissa Cadwell was elected as Councillor for the Brownbill Ward on 23 January 2023 as a result of the extraordinary vacancy created by the election of Cr Sarah Mansfield to Victorian Parliament.
- Cr Sarah Hathway was elected as Councillor for the Windermere Ward on 28 June 2023 as a result of the extraordinary vacancy created by the resignation of Cr Kylie Grzybek on 29 May 2023.



**Cr Trent Sullivan**  
Mayor  
Bellarine Ward



**Cr Anthony Aitken**  
Deputy Mayor  
Windermere Ward

**Portfolios:**

- Aboriginal and Torres Strait Islander (ATSI) Partnerships (Chair)
- Commonwealth Games (Chair)

**Committees:**

- Kilangiti (formerly Karreenga) Aboriginal Advisory Committee (Chair)
- Planning Committee
- Audit and Risk Committee
- CEO Employment and Remuneration Committee
- Geelong Regional Library Corporation
- Regional Capitals Victoria
- Regional Capitals Australia
- Submissions Review Panel
- Tourism Greater Geelong and The Bellarine Inc
- G21 Geelong Region Alliance

**Portfolios:**

- Strong Local Economy (Chair)
- Aboriginal and Torres Strait Islander (ATSI) Partnerships (Deputy Chair)
- Commonwealth Games (Deputy Chair)
- High Performing Council (Deputy Chair)

**Committees:**

- CEO Employment and Remuneration Committee
- Geelong Major Events Delegated Committee
- Geelong Regional Library Corporation
- Planning Committee
- Regional Cities Victoria
- Rural and Peri-Urban Advisory Committee
- Submissions Review Panel
- Access and Inclusion Advisory Committee



**Cr Stephanie Asher**  
Bellarine Ward

Portfolios:

- Veteran Affairs (Chair)
- Active Spaces (Deputy Chair)

Committees:

- CEO Employment and Remuneration Committee
- Planning Committee
- Submissions Review Panel



**Cr Melissa Cadwell**  
Brownbill Ward

Portfolios:

- Creativity and Culture (Chair)
- City Planning and Heritage (Deputy Chair)

Committees:

- Women in Community Life Advisory Committee (Chair)
- CEO Employment and Remuneration Committee
- G21 Pillar – Cultural and Economic Development
- G21 Managing Growth Advisory Group
- Geelong Art Gallery
- Geelong Heritage Advisory Committee
- Geelong Major Events Delegated Committee
- Geelong Regional Library Corporation
- Planning Committee
- Submissions Review Panel



**Cr Sarah Hathway**  
Windermere Ward

Committees:

- Planning Committee
- Submissions Review Panel



**Cr Bruce Harwood**  
Kardinia Ward

Portfolios:

- High Performing Council (Chair)
- Environment and Circular Economy (Deputy Chair)

Committees:

- Submissions Review Panel (Chair)
- G21 Pillar - Sustainability
- Planning Committee
- Sustainability Advisory Committee



**Cr Eddy Kontelj**  
Brownbill Ward

Portfolios:

- Active Spaces (Chair)
- City Transport (Deputy Chair)

Committees:

- Planning Committee
- Submissions Review Panel



**Cr Jim Mason AM**  
Bellarine Ward

Portfolios:

- City Planning and Heritage (Chair)
- Strong Local Economy (Deputy Chair)

Committees:

- Bellarine Arts Centre (Potato Shed) Community Asset Committee (Chair)
- Geelong Heritage Advisory Committee (Chair)
- LGBTQIA+ Advisory Committee (Chair)
- Planning Committee (Chair)
- Rural and Peri-Urban Advisory Committee (Chair)
- Association of Bayside Municipalities
- CEO Employment and Remuneration Committee
- G21 Managing Growth Advisory Group
- Geelong Major Events Delegated Committee
- Submissions Review Panel



**Cr Belinda Moloney**  
Kardinia Ward

Portfolios:

- Multicultural Geelong (Chair)
- Inclusion and Care (Deputy Chair)

Committees:

- Ageing-Well Advisory Committee (Chair)
- Association of Bayside Municipalities
- Geelong Regional Library Corporation
- Multicultural Action Plan Committee
- Municipal Association of Victoria
- Planning Committee
- Submissions Review Panel



**Cr Peter Murrphy**  
Brownbill Ward

Portfolios:

- Environment and Circular Economy (Chair)
- Creativity and Culture (Deputy Chair)

Committees:

- Sustainability Advisory Committee (Chair)
- G21 Pillar - Health and Wellbeing
- G21 Pillar - Sustainability
- Planning Committee
- Submissions Review Panel



**Cr Ron Nelson**  
Kardinia Ward

Portfolios:

- City Transport (Chair)
- Veteran Affairs (Deputy Chair)

Committees:

- Audit and Risk Committee
- Geelong Major Events Designated Committee
- Planning Committee
- Submissions Review Panel

## 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 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.

### Changes to our organisation in 2022–23

Since 2020, we have been undertaking an organisation design project, driven by our people, to transform how we work together for a thriving community.

Over the past two and a half years the Future Ways of Working Program has undertaken detailed research and engagement to design our ideal future state (called a Target Operating Model).

Future Ways of Working is a CEO-sponsored foundational program established to improve our performance in five key areas:

- decision-making
- accountability
- structure
- ways of working
- capabilities.

We are doing this so that we can become an efficient, effective and financially sustainable organisation that better delivers on the needs of our customers and our employees.

By working better together, we're creating a healthy, safe environment where we respect and encourage each other, embrace new ideas, better ways to work, and truly make people the centre of our business.

In April 2023, we undertook several foundational structure changes, to align the organisation to our future state Target Operating Model.

The refocusing for our five Directorates represents us prioritising the five things we need to be great at to deliver on our strategy:

- City Planning and Economy has been renamed **Planning and Design** to create integrated, collaborative, prioritised planning working to common goals, with the right voices heard at the right times.
- Community Life has been renamed **Community Service Delivery** to deliver the highest value services, in the best way, where there is the greatest need.
- City Services has been renamed **City Infrastructure** to ensure we have clear roles and responsibilities for ensuring great assets, and the right capacity to manage them.
- Customer and Corporate Services has been renamed **Customer, Community and Economy** to deliver simple and easy customer experience with extraordinary understanding of customer wants and needs.
- Strategy, People and Performance has been renamed **Strategy, Governance and Corporate** to build strategic enterprise-wide functions to lead, govern and enable the entire organisation to thrive.

These changes ensure each Directorate has a discrete and clear role to play in how we deliver for our community. Several reporting line and team changes took place to get the right teams working together in common ways.

By creating clear focus and accountability, and natural dependencies and points of collaboration between Directorates, we're becoming a high-performing organisation, giving our people space to thrive, and making our organisation easier to navigate for our community.

With this foundational work completed, the organisation has now moved into a period of organisation-led continuous improvement to design new ways of working and deliver on the benefits of our new ways of working.

Existing Directorate	Renamed Directorate
City Planning & Economy	<b>Planning and Design</b>
Community Life	<b>Community Service Delivery</b>
City Services	<b>City Infrastructure</b>
Customer and Corporate Services	<b>Customer, Community and Economy</b>
Strategy, People and Performance	<b>Strategy, Governance and Corporate</b>

## 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 Executive Directors and the Chief Executive Officer, are responsible for implementing council decisions and delivering sustainable and effective services, activities and infrastructure to the community. The position of Executive Director Strategy, People and Performance position was vacant at 30 June 2023.



**KAARINA PHYLAND**  
**ACTING CHIEF EXECUTIVE OFFICER\***



**DAVID GREAVES**  
**ACTING EXECUTIVE DIRECTOR CITY INFRASTRUCTURE\*\***



**BRYCE PROSSER**  
**ACTING EXECUTIVE DIRECTOR CUSTOMER, COMMUNITY AND ECONOMY**



**GARETH SMITH**  
**EXECUTIVE DIRECTOR PLANNING & DESIGN**



**ROBYN STEVENS**  
**EXECUTIVE DIRECTOR COMMUNITY SERVICE DELIVERY**

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

Kaarina Phyland held the position of Acting Chief Executive Officer from 2 September 2022

\*\*Guy Wilson held the position of Director City Services from 1 July 2022 to 3 February 2023

\*\*\* Kaarina Phyland held the position of Director Strategy, People and Performance until 2 September 2022

**FIGURE 17: Our leadership team as at 30 June 2023**

# OUR ORGANISATIONAL STRUCTURE

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

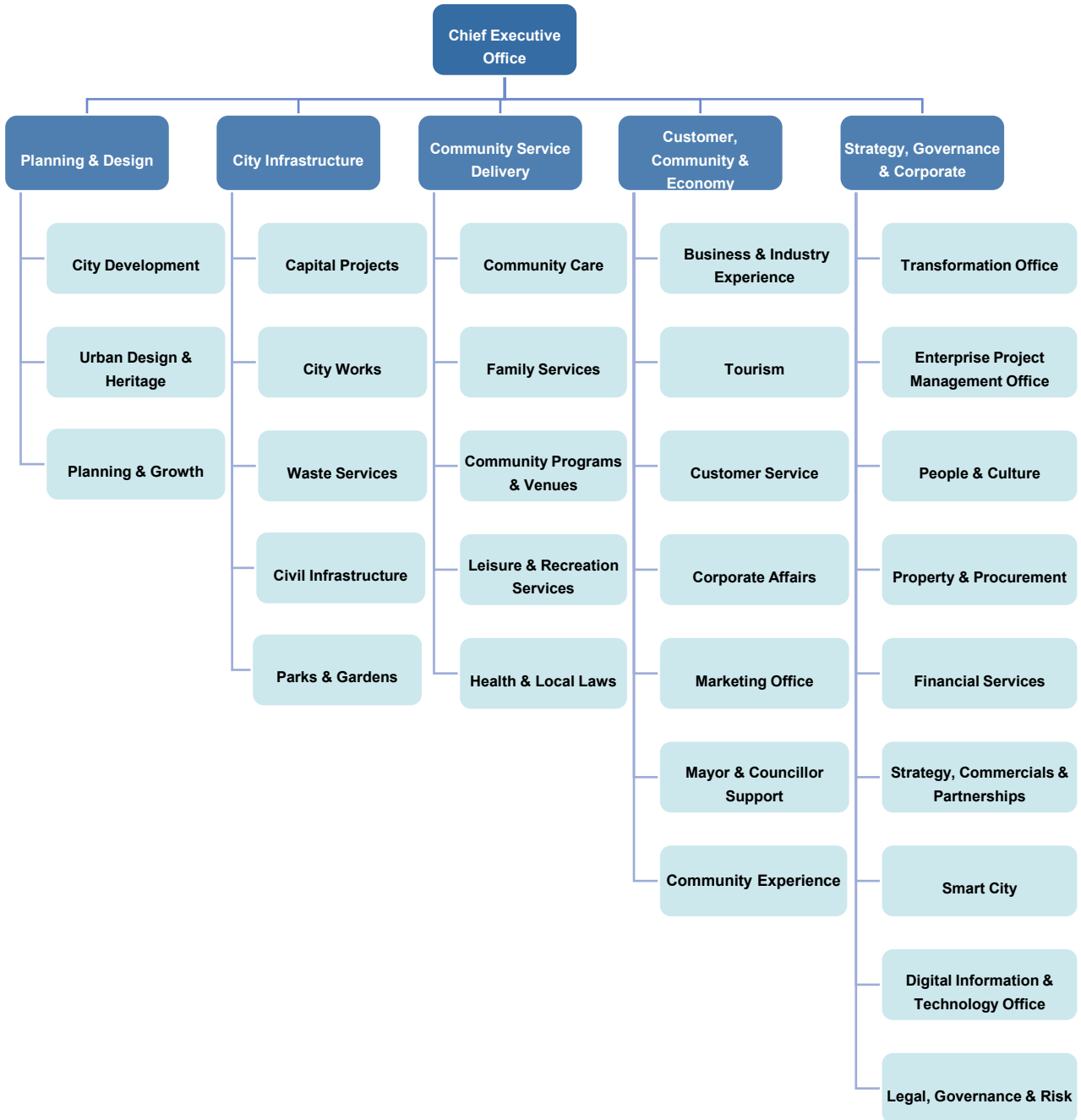


FIGURE 18: Our organisational structure as at 30 June 2023

## 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 2,877 people, equivalent to 1,809.8 full-time employees<sup>11</sup>.

Our turnover<sup>12</sup> in 2022–23 was 16.9 per cent, down from 17.3 per cent the previous year.

**TABLE 2: Total full-time equivalent employees by directorate, employment condition and gender in 2022–23**

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY INFRASTRUCTURE	COMMUNITY SERVICE DELIVERY	CUSTOMER, COMMUNITY & ECONOMY	PLANNING & DESIGN	STRATEGY, GOVERNANCE & CORPORATE
Full Time – W	1	71.3	262.1	68.6	68.1	119.8
Full Time – M	0	379.1	81.4	22.5	63.4	111.3
Full Time – X	0	0	0	0	0	0
Part Time – W	0	12.2	290.5	26.6	11.9	24.4
Part Time – M	0	1.4	36.4	0	0.8	4.9
Part Time – X	0	0	0	0	0	0
Casual – W	0	1.9	91.5	4	1.6	5.3
Casual – M	0	5.2	39.2	0.9	0	0.2
Casual – X	0	0	0	0	0	0
Total <sup>13</sup>	1.0	471.1	803.4	122.6	145.8	265.9

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

<sup>11</sup> As at 30 June 2023

<sup>12</sup> Excludes casual employees

<sup>13</sup> Total includes 2.3 Full-Time equivalent of self-described gender

**TABLE 3: Total headcount of employees by employment classification and gender in 2022–23**

<b>EMPLOMENT CLASSIFICATION</b>	<b>WOMEN</b>	<b>MEN</b>	<b>PERSONS OF SELF-DESCRIBED GENDER</b>	<b>TOTAL</b>
Band 1	104	85		189
Band 2	222	51		273
Band 3	413	357	3	773
Band 4	154	81		235
Band 5	239	95	1	335
Band 6	171	93		264
Band 7	119	140		259
Band 8	58	53		111
Band not applicable	376	6	1	383
Senior Officer	34	21		55
Total	1,890	982	5	2,877

## 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 2020 we were one of 10 councils funded by the Victorian Government to apply a gender lens across our work. A key obligation under the Gender Equality Act is the development of the Gender Equity Action Plan. We have begun to apply a gender lens across all areas, including:

- launching our *Gender Equality Action Plan 2022–25* (GEAP) September 2022 at Wurriki Nyal. The Commissioner for Gender Equality in the Public Sector, Dr Niki Vincent, spoke at the launch, outlining how a GEAP can provide a guide to develop, implement and monitor actions that support all members of our community.
- preparing the Workplace Gender Audit for the progress report due in February 2024.
- continuing integration of Gender+ Impact Assessments in our business planning processes.
- partnering with RMIT University and other employers across our region to deliver an accredited Gender Equality Course, to build capability for Gender+ Impact Assessments across the organisation.
- registering with Reconciliation Australia for the development of the Innovate Reconciliation Action Plan (RAP) following community engagement on the 26 January
- our First Nations Employment and Engagement Officer developing relationships, and supporting the delivery of key workplace initiatives, including First Nations Identified Traineeships, through an agreement with AFL SportsReady.
- participating on the Geelong Aboriginal Employment Taskforce (GAET). Our inductees and existing employees have the opportunity to attend Walk and Talk Cultural Heritage Tours with Wadawurrung Traditional Owners to develop understanding of Cultural Heritage and History, and to support our employees to work with cultural respect with community.
- commencing work on the development of the Access and Inclusion Action Plan 2024–2028. The plan will identify actions to remove barriers to employment for people with a disability and to continue to build an inclusive workplace.

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




- *Sustainability Framework 2020*
- *Social Equity Framework 2022–25*

# OCCUPATIONAL HEALTH AND SAFETY

## Health and safety matters to us.

Our safety management system, CitySafe, continues to be the source of information on Health, Safety and Wellbeing matters. With the removal of pandemic restrictions, normal business operations have returned. While both the lost time injury and the total recordable injury frequency rates have fallen, they remain higher than target. There is an increased focus on high potential incidents, and all are formally investigated so that learnings can be identified, and corrective actions implemented.

**TABLE 4: Occupational health and safety performance in 2022–23**

	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
2022–23 Results*	22.3	29.4	2.23
2022–23 Variation	-15.85% 	-15.76% 	+223% 

\*As at June 2023

## Wurriki Nyal

The move to our new administration building Wurriki Nyal was completed in 2022, and as part of the process, more than 500 workstation assessments were conducted. Ongoing reviews are also conducted as required including lighting assessments of workstation areas.

## Contractor and volunteer safety

In 2021, we expanded the functionality of LinkSafe (contractor induction management) to include volunteer and event inductions. This was further expanded to include visitor check in when we moved to Wurriki Nyal.

## Psychological Safety

New regulations on the requirement to manage Psychological Safety in the workplace commenced in 2023. In preparation, we established a Psychological Safety Working Group. The working group has commenced development of a framework and road map to comply with the new requirements. The new regulations ensure we provide a psychologically safe workplace for our employees.

## Fitness For Work

A *Fitness for Work Policy* was drafted in 2022 and has been through extensive consultation via our Occupational Health and Safety (OHS) Committees, site meetings, toolbox talks, drop-in sessions, routine management meetings and Employee Collaborative Committee meetings. The policy has been refined and will be reviewed via the Policy Review Committee before release and roll out. This is in line with ensuring the safety and wellbeing of our employees.

## Health Safety and Wellbeing Capability

A City-wide OHS Maturity Assessment was completed in late 2022 and a detailed action plan developed which is now being implemented across the City. In addition, a Health Safety and Wellbeing component has been integrated into the leadership development training program, 'Leading Better Together', which focuses on uplifting the understanding and awareness around OHS accountability and responsibility for people leaders.

## HOW WE PLAN

We have developed an integrated, long-term and transparent approach to planning, monitoring and performance reporting, aligned with our 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 19) demonstrates the relationship between these key planning and reporting documents. The framework helps us set goals, make decisions, prioritise our workload, allocate resources, monitor progress and adapt to changing circumstances that might challenge our progress.

In 2021, we incorporated our Municipal Public Health and Wellbeing Plan into our Council Plan to create *Our Community Plan 2021–25*.

We also 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.

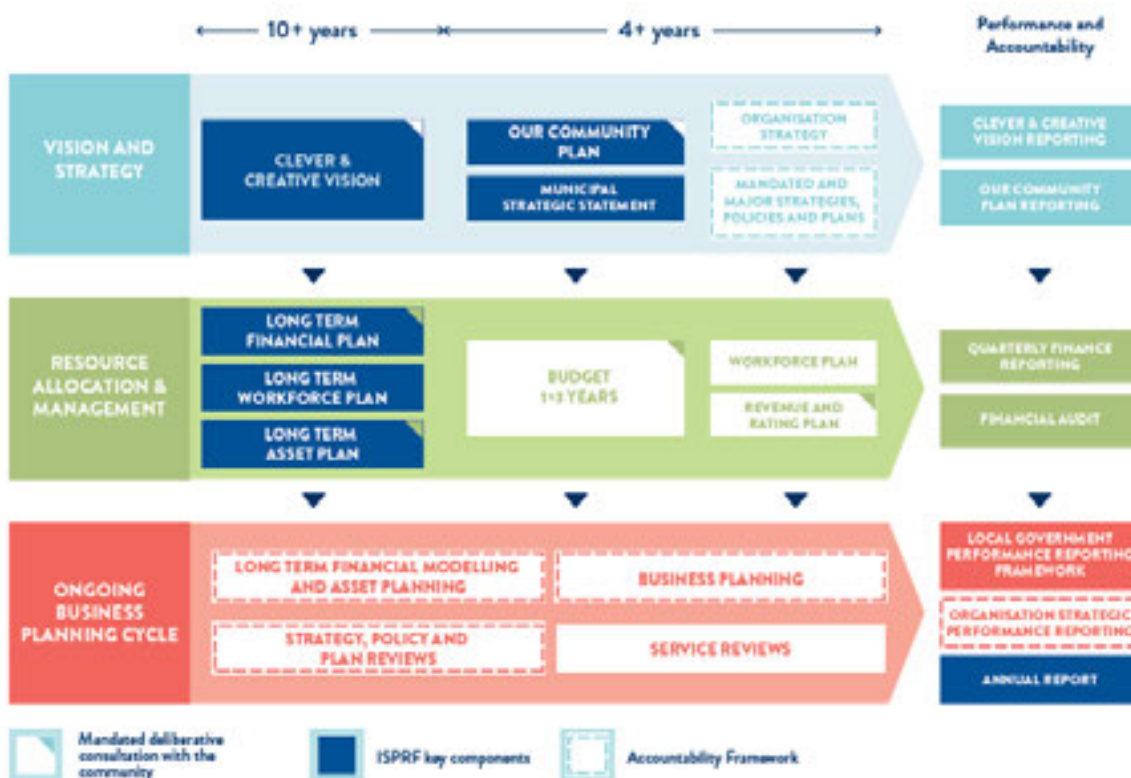


FIGURE 19: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

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# OUR PERFORMANCE 2022–23

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*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 our community what councillors are aiming to achieve during their four-year terms. It guides us on how we allocate resources, so we can deliver infrastructure, services and programs to our community to ensure the social, economic and environmental sustainability of our region.

The four strategic directions we have 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, highlighting the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

The following provides a high-level overview of our performance in delivering the 2022–23 annual action plan, and how we are tracking against the indicators. It also highlights other achievements supporting our strategic priorities as well as results for the prescribed service performance indicators as set out in the Local Government Performance Reporting Framework (LGPRF).

For more detailed information on the progress of the annual action plan, refer to the quarterly reports on our website ([www.geelongaustralia.com.au](http://www.geelongaustralia.com.au)).

## STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY

**4,895** bookings across community halls totalling 18,155 hours

**246** community bus bookings transporting approximately 2,734 passengers

**137** sports pavilions and buildings maintained

**16,000** attendees at youth programs

**10,556** swim goggles sold

**6,154** hours of enhanced Maternal and Child Health service delivered

**44,079** dogs and cats registered

**201,000** of home care provided to vulnerable residents

**52,752** visitors to National Wool Museum

**150+** objects added to our Art & Heritage Collection.

**1,451** first time parenting groups

**1.8 million** visits to our leisure facilities, a 58 per cent increase from 2021–22

**3,227** assessments to provide services supporting older residents to live at home

**25,000** people attended the Grand Final Parade held in September 2022

## 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 our 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 ★

★ Supports health and wellbeing

## PROGRESS REPORT

### Indicators

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Proportion of adults experiencing high / very high psychological distress Source: City of Greater Geelong Preventative Health Survey	20% (2021) 10.3% (2017)	There was an increase in the proportion of our adult community experiencing high / very high psychological distress since 2017. Next survey due in 2024–25.
Proportion of adults meeting the physical activity guidelines Source: City of Greater Geelong Preventative Health Survey	67% (2021) 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017. Next survey due in 2024–25.

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Proportion of adults consuming the recommended number of serves of fruit and vegetables	Fruit 46% (2021) 53% (2017)	Since 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. Next survey due in 2024–25.
Source: City of Greater Geelong Preventative Health Survey	Vegetable 15% (2021) 10% (2017)	
Family violence incident rate per 100,000 population for Greater Geelong	1,680.7 (March 2023) 1,557.7 (March 2022) 1,595.9 (March 2021)	For the year ending March 2023, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,377.7).
Source: Crime Statistics Agency website <a href="http://www.crimestatistics.vic.gov.au">www.crimestatistics.vic.gov.au</a>		
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. Next survey due in 2024–25.
Source: City of Greater Geelong Preventative Health Survey		
Level of agreement that multiculturalism makes life better (definitely or sometimes)	66% (2021)	This result comprised 48% definitely and 18% sometimes. Next survey due in 2024–25.
Source: City of Greater Geelong Preventative Health Survey		
Proportion of community concerned about effects of climate change on health (very or quite concerned)	51% (2021)	This result comprised 28% very concerned and 23% quite concerned. Next survey due in 2024–25.
Source: City of Greater Geelong Preventative Health Survey		
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)	56% (2021)	This result consisted of 28% members of a sports group. Next survey due in 2024–25.
Source: City of Greater Geelong Preventative Health Survey		

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Community satisfaction with support services	Family 62 (2023) 64 (2022) 66 (2021)	Family Support and Disadvantaged Support services were comparable to both the statewide (63, 59) and Regional Centres (64, 58) averages.
Source: Local Government Community Satisfaction Survey	Elderly 60 (2023) 63 (2022) 65 (2021)	Elderly Support was comparable to Regional Centres (61) but lower compared to the statewide average (63).
	Disadvantaged 58 (2023) 61 (2022) 62 (2021)	

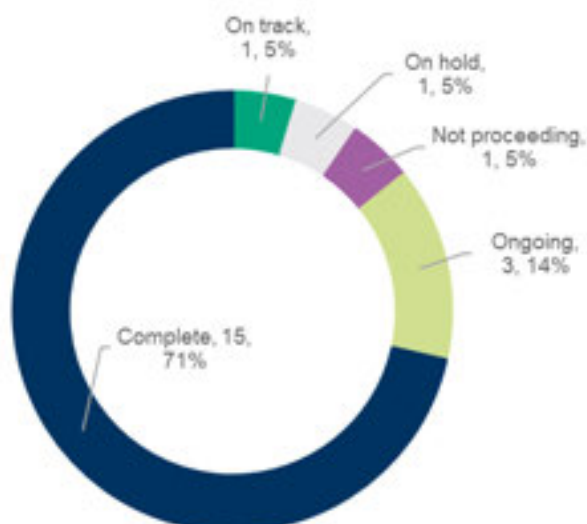
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Community satisfaction with recreational facilities Source: Local Government Community Satisfaction Survey	69 (2023) 72 (2022) 75 (2021)	While satisfaction decreased in 2023, our performance continued to be well regarded by the community and was among our highest rated services. Our result was also comparable to both the statewide (68) and Regional Centres averages (69).
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) Source: Local Government Community Satisfaction Survey	44% (2023) 55% (2022)	There was a decrease in the proportion of people who agreed or strongly agreed with the statement that Council infrastructure is equitable. 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). Source: Local Government Community Satisfaction Survey	56% (2023) 63% (2022)	There was a decrease in the proportion of people who agreed or strongly agreed with the statement that Council infrastructure is accessible. Comparison to statewide and Regional Centres average is unavailable.
Number of key community infrastructure projects completed Source: City of Greater Geelong	89.2% (2023) 86.5% (2022) 84% (2021)	We have delivered 33 of the 37 key community infrastructure projects identified for delivery by 2022.
Community satisfaction with community and cultural activities Source: Local Government Community Satisfaction Survey	66 (2023) 64 (2022) 65 (2021)	Our result was comparable to both statewide and Regional Centres average (66 respectively).

## Annual Action Plan 2022–23

We committed to 21 actions, which demonstrate how we are addressing our four-year priorities under Healthy, Caring and inclusive community.

At the end of June 2023:

- 15 were 'complete'
- one was 'on track'
- one was 'on hold'
- one was 'not proceeding'
- three were 'ongoing'



## Major Budget Initiatives

INITIATIVE	NORTHERN AQUATIC AND COMMUNITY HUB
<b>Action 2022–23</b>	Commence construction of the Northern Aquatic and Community Hub
<b>Status</b>	Complete
<b>Comment</b>	We progressed construction on the Northern Aquatic Community Hub which, when complete, will provide state of the art health and fitness facilities for residents in the north and surrounding areas. Pool shells were completed. Tiling and fit out works are underway.

INITIATIVE	NORTH BELLARINE AQUATIC CENTRE
<b>Action 2022–23</b>	Complete final concept Stage 2 design of the North Bellarine Aquatic Centre
<b>Status</b>	Complete
<b>Comment</b>	Council endorsed the proposal for design and delivery of Stage 2 in November 2022 and was successful in attaining \$40 million in funding commitments from both the Federal and State governments. We are in the final stages of consulting with our community advisory panel and expect to have a recommendation on the final concept Stage 2 design to Council in August/September 2023.

INITIATIVE	RIPPLESIDE PARK INCLUSIVE PLAY SPACE
<b>Action 2022–23</b>	Commence construction of a new inclusive play space at RippleSide Park
<b>Status</b>	Complete
<b>Comment</b>	Project funding was secured, and contracts are being finalised for the detailed design of the all-accessibility play space at RippleSide Park. Construction will commence in 2024.

## Other achievements in 2022–23 included:

- Engaging with the Wadawarrung Traditional Owners Aboriginal Corporation in the naming of our new facilities, Barongarook Drysdale Library, Bial-a Armstrong Creek Library and Poa Banyul Community Hub (Mount Duneed), recognising our region's history, and celebrate our First Nations community.
- Collaborating with the Wadawarrung Traditional Owners Aboriginal Corporation, Wathaurong Aboriginal Co-operative and NBN Co. to showcase artwork by local First Nations people on NBN boxes at Marshall Reserve, Marshall.
- Promoting the importance of movement to maintain good physical and mental health as part of the Active Geelong Showcase, held at WorkSafe, highlighting various healthy initiatives available in Geelong.
- Endorsing changes to the way we will mark 26 January in 2024 and beyond, including supporting formalised First Nations Peoples acknowledgement and cultural events on the day, re-scheduling citizenship ceremonies, and ceasing to refer to 26 January as Australia Day in all communications, instead referring to the day as 26 January.
- Launching our 2023 Community Leadership Program as part of our commitment to developing skilled and passionate leaders across the region.
- Strengthening our commitment to better support and engage with the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual (LGBTQIA+) community by establishing an inaugural advisory committee to guide Council on issues that affect people who identify as part of Geelong's LGBTQIA+ community.
- Developed Youth Communities of Practice – a network to provide a central point for schools and youth-focused organisations in the Geelong region to network, information share and partner in the development of innovative initiatives responding to emerging needs. The LGBTQIA+ Stand Out Community of Practice Hub is now LIVE.
- Developed the Rainbow Youth Advisory Group
- Celebrating the 17th annual Geelong Children's Week in October 2022 with more than 30 events.
- Launching our *Gender Equality Action Plan 2022–25* in September 2022 aimed at improving outcomes for women and gender diverse people. The plan relates to our internal processes, and the way we create policies and deliver programs and services to our community.
- Commencing work on the COVID-19 Youth Impact Report, a research project, to better understand the ongoing impacts the pandemic is having on young people in our region.
- Demonstrating our commitment to stamping out gender-based violence by supporting the 16 Days of Activism, an international campaign commencing 25 November 2022, the International Day for the Elimination of Violence Against Women.
- Supporting *Kaleidoscope* art installation, a 700-square metre, light-filled maze of moving prisms, mirrors, glass and steel created by artist Keith Courtney and manufactured in Geelong.
- Completing a renovation and safety upgrade to the historic Osborne House and stables in North Geelong, marking the first step in a planned major redevelopment of the site.
- Working with Wadawarrung Traditional Owners Aboriginal Corporation, to conserve and move a culturally significant scarred tree to Wurriki Nyal, to stand at the heart of Greater Geelong's new Civic Precinct.
- Contributing in-kind and funding support to renew coastal and marine assets including an upgrade of the Rippleside Jetty, a refurbishment of the Ocean Grove Boat Ramp to improve the functionality of the piles and pontoon, and a detailed dredging plan (draft) for the Clifton Springs Boat Harbour.

- Delivering new and upgraded sporting and community facilities including:
  - new turf and hard-wicket training nets at South Barwon Cricket Club
  - an accessible and gender-neutral pavilion at Lara Recreation Reserve
  - lighting installations at seven sporting reserves: Evans Reserve, St Albans Recreation Reserve, Osborne Park, St Leonards Lake Reserve, Grinter Reserve, Winter Reserve and Burdoo Reserve
  - gender-neutral and accessible facilities at Shell Reserve.
- Working alongside young people from the fOrT Youth Centre to deliver the SKAART Community Festival in April 2023.
- Celebrating *This Girl Can Week* (12-18 September 2022) with our Swim Sport and Leisure centres offering a range of free 'come and try' fitness sessions, including Beginners Strength, Beginners Pilates, Beginners Circuit and Beginners Yoga.
- Hosting the Geelong Youth Awards, celebrating young people aged 12-25 years who are making a difference in leadership, cultural awareness, community work, sport, arts, music and youth development.
- Facilitating three grant writing workshops to support professional development for artists.
- Working together with other agencies as part of the Greater Geelong Municipal Emergency Management Planning Committee to deliver a new *Municipal Emergency Management Plan*, that details actions that need to be taken immediately before, during and after an emergency.
- Increasing capacity for more programs to be held by Geelong West Neighbourhood House and Geelong Rainbow Inc.
- Launching the 10th annual Nature Play Week launch event for Victoria at the Botanic Gardens in Eastern Park Geelong with over 2,224 families in attendance.
- Introducing Sunshine Circles across Early Years Services and Supported Playgroup to support emotional and social development of children.
- Successfully obtaining Landcare Grants to promote sustainability in early childhood education and care at the Leopold Family Centre and Whittington Family Centre.
- Completing a business case for the expansion of the Potato Shed - Bellarine Arts Centre. Once endorsed, we will then seek partnership funding for redevelopment.
- Delivering Refugee Week activities, working alongside young people from the Multicultural Drop In.
- Engaging with 193 active learner drivers through the L2P (Learner to Probationary) program who achieved 50 probationary licences and completed 101 mentor matches. Funding for the L2P program has been extended for a further 12 months and is in its 13th year of delivery. It currently has 98 volunteer mentors and 120 learners.
- Commissioning *Wadawurrung Dja: Awakening Country* – a major exhibition of paintings and ten ceremonial cloaks by Wadawurrung artist Deanne Gilson. The cloaks are nationally significant commission and acquisition of contemporary women's business.
- 20 major conservation projects completed on public art and heritage collection objects and over 250 research inquiries addressed.

## Awards and recognition

- Our teams at Splashdown, Waterworld, Leisurelink and the Bellarine Aquatic and Sports Centre were accredited with Life Saving Victoria (LSV)'s Platinum Pool award in recognition of our facilities providing outstanding levels of safety. Our teams had to undertake a rigorous series of assessments to achieve this status, ensuring LSVs criteria was met.
- We are proud to have had six leisure and recreation team members nominated as part of the annual Aquatics and Recreation Victoria (ARV) Industry Gala Awards in June 2023: Sarah Reichenbach, Peta Hardiman, Kristy Wilson, Dylan McInnes, Emily Farlow and Fiona Thomas. Congratulations to all and especially Sarah Reichenbach, Waterworld Aquatics Coordinator, who was 'highly commended' for the Duty Manager Award.
- Our *Youth on Board* program received a high commendation in the Excellence in Community Partnerships Initiative category at this year's LGPro Awards for Excellence. The program, which sees young people between the ages of 18-25 years mentored in good governance by organisations, was developed as a partnership to our Youth Council, to ensure a youth voice is supported, developed, heard and validated in planning and decision-making in local organisations throughout our region.
- The National Family Day Care Association Regional Educator of the Year was awarded to Jacqui Sesito from Geelong Family Day Care.
- Our Grovedale Child and Family Centre, Leopold Child and Family Centre and Norlane Family Centre were all awarded an Exceeding National Quality Standard rating as part of the National Quality Standards assessment process.
- Our Community and Recreation team secured two nominations in the Parks and Leisure Australia (PLA) VIC/TAS 2023 Regional Awards of Excellence for the Lara Tennis Netball Facility (Community Facility of the Year) and the Portarlington Recreation Reserve (for Strategic Master Planning Award).

## 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
	2020	2021	2022	2023	
<b>Animal Management</b>					
Timeliness AM1 Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.21	1.26	Over 89 per cent of animal management requests were actioned in 24 hours/one day. The animal management industry is challenged by capacity issues resulting in certain services (such as nuisance cats) being suspended and resulting in longer response times.
Service standard AM2 Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	23.92%	25.49%	24.07%	24.75%	Before the animals are impounded, we make every effort to reunite registered cats and dogs with their owners.
Service standard AM5 Animals rehomed [Number of animals rehomed / Number of animals collected] x100	59.61%	61.27%	62.37%	48.05%	We actively seek to rehome unclaimed animals by advertising them for adoption on websites and via social media platforms. With the increase of cost of living pressures and post-COVID (people returning to work) rehoming animals has been challenging this year. When excluding animal reclaimed from the total collected, we have rehomed 63 per cent of those animals able to be rehomed.
Service cost AM6 Cost of animal management service per population [Direct cost of the animal management service / Population]	\$13.48	\$8.75	\$9.35	\$14.05	There has been an increase in this result due to significant rise in costs related to Council's Pound Services Contract.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2020	2021	2022	2023	
Health and safety AM7 Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100.00%	100.00%	100.00%	100.00%	We continued to successfully prosecute all matters brought before the court, with four animal management prosecutions in 2022–23.
<b>Aquatic Facilities</b>					
Service standard AF2 Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.00	1.00	All six of the City's pools have been inspected with outcome's being a satisfactory result.
Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Population]	6.53	3.32	4.73	7.21	The City's leisure centres have continued to build a strong recovery in program growth and in-turn participation from COVID-19 impacts due to increased consumer confidence in public safety and service continuation.
Service cost AF7 Cost of aquatic facilities [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	\$3.01	\$7.53	\$5.83	\$3.31	The City's leisure centres have continued to build a strong recovery from COVID-19 impacts. Increased utilisation of facilities has resulted in strong program growth, a subsequent increase in revenue and a reduced overall cost of aquatic facilities.
<b>Food Safety</b>					
Timeliness FS1 Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.64	1.43	1.46	1.45	Of the 64 food complaints received in 2022, 79.7 per cent were actioned within one day of receipt.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2020	2021	2022	2023	
Service standard FS2 Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act (Vic) 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act (Vic) 1984] x100	98.27%	35.84%	52.17%	59.91%	Employee turnover has again created difficulties achieving inspection targets but we have prioritised undertaking food safety assessments over other areas of work.
Service cost FS3 Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act (Vic) 1984]	\$532.42	\$469.45	\$522.07	\$502.09	We have attempted to keep the cost of the food safety service at a similar level to the previous years.
Health and safety FS4 Critical and major non-compliance outcome notifications [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	98.19%	95.45%	100%	90.76%	Employee turnover and difficulties recruiting during an industry-wide shortage of qualified officers has impeded our ability to meet program targets in 2022. We will continue to provide a prioritised response to critical and major non-compliance notifications.
<b>Libraries</b>					
Utilisation LB1 Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	4.45	3.52	4.38	4.57	There were no major COVID-19 closures or outside factors during 2022–23 to impact this indicator, showing a return to normal usage of the collection.
Resource standard LB2 Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	73.18%	63.31%	66.02%	69.09%	The results for 2022–23 indicate that we looking to build up our collection investment levels gradually over time.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2020	2021	2022	2023	
Participation LB4 Active library borrowers in the municipality [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	17.57%	15.70%	13.98%	13.41%	There were no major COVID-19 closures or outside factors during 2022–23 to impact this indicator, however, numbers were down on pre-pandemic figures. The indicator measures activity as loans of library collection items. It does not capture other library activity such as children and youth programs, digital literacy programs and literary events, the use of public internet computers, using facilities such as meeting rooms or study areas, or using services such as Wi-Fi, or in library use of collections, which are increasing year on year.
Service cost LB5 Cost of library service per population [Direct cost of the library service / Population]	\$37.00	\$36.88	\$37.71	\$39.14	This year saw the opening of a new, much larger Drysdale library to replace the older and smaller library, which has led to increase in operational expenditure. This figure includes the costs associated with running 13 libraries in this local government area, so the actual cost of each library service per population is \$3.01.
<b>Maternal and Child Health (MCH)</b>					
Service standard MC2 Infant enrolments in the MCH service [Number of infants enrolled in the MCH service / Number of birth notifications received] x100	101.12%	101.01%	100.86%	99.15%	Over the past four years, enrolments in our Maternal and Child Health service have remained relatively consistent.
Service cost MC3 Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$80.18	\$80.66	\$80.73	\$80.46	The cost of providing the MCH service remained relatively consistent with the previous three years, with only a slight decrease in 2022–23.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENT
	2020	2021	2022	2023	
Participation MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100	73.14%	72.56%	74.40%	73.61%	While participation in our MCH service has decreased slightly, rates are relatively consistent with previous year's results.
Participation MC5 Participation in the MCH service by Aboriginal children [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	76.37%	77.47%	72.02%	71.62%	There were 222 Aboriginal children enrolled in the City's MCH service, of which 159 attended at least once in the year. Participation levels of Aboriginal children in our MCH service is not expected to increase as a result of families having the choice to attend either the Aboriginal MCH service or the City's MCH service since January 2022.
Satisfaction MC6 Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	93.77%	94.37%	94.02%	94.26%	A high number of families continued to engage in 4-week Key Age and Stage visit delivered by our MCH services.

## STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT

**1,795** public place bins maintained

**240** tonnes of compost supplied to community gardens and not-for-profits

**6,068** sealed road potholes repaired

**400** playground spaces managed

**15** waterway and wetlands reserves managed

**10,214** mattresses collected

**475** Environmentally Sustainable Development planning applications assessed

**\$1,337 million** worth of works permits issued

**776** school students attended the Botanic Garden's Education Program

**12** new electric vehicles added to the City's fleet

**7,062** requests for tree services

**1,556** planning permit applications received

**3.25** km of new shared paths constructed

**49** km of roads resurfaced

**11.8** km of footpath renewed/replaced

**369** City managed roads treated for noxious and environmental weeds including woody weed

## LINKS TO THE CLEVER CREATIVE VISION



## DESIRED OUTCOMES

- Delivering our vision for sustainable growth across the municipality
- A choice of housing and lifestyles to meet the diverse needs of our community ★
- Connected transport networks throughout that support liveability and prosperity ★
- Quality, vibrant public spaces ★
- Leading a reduction in community emissions and are increasing our resilience to climate change impacts ★
- Protect and restore our natural environment ★
- 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 ★

★ Supports health and wellbeing

## PROGRESS REPORT

### Indicators

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Residential land supply	21 years (April 2023)	There is a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs. Priority in the short term is increasing zoned supply.
Source: City of Greater Geelong	22 years (April 2022)	
	24 years (March 2021)	

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Employment land supply Source: City of Greater Geelong	25 years (June 2023) 26 years (June 2022) 27 years (June 2020)	There continues to be sufficient long-term industrial land supply. Priority in the short term is increasing zoned supply.
Diversity of housing supply Source: Australian Bureau of Statistics Census of Population and Housing 2021.	13.90% (2021) 15.10% (2020)	There was a significant decline in the share of housing growth in established areas in 2021. This type of development is typically smaller-medium density housing. No new data available.
Journeys to work made by public transport, walking or cycling Source: Australian Bureau of Statistics Census of Population and Housing 2016	4.6% journeys (2021) 8.75% journeys (2016)	In 2021, this result comprised 2.0% public transport and 2.6% rode a bike or walked. Method of travel to work relates specifically to the journey to work on the morning of Census Day. The 2021 Census occurred during COVID-19 lockdowns when many occupations were required to work from home, if possible, and some industries were closed, so people did not go to work. For this reason, these categories may have increased, with corresponding declines in other methods of travel.
Percentage of residences within 400 metres of public open space in urban areas Source: The Australian Urban Observatory Liveability Report for Geelong	40.6% (2021) 44% (2020) 30.8% (2018)	There have been substantial improvements in the methodology used to calculate public open space (POS) since 2018. This has resulted in changes to POS calculations together with some likely changes that have occurred over the 3-year period. Work is underway on a 2018–2021 change over time result.
Community greenhouse gas emissions Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed 30 June 2023)	3,452,000 tonnes CO <sub>2</sub> –emissions total (2020–21) 3,592,000 tonnes CO <sub>2</sub> –emissions total (2019–20) 3,670,000 tonnes CO <sub>2</sub> –emissions total (2018–19)	Updated data will be available late 2023.
Diversion of waste from landfill Source: Local Government Performance Reporting Framework 2021–22	53.21% (2022–23) 52.96% (2021–22) 53.87% (2020–21)	There was a slight increase in diversion rate as favourable weather conditions have increased green waste tonnages.

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Community satisfaction with planning for population growth	49 (2023) 52 (2022)	Our result was comparable to the statewide average (48) but lower compared to other Regional Centres (56).
Source: Local Government Community Satisfaction Survey	54 (2021)	
Percentage housing construction within existing urban areas	24% (2023) 21% (2021)	
Source: City of Greater Geelong and Barwon Water	32% (2020)	Greenfield construction continues to be the main contributor to growth in Geelong's housing supply.
Kilometres (km) of bicycle, walking paths and shared paths	115 km bike paths (2023) 84 km bike paths (2022)	Since 2022, bike paths increased 31 km, shared paths increased 27 km and footpaths increased 61 km, a total increase of 119 km in the path network.
Source: City of Greater Geelong	78 km bike paths (2021)	
	1,988 km footpaths (2023)	
	1,927 km footpaths (2022)	
	1,900 km footpaths (2021)	
	208 km shared paths (2023)	
	181 km shared paths (2022) 169 km shared paths (2021)	
Community satisfaction with local streets and footpaths	52 (2023) 59 (2022)	While our result decreased in 2023, results were comparable to both statewide and Regional Centres averages (52 and 53 respectively).
Source: Local Government Community Satisfaction Survey	60 (2021)	
Community satisfaction with sealed local roads	53 (2023) 57 (2022)	
Source: Local Government Community Satisfaction Survey	62 (2021)	While satisfaction decreased in 2023, we rated significantly higher compared to the statewide average and other Regional Centres (48 and 49 respectively).
Quantity of open space (civic, community parks, sports reserves and heritage open space)	1026.497 hectares – 485 sites (June 2023)	The decrease in hectares in 2023 is a result of conservation/nature reserves sites being reclassified and no longer reported as open space.
Source: City of Greater Geelong	2,459.00 hectares – 495 sites (January 2022)	
	2,146.79 hectares – 495 sites (January 2021)	
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips)	66 (2023) 70 (2022) 71 (2021)	Our result which decreased significantly, was comparable to statewide (67) but lower than Regional Centres (71).
Source: Local Government Community Satisfaction Survey		

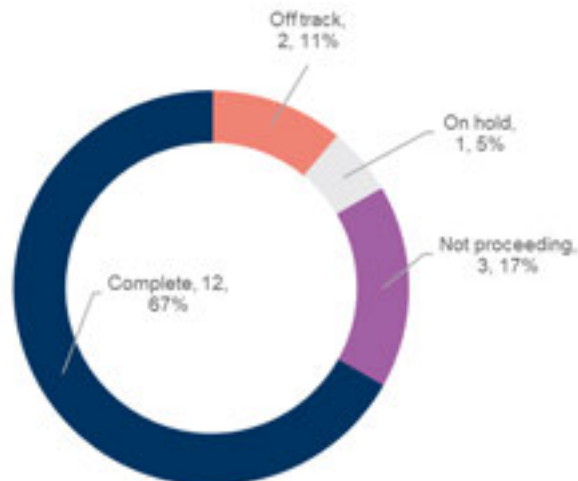
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Greenhouse gas emissions generated by City-managed operations Source: Azility	23,895 tonnes CO2-emissions (2022–23)* 23,057 tonnes CO2-emissions (2021–22) 32,630 tonnes CO2-emissions (2020–21) 34,429 tonnes CO2-emissions (2019–20) *Provisional figure as bill estimations will continue to come in over coming months	Regional population growth is contributing to higher volumes of waste going to landfill and an increase in waste emissions.  Corporate natural gas emission figures have remained stable over the past 12 months.  Our fleet emissions are reducing as we integrate lower and zero emission vehicles into our fleet.
Hectares (ha) of protected natural habitat Source: City of Greater Geelong	1,405 ha (June 2023) 1,335.79 ha (June 2022) 1,380.80 ha (June 2021)	There was an increase of 69.21 hectares of natural habitat managed by us in 2022–23.
Number of trees planted Source: City of Greater Geelong	3,016 street and park trees 4,000 tubestock	In 2022–23 we planted a total of 3,016 trees (2,590 street and 426 park trees) and removed 1,343 trees resulting in a net gain of 1,771 trees. We also planted 4,000 tubestock.
Community satisfaction with waste management Source: Local Government Community Satisfaction Survey	70 (2023) 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 significantly higher than both the statewide and Regional Centres averages (66 and 67 respectively).

### Annual Action Plan 2022–23

We committed to 18 actions which demonstrate how we are addressing our four-year priorities under Sustainable Growth and Environment.

At the end of June 2023:

- 12 were 'complete'
- two were 'off track'
- one was 'on hold'
- three were 'not proceeding'.



## Major Budget Initiatives

INITIATIVE	SPARROVALE WETLANDS MASTERPLAN STAGE 1
<b>Action 2022–23</b>	Implement the Sparrovale Wetlands Masterplan Stage 1
<b>Status</b>	Complete
<b>Comment</b>	We implemented all Sparrovale Master Plan Phase 1 projects and are now moving to Phase 2. The plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years, encouraging people to connect with nature. Automated sensors installed by Deakin University indicate that the diversion of water away from the Ramsar wetlands in summer is operating effectively in line with the draft Sparrovale Wetlands Operating Rules.

INITIATIVE	INTEGRATED TRANSPORT PLAN
<b>Action 2022–23</b>	Commence development of a draft Integrated Transport Plan
<b>Status</b>	Not proceeding
<b>Comment</b>	Whilst we commenced development of the draft Integrated Transport Plan, this plan is no longer proceeding. New external funding opportunities will be investigated during 2023–24.

INITIATIVE	LED STREET LIGHTING AND SMART CONTROL TECHNOLOGY
<b>Action 2022–23</b>	Upgrade to LED street lighting with smart control technology
<b>Status</b>	Complete
<b>Comment</b>	Approximately 14,000 existing residential streetlights were converted to LEDs and additional compliance upgrades completed. Replacement of main roads lighting has commenced with approximately 1,300 lights converted (out of approx. 5,000). Supply chain issues with smart control cells has delayed the installation program with main roads lighting now expected to be complete by mid-2024 and decorative lighting 25% complete by June 2024.

## Other achievements in 2022–23 included:

- Partnering with our community to plant an estimated 2,500 trees along the Ted Wilson Trail to celebrate National Tree Day 2022.
- Adopting a plan to transform the Geelong Saleyards, Gateways Support Services site and other adjoining undeveloped land in North Geelong to provide diverse forms of housing for up to 1,300 residents.
- Continuing to expand our serrated tussock control program to treat 303 City managed roads in 2022–23, an increase of 203 roads since 2019.
- Boosting the capacity of our Anakie Organics Processing Facility to help divert up to 1,200 tonnes of food waste from landfill each year.
- Continuing the food waste collection trial involving 1,500 households in Lara. During the trial period, 280 tonnes of food waste have been diverted from landfill.
- Working on a new shared trail at Beacon Point in Clifton Springs commenced, providing more opportunities for active travel.
- Holding two community compost giveaway days (September 2022 and May 2023). Residents collected free samples of high-quality compost made from the contents of green waste bins.
- Securing a grant to install 12 more EV charging stations at our depots, bringing the total number to 22.
- Celebrating Nature Month by hosting a range of activities across September and November 2022 focussing on rivers, wetlands and nature reserves.
- Developing the *Indented Head Woodland Nature Reserve Master Plan* in collaboration with the Indented Head Community Association, Indented Head Community Group – Voice and the Wadawurrung Traditional Owners Aboriginal Corporation.
- Submitting the *Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan*, a new 10-year strategy to enhance a key stretch of marine and coastal environments on the Bellarine Peninsula.
- Installing 20 microbat and pardalote (small, brightly coloured Australian native bird) roosting boxes donated by the Hoffman Walk Committee, Lara Lions Club and Lara High School.
- Launching a brand-new education program at the Geelong Botanic Gardens for primary school students aimed at fostering and building connections between people, plants and nature.
- Relaunching the Modern Cloth Reusable Nappies Subsidy Program in partnership with Cloth and Crown, offering subsidised re-useable nappy packs.
- Upgrading lighting along the Bob McGovan Path from the Geelong Waterfront to the Western Beach Boat Club at Rippleside Park, with new poles and energy efficient LED lights.
- Endorsing a program for 2023–24 that maps out the delivery of Precinct Structure Plans for the Northern and Western Geelong Growth Areas which will eventually be home to around 110,000 residents.
- Developing the Avalon Corridor Strategy in partnership with Wyndham City Council and in collaboration with the Victorian Department of Environment, Land, Water and Planning. The strategy sets out how 30,000 hectares of land between Geelong and Melbourne should be used, to guide planning decisions to 2050 for individual sites and the surrounding region.
- Approving the *Public Tree Management Policy* which ensures the management of trees within our region improves our urban forest, enhances canopy cover and builds connections with native vegetation.
- Creating low maintenance roundabout landscapes in Waurn Ponds, utilising materials including recycled red brick, compost from our recycling facility, salvaged railway sleepers, recycled bitumen, rubber recycled from old tyres and recycled tree mulch from our tree crew.

- Undertaking ecological burning in Lara using the Cool Burn method, a small scale and slow-moving burn which has been used by First Nations Peoples for over 60,000 years to manage land, plants and animals. Native grasslands around Lara are found on the Victorian Volcanic Plains Grassland and are listed as endangered with less than five per cent of this vegetation left compared with pre-European settlement.
- Holding our fifth Aussie Backyard Bird Count with Birdlife Australia and our community. A total of 897 observers participated, submitting 1,573 counts.
- Implementing the City's *Rabbit Control Plan 2021–2026* and fulfilled our pest plant and animal control legal responsibilities as part of our Restoring Rural Landscapes Program.

## Awards and recognition

- Our Sparrovale-Ngubiti yoorree Wetlands project was a finalist in the *Thriving Environment* category at the 2022 Premier's Sustainability Awards.
- Our Parks and Gardens team was recognised for their work in keeping our city green with Geelong being named as a Tree City of the World in 2022. The program is an initiative of the United Nations and the Arbor Day Foundation to recognise cities committed to ensuring that their urban forests and trees are properly maintained, sustainably managed and celebrated.
- We were a finalist in the Keep Australia Beautiful Victoria – 2022 Sustainable Cities Awards.
- We commissioned a thematic history of our region which was awarded the Judges Special Prize in the Victorian Community History Awards in October 2022.
- We were a finalist in two Industry Leader Awards categories: Waste and Litter Reduction and the Thriving Environment, as part of the Premier's Sustainability Awards 2022.
- We were recognised alongside Barwon Health, Barwon Water, Golden Plains Shire Council, Surf Coast Shire Council, Colac Otway and Borough of Queenscliffe, with a Climate Change Impact and Adaptation Award at the IPAA (Institute of Public Administration Australia) Victoria Leadership Awards for our collaborative work on three initiatives: the Barwon Renewable Energy Project, the Colac Renewable Organics Network and the Regional Renewable Organics Network.
- Our Subdivisions team won the Regional Subdivision Officer Team 2023 awarded by Consulting Surveyors Victoria as part of the annual conference of Consulting Surveyors Victoria in March 2023.

## 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
	2020	2021	2022	2023	
<b>Roads</b>					
Satisfaction of use	85.86	79.21	106.53	167.24	The number of sealed local road requests has increased significantly although the overall condition of the road network has improved. The increase in customer requests has been largely driven by flooding events and inclement weather conditions experienced in late 2022.
R1 Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition	91.86%	95.26%	94.76%	95.59%	Proportion of roads maintained to condition standards increased slightly due to the dedicated program of road renewal.
R2 Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100					
Service cost	\$201.39	\$124.09	\$186.13	\$150.43	Works included in this calculation vary in terms of treatment type and scale, resulting in inherent variability in cost across reporting periods. In 2022–23, several projects enabled greater economies of scale due to the type of work and road geometry.
R3 Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					
Service cost	\$18.23	\$18.94	\$23.11	\$22.39	The cost of local road resealing remained relatively consistent with the previous year.
R4 Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]					

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2020	2021	2022	2023	
Satisfaction R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	60	62	57	53	The decline in satisfaction is most likely due to multiple extreme rains event across the municipality which resulted in a significant increase in sealed road defects and delayed rectification. Despite this, Geelong still performed significantly better than both statewide and Regional Centres averages which also declined.
<b>Waste Collection</b>					
Satisfaction WC1 Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	256.85	276.30	280.64	238.84	The new customer service portal helped breakdown generic customer requests into more specific waste categories, which resulted in reduced customer requests.
Service standard WC2 Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	12.14	12.28	10.89	12.05	We continue to work with our contractor to reduce the number of missed bin collections.
Service cost WC3 Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$115.38	\$108.89	\$133.19	\$141.33	In 2022–23, the increased cost of service was largely driven by an increase in state government landfill levy charges.
Service cost WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$57.40	\$60.85	\$59.32	\$71.33	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.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2020	2021	2022	2023	
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	55.73%	53.87%	52.96%	53.21%	A marginal increase in waste diversion occurred in 2022–23 largely due to improvement in recycling processing. Waste tonnage continues to increase due to population growth in new subdivisions.

## STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY

**1,574** participants in the 2022 Small Business Festival

**400** businesses supported by our Business Concierge service

**9** participants supported to participate in the Geelong Climate Launchpad 2023 competition

**28** graduates of the Regional Industry Sector Employment program

**250,000** visitors to the AVALON 2023 Australian International Airshow and Aerospace & Defence Exposition.

**80** volunteers delivering services at the Visitor Information Centres across the region

**7** cruise ships welcomed to the region in the season sailing from Geelong Port

**11,740** unique visitors accessed free public Wi-Fi

**66** kilometres of internet fibre owned by the city and shared through agreements with others.

**8** trade shows attended to promote Geelong and the Bellarine to travel trade and planners

**6,343** participants in Geelong Design Week 2022

**\$3.4 million** estimated economic benefit from the Business Events Attraction campaign

## 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

★ Supports health and wellbeing

## PROGRESS REPORT

### Indicators

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Number of jobs located in the City of Greater Geelong	135,562 (2021–22) 123,462 (2020–21)	In 2021–22 there were an estimated 12,100 jobs created in our region. The 2022–23 data will be available in early 2024.
Source: .id and National Institute of Economic and Industry Research (NIEIR)	118,765 (2019–20)	
City of Greater Geelong unemployment rate	2.7% (March quarter 2023) 2.8% (June quarter 2022)	Unemployment rate dropped 0.1 points to a historic low.
Source: Jobs and Skills Australia, Small Area Labour Markets.	4.2% (June quarter 2021)	

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Gross Regional Product (GRP)	\$17.6 billion (2021–22)	GRP increased by \$1.7 billion in 2021–22.
Source: National Institute of Economic and Industry Research (NIEIR) 2021. Compiled and presented in economy.id by .id (informed decisions)	\$15.9 billion (2020–21)	
	\$15 billion (2019–20)	
Value of non-residential building approvals in City of Greater Geelong	\$977.1 million (2022–23)	The value of non-residential building approvals decreased by 19% in 2022–23 yet was 62% higher than 2020–21. Some of the larger approvals included the new South Geelong train station; industrial and manufacturing facilities at Avalon; Armstrong Creek Library and Community Hub; final stages of the Geelong Quarter accommodation and apartments; Geelong Arts Centre redevelopment; and GMHBA Stadium expansion.
Source: City of Greater Geelong Building Services	\$1.2 billion (2021–22)	
	\$603.2 million (2020–21)	
Number of businesses	21,785 (2021–22)	In 2021–22 there were an additional 2,172 businesses.
Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2021	19,613 (2020–21)	
	18,532 (2019–20)	
Tourism Sentiment Index (TSI)	24.1 (March 2023)	Greater Geelong and the Bellarine had a Tourism Sentiment Score® of 24.1. This places Greater Geelong and the Bellarine amongst the top destinations in the world with a global rank of #145. The top contributors to Greater Geelong and the Bellarine's overall performance were: Restaurants & Dining (40%); Accommodation (13%); and Beaches (7%). In the March quarter, Restaurants & Dining in Greater Geelong and the Bellarine ranked in the top 50% of destinations in the world.
Source: Destination Think	24 (June 2022)	
	22 (June 2021)	
Investment in Geelong	157 projects valued at \$16.9 billion (June 2023)	The number and value of major investment projects increased by \$3.0 billion in the year to June 2023.
Source: Cordell by CoreLogic	137 projects valued at \$13.9 billion (June 2022)	
	139 projects valued at \$11.5 billion (June 2021)	

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Visitor expenditure	\$1.6 billion (Mar 2022 to Mar 2023)	Tourism spend is up on pre-pandemic levels at \$1.6 billion (+33% from 2019); however, there are other economic factors at play in that figure. Importantly, domestic visitor nights are up 12%, meaning visitors are extending their stays for longer. This reflects how our region is maturing with compelling new attractions, growth in contemporary accommodation and a developing reputation for delivering quality visitor experiences.
Source: Tourism Research Australia's National Visitor Survey	\$1.3 billion (Aug 2021 to Sep 2022)	
	\$876 million (June 2022)	
	\$637 million (June 2021)	

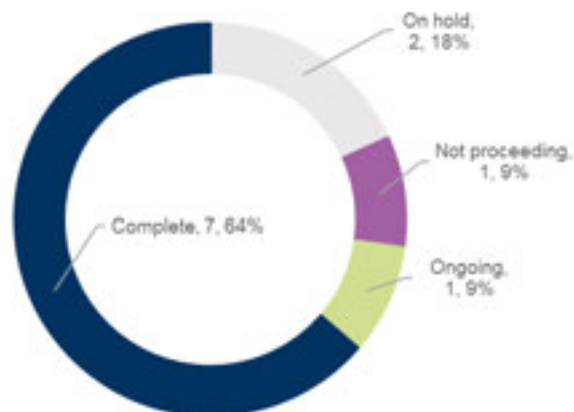
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Community satisfaction with business and community development	59 (2023) 59 (2022)	Satisfaction with performance remained unchanged from 2022 and was comparable to both statewide and Regional Centre averages (57 respectively).
Source: Local Government Community Satisfaction Survey	64 (2021)	
Return on investment of Geelong major events	50:1 (2022–23) 24:1 (2021–22)	The 18 major events supported via Geelong Major Events had an economic impact estimated at \$81.3 million.
Source: Geelong Major Events Committee Annual Report	28:1 (2020–21)	

## Annual Action Plan 2022–23

We committed to 11 actions which demonstrate how we are addressing our four-year priorities under Strong Local Economy.

At the end of June 2023:

- seven were 'complete'
- two were 'on hold'
- one was 'not proceeding'
- one was 'ongoing'.



## Major Budget Initiatives

INITIATIVE	FREE PUBLIC WI-FI AND ENHANCED BROADBAND
<b>Action 2022–23</b>	Deliver free public Wi-Fi and enhanced broadband to address gaps in digital access and affordability (Geelong Smarter Suburbs)
<b>Status</b>	Complete
<b>Comment</b>	We completed all scheduled works for 2022–23 as planned. Remaining works are on track and will be scheduled to be completed in 2023–24.

### Other achievements in 2022–23 included:

- Hosting the UNESCO Creative Cities of Design (COD) Subnetwork meeting with 27 delegates from 17 cities attending from across the globe, and a further 11 cities joining in virtually, in March 2023.
- Continuing to support local businesses through a range of workshops, free advice, initiatives and funding opportunities including our annual Small Business Festival; monthly one-on-one mentoring sessions and our Business Concierge service.
- Presenting *Tastes of Central Geelong*, showcasing central Geelong cafes, bars and restaurants through dining events, guided food tours, masterclasses and demonstrations.
- Endorsing an investigation into the delivery of a Regional Livestock and Rural Information Exchange Hub and truck wash for the region.
- Providing funding to local businesses for circular economy projects including home and business electrification, using agricultural waste in asphalt and glass as a concrete base, as part of our community grants program.
- Joining forces with The Gordon (Workforce Australia Local Jobs, Skilling the Bay) to host the Apprenticeship and Traineeship Support Forum aimed at maximising apprenticeship and traineeship participation, increasing retention rates, and assisting in meeting labour shortages in the region by providing employment opportunities.
- Hosting smart technology and urban innovation specialists as part of the Australian Smart Communities Association - Smart Community Showcase Tour, an opportunity to share best practice knowledge on the responsible use of emerging technologies and showcasing our initiatives including intelligent precincts and places, smart infrastructure and innovative technologies.
- Linking climate sensors installed in trees at the Geelong Botanic Gardens to automated sprinklers to help cool down grey-headed flying foxes during dangerous summer heat waves.
- Developing a Partnership with Deakin University and Australia's Academic and Research Network (AARNet) to deliver high-speed internet to community, education, and research facilities on the Bellarine.
- Completing the Dell Eco Reef at Clifton Springs with innovative 3D printed reef module technology, to assist in reducing erosion and future impacts of sea level rise.
- Partnering with Deakin University and Hanwha Defence Australia to showcase our region's defence industry capability to the world at the AVALON 2023 Australian International Airshow Aerospace & Defence Exposition.
- Providing over 270 street performances and 40 unique pop-up activations across central Geelong and the Waterfront as part of the *Central Geelong Street Vibrancy* program.
- Providing free multimedia window displays in Little Malop Central and working with local businesses to offer '*Kick On in Geelong*' discounts aimed at encouraging people to spend more time in central Geelong after visiting the *Kaleidoscope* art installation in Johnstone Park.

- Engaging people living and working in Geelong, as well as visitors from Melbourne and surrounds, to help us plan a refresh of the Geelong Waterfront.
- Welcoming a record breaking 93,000 people who took to the streets of central Geelong to celebrate music, art, culture and community as part of White Night Geelong 2022.
- Delivering 11 public events as part of the Love Central Geelong marketing program which encourages people to visit central Geelong.
- The National Wool Museum team is partnering with Deakin University's Strategic Research Centre in Education, Research for Educational Impact (REDI) to evaluate the Department of Education Strategic Partnerships Program funded Hands on History program.
- 25 volunteers provided more than 5,000 hours of service and six student / intern placements joined the National Wool Museum team to work in collections and support learning programs.
- Supporting local makers, creatives, emerging and professional artists and students of art and design by hosting the third May'd Festival in central Geelong.

## **Awards and recognition**

- We were named a Smart21 Community of 2023 by the global network Intelligent Community Forum (ICF). We were the only Victorian city to be named in the list and one of just three Australian cities. Geelong was named as a Top7 Smart Community for the region's Smart Cities efforts at the conclusion of the global network's hybrid live-online conference based in Durham Region, Ontario, Canada.
- We were recognised at the World Smart City Expo in Korea, winning the International Smart City of the Year award alongside Barcelona City. The award is recognition of joint efforts between Council, the private sector, the education sector and other levels of government, to create a more liveable, sustainable and thriving greater Geelong.
- Our Tourism team took home Gold (Tourism Education and Training) and Bronze (Tourism Marketing and Campaigns) awards at the 2022 Victorian Tourism Awards.

## STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION

**162,826** calls made to Customer Service Centres

**500+** workstation assessments completed as part of the move to Wurriki Nyal

**87** new learn to swim instructors completed training

**22,704** employee timesheets processed

**5** new online learning modules to build capability in recruitment and hosting student placements

**46,420** visitors to customer service centres

**444** health appointments for early intervention to prevent workplace injuries

**8,974** number of property information requests

**72** projects shared on the Have Your Say website

**37,583** contact us emails handled by Customer Service Centres

### 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

★ Supports health and wellbeing

# PROGRESS REPORT

## Indicators

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Customer complaints resolution completed within 30 days Source: City of Greater Geelong	87% (2022–23) 85% (April–June 2022)	We have improved the online information and online form. The result has been a decline in complaints, as our customers were reporting issues in the incorrect portal, for example missed bin collection. We created dashboards to help manage and resolve complaints in a more efficient manner while having a view of the incoming and outstanding complaints.
Community satisfaction with customer service Source: Local Government Community Satisfaction Survey	73 (2023) 72 (2022) 77 (2021)	Our performance in satisfaction continued to be well regarded by our community with customer service among our highest rated services. Our performance was significantly higher than both the statewide (67) and Regional Centres average (68).
Community satisfaction with informing the community Source: Local Government Community Satisfaction Survey	56 (2023) 58 (2022) 60 (2021)	Our result was comparable with both statewide and Regional Centres averages (57 and 55 respectively).
Community satisfaction with consultation and engagement Source: Local Government Community Satisfaction Survey	52 (2023) 54 (2022) 57 (2021)	Satisfaction was consistent with historical results and comparable with both statewide and Regional Centres averages (52 and 50 respectively).
Community satisfaction with overall council direction Source: Local Government Community Satisfaction Survey	49 (2023) 52 (2022) 56 (2021)	Satisfaction was comparable to the Regional Centres average (47) but was significantly higher than statewide (46).
Community satisfaction with overall performance Source: Local Government Community Satisfaction Survey	58 (2023) 63 (2022) 63 (2021)	Our result decreased significantly but was comparable with both statewide and Regional Centres averages (56 respectively).
Community satisfaction with advocacy on behalf of the community Source: Local Government Community Satisfaction Survey	50 (2023) 55 (2022) 57 (2021)	Our result decreased significantly but was comparable with both statewide and Regional Centres averages (51 and 52 respectively).

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) Source: City of Greater Geelong	22.3 LTIFR (June 2023) 26.5 LTIFR (June 2022) 21.4 LTIFR (June 2021)  29.4 TRIFR (June 2023) 34.9 TRIFR (June 2022) 24.9 TRIFR (June 2021)	Over the financial year, our LTIFR and TRIFR both decreased significantly, with the LTIFR down 16.7% (down 4.5) and the TRIFR down 17% (down 5.8) from the July 2022 result.  During 2022–23, Body Stressing injuries were the largest overall category impacting these results with 59% of Total Recordable Injuries. ‘Body Stressing – Muscular stress with no objects being handled’ was the biggest single contributor with 21% of TRIs.
Gender breakdown of City employees Source: City of Greater Geelong	Female 65.69% (June 2023) 64.32% (June 2022) 64.12% (June 2021)  Male 34.13% (June 2023) 35.64% (June 2022) 35.85% (June 2021)  Self-described gender 0.17% (June 2023) 0.04% (June 2022) 0.04% (June 2021)	Gender breakdown of our employees remains consistent from 2022.
Number of Aboriginal and Torres Strait Islander people employed at the City Source: City of Greater Geelong	20 (June 2023) 19 (June 2022) 14 (June 2021)	We recruit, develop and retain First Nations people as an integral part of our commitment to inclusiveness, engagement and to be an employer of choice for Aboriginal and Torres Strait Islander people.
Employee satisfaction and engagement Source: City of Greater Geelong Better Together Survey	Satisfaction 59% (2022) 63% (2020)  Engagement 53% (2022) 52% (2020)	Our employee opinion survey on employee satisfaction and engagement was not conducted in 2023. The next survey will be conducted in 2024.
Recurrent surplus / deficit Source: City of Greater Geelong	\$4.7 million (2022–23) \$10.63 million (2021–22)	We achieved a recurrent surplus of \$4.7 million against a budget surplus of \$0.107 million. Favourable result largely due receiving 100% of the federal assistance grant in 2022–23 instead of the budgeted 75% and saving measures implemented during the second half of the financial year

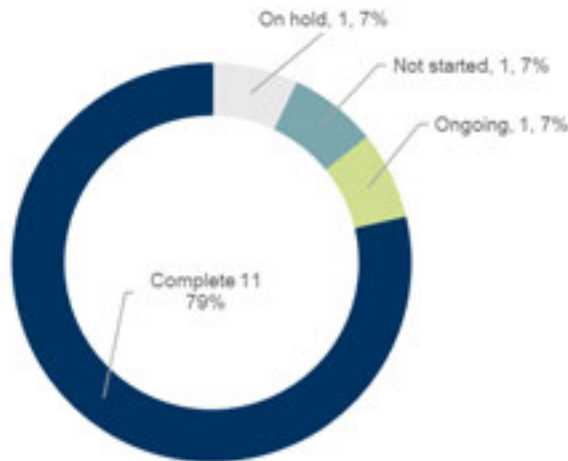
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2023	PROGRESS COMMENTS
		generating \$6.2 million to net operating results.
Funds from sale of assets Source: City of Greater Geelong	\$31.1 million (2022–23) \$12.8 million (2021–22)	Two of the City’s assets held for sale, Civic Centre Carpark and Belmont bowling lanes were sold favourable to budget, with further asset sales deferred to 2023–24.
Cost recovery of services and revenue growth from new sources (fees and charges) Source: City of Greater Geelong	\$9.9 million (2022–23) \$9.4 million (2021–22)	An increase in the rates revenue stream was due to increase of 2,800 rateable properties and supplementary rates during 2022–23.
Efficiency target Source: City of Greater Geelong	\$3.98 million (2022–23) \$2.965 million (2021–22)	Efficiency embedded into the budget in materials and services were not realised due to current economic conditions.
Asset renewal gap and upgrade ratio Source: City of Greater Geelong	61.8% (2022–23) 68.9% (2021–22) 51.9% (2020–21)	A strong focus from council to investing in asset renewal has seen the ratio maintained in 2022–23 and will continue to increase in the forthcoming years.

### Annual Action Plan 2022–23

We committed to 14 actions which demonstrate how we are addressing our four-year priorities under High-Performing Council and Organisation.

At the end of June 2023:

- 11 were ‘complete’
- one was ‘on hold’
- one was ‘not started’.
- one was ‘ongoing’



### Major budget initiatives

INITIATIVE	CYBER SECURITY
<b>Action 2022–23</b>	Protect the City's digital landscape against cyber security threats by establishing a Risk Management Framework and overarching Cyber Policy

INITIATIVE	CYBER SECURITY
<b>Status</b>	Complete
<b>Comment</b>	<p>We established an Information Security Management Systems (ISMS) which uses a systematic approach to managing security-based outcomes against the organisation risk framework and a set of policy and procedures that are documented, implemented, and maintained.</p> <p>Our Cyber Security Strategy continues to be implemented, with greater focus on risk and compliance management, including reporting and decision making through the appropriate governance structures. Appropriate policies and a risk management framework have now been established.</p>

### Other achievements in 2022–23 included:

- On 18 February 2023 we hosted the Wurriki Nyal Open Day of our new Civic Precinct for our community members to explore and learn about the cultural and sustainability features.
- Implementing a new engagement process aimed at giving our community a greater voice on the future of the Pakington North Precinct.
- Petitioning Prime Minister Anthony Albanese and senior government leaders at the Australian Local Government Association's National General Assembly in Canberra, about important local issues and the ways the federal government could invest in our region including infrastructure, road maintenance, rail upgrades and flood mitigation, and the financial challenges being faced by local governments.
- Welcoming the 2023 Youth Council and farewelled our 2022 Youth Council. Our Youth Council provided 13 pieces of advice across 2022–23 to Council on matters of importance for young people.
- Holding our internal Business Planning Week in June 2023, providing leaders with the support, tools and information needed to develop a focused and efficient business plan.
- Selling Civic Car Park in Gheringhap Street to fund the delivery of new and upgraded assets across our municipality.
- Adopting the *Public Transparency Policy* in September 2022, outlining the way in which Council information is made publicly available and gives effect to the public transparency principles prescribed in the *Local Government Act 2020*.
- Adopting the *Governance Rules and Public Question and Submission Time Policy* in August 2022.
- Establishing a Community Advisory Panel to help identify several design options for the second stage of the North Bellarine Aquatic Centre in Drysdale.
- Visiting neighbourhoods to discuss topics that matter to our community, provide information on Council projects, and hear community ideas as part of our Neighbourhood Conversations program.
- Publishing our second annual *Community Engagement Impact Report* from April 2022 to March 2023, outlining the impacts and achievements delivered as part of our *Community Engagement Policy*.
- Successfully incorporating nine city buildings into Wurriki Nyal as part of the Big Tidy Project. A total of 9,006 kilograms of office stationery and supplies were donated to schools, community groups and charities.
- Receiving a grant from Department of Transport and Planning for our *Planning at its Best – Digital Project* to increase the ability for customers to lodge planning permit applications online.
- Continuing to encourage individuals to undertake a Building Surveying career. A number of employees have upskilled to obtain registration with the Victorian Building Authority. This has improved the overall skillset of the team.

- Registering over 7,000 swimming pools and/or spas. Registration enables Council to commence a program of reminders to pool / spa owners to ensure that they undertake the legislated compliance checks on their swimming pool and / or spa barriers.
- Hosting two interns through Australian Network on Disability Stepping into Summer Internship Program.
- Adopting the National Wool Museum 30-year vision.
- Receiving over 800 submissions as part of the #YourMuseumGeelong community and stakeholder engagement.
- Adopting the *Art & Heritage Collections Policy*.

## Awards and recognition

- We were recognized as a finalist in the 2023 Australian Financial Review BOSS Most Innovative Companies (Government, Not for Profit and Academic Category).

## 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
	2020	2021	2022	2023	
<b>Governance</b>					
Transparency G1 Council decisions made at meetings 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, 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	9.03%	8.03%	6.55%	14.41%	The increase in meetings closed to the public can be attributed to the recruitment of the Chief Executive Officer.
Consultation and engagement G2 Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	53	57	54	52	Scores for the City's community consultation and engagement performance remained steady (no significant change) while scores for statewide and Regional Centres averages decreased significantly.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2020	2021	2022	2023	
<p>Attendance</p> <p>G3 Councillor attendance at council meetings</p> <p>[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</p>	93.45%	96.97%	98.70%	90.40%	A number of meetings not fixed by Council occurred during the year which impacted Councillor's ability to attend meetings at short notice. Two extraordinary vacancies occurred which directly effected the calculation of this measure.
<p>Service cost</p> <p>G4 Cost of governance</p> <p>[Direct cost of the governance service / Number of councillors elected at the last council general election]</p>	\$44,582.64	\$45,711.91	\$47,697.36	\$60,073.35	The increase in the cost of delivering council's governance service this financial year is mainly attributable to the CEO recruitment process, as well as a marginal increase in Councillor allowances, per the new determination issued from the Victorian Independent Remuneration Tribunal.
<p>Satisfaction</p> <p>G5 Satisfaction with council decisions</p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	56	59	56	52	While Geelong's performance score for decisions in the interest of the community decreased, it remains comparable with the statewide and Regional Centres results which also declined.
<b>Statutory Planning</b>					
<p>Timeliness</p> <p>SP1 Time taken to decide planning applications</p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	83.00	78.00	80.00	91.00	The complexity in planning applications and the recurring employee shortages has resulted in an increase in the median processing days.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2020	2021	2022	2023	
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	69.39%	80.90%	78.70%	75.05%	The percentage of applications determined within the timeframe is consistent with previous years.
Service cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,453.48	\$2,304.98	\$2,260.19	\$3,250.96	The cost of service fee increase relates to a decrease reduction of the number of applications and an increase in legal and consultant spend due to lengthy VCAT hearings in the last financial year.
Decision making SP4 Council planning decisions upheld at VCAT [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	54.17%	71.79%	72.41%	64.00%	The majority of Council planning decisions (16 out of 25) continue to be upheld at VCAT. While the figure is slightly down from the previous two years, the result will continue to be variable due to the number and types of applications considered by VCAT.

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# GOVERNANCE

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## 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 considered in strategic planning and decision-making
- i) the transparency of Council decisions, actions and information is to be ensured.

In giving effect to the overarching governance principles, a Council must consider the following supporting principles:

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

## Council Meetings

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

**TABLE 5: Council meetings in 2022–23**

MEETING TYPE	NUMBER HELD	HELD AT
Council Meetings	12	8 meetings conducted at City Hall 4 meetings conducted offsite
Meetings not fixed by Council	6	Meetings were held to consider Confidential matters and the Annual Report

**TABLE 6: Councillor attendance for 2022–23**

COUNCILLOR	LEAVE OF ABSENCE *	APOLOGY	COUNCIL MEETING ATTENDANCE
Cr Anthony Aitken (Deputy Mayor from 8 November 2022)	-	1	17
Cr Stephanie Asher	1	3	15
Cr Kylie Grzybek (resigned 29 May 2023)	2	1	15
Cr Bruce Harwood	1	-	18
Cr Eddy Kontelj	1	5	13
Cr Sarah Mansfield (resigned 14 December 2022)	3	1	9
Cr Jim Mason	-	-	18
Cr Belinda Moloney	1	2	16
Cr Peter Murrilhy	1	-	18
Cr Ron Nelson	-	4	14
Cr Trent Sullivan (Mayor from 8 November 2022)	-	-	18
Cr Melissa Cadwell (Oath of Affirmation 23 January 2023)	-	-	8

\*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.

Cr Sarah Hathway was elected as a councillor for the Windermere Ward following the last council meeting for 2022–23 held on 27 June 2023.

## Delegated Committees

TABLE 7: s 63 Delegated Committees in 2022–23

COMMITTEE	PURPOSE AND APPOINTMENT
Geelong Major Events Delegated Committee	Appointed under section 63 of the Act To coordinate how we attract, assist and fund events.
Bellarine Arts Centre (Potato Shed) Community Asset Committee	Appointed under section 65 of the Act To support the long-term management and promotion of the Potato Shed - Bellarine Arts Centre.
Planning Committee	Appointed under section 63 of the Act To consider and determine planning permit applications that have been called in by a councillor.

## 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 took effect from 18 December 2021.

TABLE 8: Current annual allowance from 1 July 2022 – 30 June 2023

	ALLOWANCE (\$)	
	1 JULY 2022 – 17 DECEMBER 2022	18 DECEMBER 2022 – 30 JUNE 2023
Councillor	35,793	37,010
Deputy Mayor	59,658	61,315
Mayor	119,316	122,630

## Councillor expenses

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

**TABLE 9: Details of reimbursements and expenses paid in 2022–23**

<b>COUNCILLOR EXPENDITURE JULY 2022 – JUNE 2023</b>					
<b>NAME</b>	<b>TRAVEL \$</b>	<b>PROFESSIONAL DEVELOPMENT \$</b>	<b>EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE \$</b>	<b>ALLOWANCES \$</b>	<b>GRAND TOTAL \$</b>
Cr Anthony Aitken	-	-	1,074	50,747	51,821
Cr Stephanie Asher	1,611	-	859	35,052	37,522
Cr Kylie Grzybek	-	-	1,295	31,641	32,936
Cr Bruce Harwood	279	-	751	34,954	35,984
Cr Eddy Kontelj	-	-	1,484	34,954	36,438
Cr Sarah Mansfield	-	-	346	11,016	11,361
Cr Jim Mason	5,228	-	1,156	34,954	41,338
Cr Peter Murrhly	6,469	-	1,635	64,242	72,346
Cr Ron Nelson	1,143	-	1,364	34,954	37,461
Cr Trent Sullivan	24,619	1,249	1,560	95,883	123,311
Cr Belinda Moloney	-	-	811	34,954	35,765
Cr Melissa Cadwell	-	1,400	2,660	16,560	20,620
<b>Total Councillor Expenses</b>	<b>39,349</b>	<b>2,649</b>	<b>14,995</b>	<b>479,911</b>	<b>536,904</b>

## 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 Chief Executive Officer (CEO) without advertisement
- Differential Rates
- Summary of Campaign Donation Returns.

The following information will also be made publicly available to ensure our 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 employees
- Register of Delegations made by the CEO
- Register of Authorised Officers
- Register of Interstate and Overseas Travel by Councillors and employees
- 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. We are 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 our 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.ovic.vic.gov.au/freedom-of-information/](http://www.ovic.vic.gov.au/freedom-of-information/) 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](http://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 two disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) during 2022–23.

## Contracts

During 2022–23, the following contracts entered into by Council were valued above the contract value at which the Council must invite a tender or seek an expression of interest under its Procurement Policy;

**TABLE 10: List of contracts entered into by Council valued above the contract value at which the Council must invite a tender or seek an expression of interest under its Procurement Policy**

CONTRACT NO:	CONTRACT TITLE	CONTRACT NO:	CONTRACT TITLE
C2200004	Barwon Heads Bowling Club Pavilion - Design and Construct	C2300014	Rabbit Control
C2200005	Norlane Bowling Club Synthetic Green Construction	C2300016	Annual Supply of Bituminous Spray Sealing Works
C2200015	Supply & Delivery of Pool Chemicals	C2300020	Provision of Urban Design Advice on Planning Applications
C2200047	Provision of Pest and Wildlife Control Services	C2300021	Additional Contractors for Collection & Recycling of Mattresses
C2200049	Armstrong Creek Town Centre Library - Construction	C2300025	Birnam Court - Belmont – Special Rate Charge Upgrade
C2200055	Leisure & Recreation Services system upgrade	C2300026	Limeburners Point Boating Facility Upgrade Stage 1 – Construction of a Non-Powered Craft Access Ramp and Car Park
C2200058	Municipal Waste & Green Organics Haulage Services	C2300029	Surfcoast Highway and Boundary Road Intersection East Leg - Design Services
C2200059	Website Redevelopment	C2300030	Avalon Boat Ramp Upgrade
C2200060	Ocean Grove Pontoon Construction	C2300033	Peacock Avenue Footbridge - Design and Construct Tender
C2200062	Cleaning Services for Family and Child Services Centres	C2300034	2022/2023 City of Greater Geelong Drainage Relining and Replacement Program
C2200065	Consultant Services Heritage	C2300035	Drainage Condition Data Capture
C2200073	Supply & Delivery of Road Signs	C2300038	2022 Dust Suppression Program
C2200074	Barwon South West Waste and Resource Recovery Group: Collection and Recycling of E-waste from Council Facilities	C2300040	2022–23 Playground Redevelopment Program
C2200075	Development of the Market Square Masterplan	C2300041	Cleaning Services for Major Buildings
C2200076	Security Guard Services for Wurriki Nyal	C2300042	King Lloyd Reserve Pavilion Extension - Construction
C2200077	City of Greater Geelong - Early Years Planning Review	C2300043	Provision of Professional Services: Engineering Advice
C2200078	Anakie Reserve Social Room Upgrade	C2300044	Bus Shelter Program - Design and Construct
C2200080	Linemarking Services	C2300054	Design & Construct - Lara Recreation Reserve AFL & Baseball Pavilion
C2200082	EPMO - DM Review	C2300056	Bay Trail Revitalisation

CONTRACT NO:	CONTRACT TITLE	CONTRACT NO:	CONTRACT TITLE
C2200084	Christmas Decorations: Install, Dismantle and Storage	C2300058	Bellarine Arts Centre - Potato Shed Business Case
C2200085	Floating Christmas Tree - Tree Lighting and Music Services	C2300060	Work Cover and Injury Management - Consultancy Services
C2200087	Request for Recruitment Services	C2300062	Portarlington Football & Netball Club Pavilion Upgrade - Design Services
C2200088	Little Malop Street automated bollard project - Construction Services	C2300065	Apex Ave/Allitt Ave Belmont Emergency Stormwater Works
C2200089	Clifton Springs Boat Harbour Dredging Plan	C2300066	Lara Recreation Reserve - Precinct services package
C2200090	Hire of Windrow Turning and Screening for Green Organics Processing	C2300072	Provision of Painting Services
C2200092	Farrars Road, Lara - Pavement Stabilisation Works	C2300075	Annual Gutter Cleaning of Facilities - Readvertised
C2200093	Destination Charging Across Victoria Electric Vehicle Charger Station Procurement	C2300080	Supply & Delivery of Agricultural Chemicals
C2200096	Sports Lighting Audit	C2300081	NWGGA Bridge Design and Apportionment
C2300002	Aquatic Centre Boiler Repairs, Maintenance & Servicing	C2300083	Saunders St Sediment Basin & Wetlands Renewal, North Geelong
C2300004	2023 Calendar - Printing and Packaging	C2300084	Melaluka Rd Leopold Open Drain Rehabilitation
C2300005	WSUD Routine Maintenance	C2300085	Collendina Drain Renewal & Retaining Wall, Ocean Grove
C2300007	Bell Park Sports Club Changerooms Redevelopment	C2300088	Elcho Reserve Toilet/Shower Replacement
C2300008	Hardsurface Program Leopold Tennis Court Repairs/Resurfacing	C2300089	Provision of Traffic Management and Spotter Services
C2300009	Lara Golf Club Water Supply Feasibility Study	C2300096	Supply and Install Cardboard Compactor at Geelong Resource Recovery Centre
C2300010	Community Update - Printing Services	C2300097	St Leonards Skate Park - Construction Works
C2300011	City of Greater Geelong Guardrail Program - FY 2022/23	C2300102	St Stephens Tennis/Croquet Club Disability Access
C2300012	Drysdale Townsquare and Park Upgrade	C2300103	Avalon Corridor Integrated Water Management (IWM) Strategy

In addition, the following contracts are those that met the criteria for competitive processes but were signed off as exempt (sole source):

**TABLE 11: Contracts that met the criteria for competitive processes but were signed off as exempt (sole source)**

CONTRACT NO:	DESCRIPTION
C2300003	Daily media monitoring and monthly media analysis
C2100222	Creamery Road Precinct Structure Plan - Transport Concept Designs

## **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 draft annual financial accounts
- reports its minutes to Council.

TABLE 12: Audit and Risk Committee attendance 2022–23

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Ms Lisa Tripodi (independent member – chair)	5
Mr Geoff Harry (independent member – until October 2022)	2
Mr John Watson (independent member)	5
Mr Mick Jaensch (independent member – since December 2022)	3
Cr Peter Murrhly (Mayor – until November 2022)	2
Cr Kylie Grzybek (Councillor member until February 2023)	0
Cr Trent Sullivan (Mayor – since November 2022)	3
Cr Ron Nelson (Councillor member – since February 2023)	1

### 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 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 our external audit service.

### Risk Management

Risk management is an internal 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, decisive, and 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	<p><b>Community engagement policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>Adopted in accordance with section 55 of the Act Date of adoption: 23 February 2021</p>
GC2	<p><b>Community engagement guidelines</b> (guidelines to assist employees to determine when and how to engage with the community)</p>	<p>Guidelines Date of commencement of current guidelines: 18 May 2021 Quarterly reviews conducted in 2022.</p>
GC3	<p><b>Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</p>	<p>Adopted in accordance with section 91 of the Act Date of adoption: 26 October 2021</p>
GC4	<p><b>Asset Plan</b> (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)</p>	<p>Adopted in accordance with section 92 of the Act Date of adoption: 28 June 2022</p>
GC5	<p><b>Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>Adopted in accordance with section 93 of the Act Date of adoption: 27 June 2023</p>
GC6	<p><b>Annual budget</b> (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)</p>	<p>Adopted in accordance with section 94 of the Act Date of adoption: 27 June 2023</p>
GC7	<p><b>Risk policy</b> (policy outlining council's commitment and approach to minimising the risks to council operations)</p>	<p>Policy Date of commencement of current policy: 20 November 2019</p>
GC8	<p><b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Policy Date of commencement of current policy: 17 February 2021 We will review the policy in 2023–24 as part of our overall risk management framework.</p>

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC9	<p><b>Municipal emergency management plan</b></p> <p>(plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)</p>	<p>Plan</p> <p>Endorsed by the Regional Emergency Management Planning Committee in April 2023.</p> <p>The <i>Greater Geelong Municipal Emergency Management Plan</i> (MEMP) was reviewed and updated by the Municipal Emergency Management Planning Committee in 2022 to align with the new integrated arrangements for emergency management planning in Victoria, outlined in the Emergency Management Legislation Amendment Act 2018.</p>
GC10	<p><b>Procurement policy</b></p> <p>(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: 1 January 2022</p>
GC11	<p><b>Business continuity plan</b></p> <p>(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>Plans</p> <p>Date of commencement of current plan: 16 May 2011</p> <p>Business impact assessment updated in 2022–23 to identify critical activities and resources dependencies and aligned with the revised organisation structure.</p>
GC12	<p><b>Disaster recovery plan</b></p> <p>(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>
GC13	<p><b>Risk management framework</b></p> <p>(framework outlining council's approach to managing risks to the council operations)</p>	<p>Framework</p> <p>Date of commencement of current framework: 21 October 2021</p>
GC14	<p><b>Audit and Risk Committee</b></p> <p>(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>
GC15	<p><b>Internal audit</b></p> <p>(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>
GC16	<p><b>Performance reporting framework</b></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 reviewed and updated the framework in 2022–23 in line with <i>the Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
GC17	<p><b>Council Plan report</b></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: 13 December 2022, 28 March 2023, 27 June 2023</p> <p>We provide quarterly reports on the progress of our council plan including a six-monthly update on the progress of the strategic indicators as per section 98 of <i>Local Government Act 2020</i>.</p>

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC18	<b>Financial reporting</b> (quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Act  Dates reports presented: 22 November 2022, 28 February 2023 and 23 May 2023
GC19	<b>Risk reports</b> (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports  Dates of reports: 24 August 2022, 7 December 2022, 7 March 2023 and 7 June 2023  We report to the Executive Leadership Team and Audit and Risk Committee quarterly on the strategic risks profile, including risk rating and minimisation strategies.
GC20	<b>Performance reporting</b> (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Report  Dates of reports: 25 October 2022 and 28 February 2023  We report every six months on financial performance indicators and annually against non-financial performance indicators referred to in section 98 of <i>Local Government Act 2020</i> .
GC21	<b>Annual report</b> (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act  Date of presentation: 25 October 2022
GC22	<b>Councillor Code of Conduct</b> (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act  Date reviewed and adopted: 23 February 2021
GC23	<b>Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to employees, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act  Date of review under section 11(7): reviewed 28 March 2023  Date of review under section 47(7) CEO to Employees: 28 October 2022
GC24	<b>Meeting procedures</b> (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: 23 August 2022

## CERTIFICATION OF THE GOVERNANCE AND MANAGEMENT CHECKLIST

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

DocuSigned by:  
*Trent Sullivan*  
CAC3EDC86A74AD3  
\_\_\_\_\_  
Cr Trent Sullivan  
Mayor  
Dated: 18-Sep-2023 | 10:16 AM AEST

DocuSigned by:  
*Ali Wastie*  
CF56A89676714B3  
\_\_\_\_\_  
Ali Wastie  
Chief Executive Officer  
Dated: 15-Sep-2023 | 10:03 PM AEST

## 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 the progress of our plan in our annual report.

We have one of the largest dog and cat populations of any Victorian municipality, with 34,017 registered dogs and 10,062 registered cats. The Domestic Animal Management Plan (DAMP) 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 our role in animal management, but is also intended to have an educational focus, encouraging and teaching community members that it is 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 have undertaken in the last 12 months in support of the plan include:

- Two stages of community engagement to inform a review of our *Dog Controls in Public Places Policy*; stage one to gather community sentiment on current orders and conditions, and stage two to exhibit draft orders for community feedback.
- Community engagement on Cat Curfew Review, based on feedback heard through our DAMP 2022–2025 consultations.
- Completed the July 2022 cat desexing program.
- Committed to the development of a new dog park at Aldershot Reserve in St Albans Park, while continuing to scope an appropriate site on the Bellarine Peninsula (development paused due to budget re-prioritisation in 2023–24). Funding election commitment received from the state government for the development of a dog park in Armstrong Creek; site and scope of park to be confirmed.
- Attended career sessions with local schools to promote tertiary education pathways into animal management.
- Completed an audit of all printed and online educational materials regarding pet ownership in our region and commenced a redesign of all marketing collateral to ensure up to date, best practice information is readily available through all customer service centres and via our website.
- Undertook a review of and endorsed our new *Emergency Animal Welfare Management Plan*.
- Participated in skill development activities to ensure capacity and capability of our Animal Management team members to support residents and their pets during and following emergencies. Team members joined the Building Resources and Capacity for Emergencies (BRACE) Team to undertake training including Introduction to Emergency Management, Working in an Emergency Relief Centre, and Introduction to Psychological First Aid (Personal Support).
- Update to a digital platform for the impounding of animals at Geelong Animal Welfare Society (GAWS).
- Created an interactive dog walking map on our website to allow for the most up-to-date and informative relay of dog accessibility information to our community. These replace outdated, single-location dog order maps.
- Discontinued the Park Your Pet App.

- Reviewed our safety equipment for animal management employees and fleet.
- Purchased and installed safety lighting and variable scrolling messaging signs for our animal management fleet.
- Branded our animal management fleet, aligning messaging on the rear of all vehicles to reflect key 'on leash' messaging.
- Secured a Kubota off-road vehicle, complete with Animal Management branding, to allow more visible and time-efficient patrolling of trails and beach areas.
- Created a Patrol Survey for our employees to complete upon conclusion of each patrol. This allows for the collection of data regarding patrol lengths, frequency, locations, issuing of penalties types of offences identified to improve our reporting capabilities.
- Scoped works for facility upgrades at GAWS.
- Reviewed use of noise monitoring devices in barking dog investigations, leading to an increased number of devices utilised.
- Created an online barking dog reporting process.
- Recruited two additional animal management officers.
- Supported the second year of trial dog orders on Barwon Coast Committee of Management (BCCM) land and finalised ongoing orders in partnership with BCCM.
- Used a Cat Mascot costume at community events, to garner greater public engagement and interest, whilst also equalling representation of the domestic animal breeds we serve.
- Commenced the development of *Dogs Must Be On Leash Throughout Greater Geelong, Unless Otherwise Signed* marketing campaign to re-educate the community of dog control expectations. Messaging will be shared through multiple media channels.
- Attended animal related and City run community events to promote responsible pet ownership.
- Participation of our Senior Animal Management employees in POCTA (Prevention of Cruelty to Animals) training to broaden knowledge and understand welfare legislation.
- Participation of Animal Management employees in early career expos facilitated by the City to promote employment pathways.
- Continued development of relationships with community-based organisations for the welfare of animals in crisis situations.
- Ensured the continued delivery of pound services through partnership with GAWS.

## 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 13: Key projects undertaken in 2022–23

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2022–23 ACTIONS
PARTICIPATION Promoting inclusion and participation in the community of persons with a disability.	29	<p>Provided the Marveloo, a mobile accessible changing places facility, for use at the Geelong Show in October 2022 and the Ability Fest in March 2023.</p> <p>Facilitated six meetings of our 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.</p> <p>Engaged Access and Inclusion Advisory Committee members in 11 consultations including the Social Procurement Framework development, Building Better Bicycle Connections project and the redevelopment of the W.J.P Wood Pavilion at Landy Field.</p> <p>Promoted a further 12 consultation opportunities to the Access and Inclusion Advisory Committee members.</p> <p>Provided an online peer support group for parents and carers of children with confirmed, or suspected, autism spectrum disorder.</p> <p>Promoted and delivered the Sport4All Program, designed to help sporting clubs and schools become more accessible and inclusive to people with disability.</p> <p>Engaged people living with disability were on the community advisory panel for the Northern Bellarine Aquatic Centre Stage 2.</p>
ACCESS Reducing barriers in accessing goods, services and facilities	30	<p>Conducted a review into Changing Places facilities, with recommendations for placement of future Changing Places investment.</p> <p>Engaged our community to determine how people with a disability find out about business accessibility and whether they find our Mobility Directory useful.</p> <p>Built Disability Discrimination Act compliant toilets at Seagull Paddock, Milton Street, Shell Reserve, Evans Reserve and West Geelong.</p> <p>Launched the Destination Accessible toolkit.</p> <p>Completed 4,063 home modifications to enable improved external access (for example ramps, grab rails) to enable a client to mobilise safely.</p> <p>Invested in kerb improvements and kerb ramps.</p> <p>Finalised the Central Geelong Accessibility Improvement Project with the upgrade of existing disabled parking bays on Yarra Street (north of Malop Street) to include access ramps, improved line marking and signage.</p> <p>Collaborated with Department of Transport to provide footpath connections to 11 bus stops across Geelong.</p>

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2022–23 ACTIONS
<p>EMPLOYMENT</p> <p>Reducing barriers to obtaining and maintaining employment.</p>	1	<p>Obtained advice from the Australian Network on Disability to inform the inclusion of Workplace Adjustment (reasonable adjustment) principles into policy and detailed Workplace Adjustment guidelines that will be developed.</p>
<p>INCLUSIVE ATTITUDES &amp; PRACTICES</p> <p>Achieving tangible changes in attitudes and practices that discriminate against persons with a disability.</p>	7	<p>Supported the Having a Say Conference by facilitating approval of a loading zone and providing bollards.</p> <p>Delivered an International Day of People with Disability event at Wurriki Nyal which included:</p> <p>the launch of the Two of Us project, a photography exhibition that shone a light on people with disability and mental health challenges and a special companion in their lives, capturing the mutually beneficial nature of these relationships.</p> <p>presentation of the 2022 Geelong Awards for People with Disability. Award categories included Achievement, Volunteering and Leadership and Advocacy.</p> <p>Provided a submission to the Victorian Government in response to the Exposure Draft related to the review of the Disability Act 2006.</p> <p>Finalised our inclusive image library, to ensure our promotion of activities and events appropriately represents our community members who live with disability.</p> <p>Commenced the development of the Access and Inclusion Plan 2024–28.</p>

## 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 2022–23, the following information about infrastructure and development contributions has been disclosed.

### Development contributions

TABLE 14: Total DCP levies received in 2022–23

DCP NAME	YEAR APPROVED	LEVIES RECEIVED IN 2022–23 FINANCIAL YEAR (\$)
DCP01 Armstrong Creek North East Industrial	2010	\$0.00
DCP02 Jetty Road Urban Growth Area Stage 1	2012	\$0.00
DCP03 Armstrong Creek East Precinct	2012	\$3,784,170.70
DCP04 Armstrong Creek West Precinct	2013	\$4,579,427.85
DCP05 Armstrong Creek Horseshoe Bend Precinct	2014	\$6,173,772.15
DCP06 Armstrong Creek Town Centre Precinct	2014	\$0.00
DCP07 Lara West Urban Growth Area	2014	\$3,741,336.25
DCP08 Central Rd Drysdale	2022	\$0.00
		\$18,278,706.95

**TABLE 15: DCP land, works, services or facilities accepted in-kind in 2022–23**

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_LA_2a	Land Acquisition Burville Road–Surf Coast Highway to eastern boundary of ACTC (Property 7)	Land	\$1,755,900.00
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_LA_7	Wetland. Retarding basin–South Western (Land)	Land	\$2,599,560.00
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network–Off Road	Trails	\$236,790.00
DCP07 Lara West Urban Growth Area 2014	DI_RO_3	Intersection - Bacchus Marsh Road–Patullos Road	Intersection	\$789,146.83
DCP03 Armstrong Creek East Precinct 2012	DI_DR_3	Armstrong Creek Drainage and Waterway Improvement Works – Section 3 (Horseshoe Bend Road to Surf Coast Highway)	Drainage	\$2,497,620.94
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_OS_6	Playground Equipment – Regional Park	Open Space	\$582,361.11
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_RO_09	Access Reinstatement Works – Lutheran School	Roads	\$61,095.24
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_RO_04	Intersection – Surf Coast Highway and New Burvilles Road	Intersection	\$1,142,420.89
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_DR_01b	Drainage Works – Boundary Road Pipeline to the crossing of the Transit Corridor – Construction of Pipeline	Drainage	\$154,262.42
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_DR_03	Drainage Works – Reserve Road Retarding Basin to Barwon Heads Road Retarding Basin – Construction of pipeline	Drainage	\$2,705,740.24
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network – Off Road	Trails	\$104,961.85
DCP04 Armstrong Creek West Precinct 2013	DI_RO_08	Intersection – Surf Coast Highway and Feehans Road	Roads	\$796,136.74
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off Road shared trail network	Trails	\$39,112.15
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network – Off Road	Trails	\$29,598.75
<b>Total</b>				<b>\$13,494,707.16</b>

**TABLE 16: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)**

DCP NAME (YEAR APPROVED)	TOTAL LEVIES RECEIVED (\$)	TOTAL LEVIES EXPENDED (\$)	TOTAL WORKS-IN-KIND ACCEPTED (\$)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) (\$)
DCP08 Central Road Drysdale 2022	0.00	\$1,256,196.00	0.00	
		<b>\$1,256,196.00</b>		<b>0.00</b>

TABLE 17: Land, works, services or facilities delivered in 2022–23 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Community Complex NAC – Construction	DI_C_1	DCP04 Armstrong Creek West Precinct	\$8,422,611.35				\$8,422,611.35	72.11%
Drainage Works Barwon Heads Road to Harriot Road – Land	DI_LA_18	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$22,081.00				\$22,081.00	0.81%
Drainage Works Reserve Road Retarding Basin – Land	DI_LA_14	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$17,642.00				\$17,642.00	0.52%
Intersection GRR-4c and Connector (west of Airport Road)	DI_RO_01	DCP04 Armstrong Creek West Precinct	\$38,408.09				\$38,408.09	0.50%
Intersection – Reserve Road / Horseshoe Bend Road / Drews Road	DI_RD_02	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$2,600.00				\$2,600.00	0.03%
Intersection – Surf Coast Highway and Boundary Road	DI_RO_01	DCP06 Armstrong Creek Town Centre Precinct	\$2,500.00				\$2,500.00	0.22%
Land Acquisition – Boundary Road – 350-360 Boundary Road, Armstrong Creek (Property 2)	DI_LA_3b	DCP06 Armstrong Creek Town Centre Precinct	\$339,761.00				\$339,761.00	97.22%
Land Acquisition – Boundary Road (Surf Coast Highway to Barwarre Road) – 350-360 Boundary Road	DI_LA_09b	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$339,761.00				\$339,761.00	52.45%
Land Acquisition – Burville Road – Surf Coast Highway to	DI_LA_2a	DCP06 Armstrong Creek Town Centre Precinct			\$877,950.00		\$877,950.00	100.00%

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
<b>eastern boundary of ACTC (Property 7)</b>								
<b>Land Acquisition – Horseshoe Bend Road Section 3 (Boundary Road – Catholic school northern limit)</b>	DI_LA_06	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$79,184.00				\$79,184.00	10.88%
<b>Land Acquisition – Horseshoe Bend Road Section 3 (Catholic school northern limit – Geelong Ring Road)</b>	DI_LA_07	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$13,309.00				\$13,309.00	0.80%
<b>Library – Construction</b>	CI_C_1	DCP07 Lara West Urban Growth Area	\$36,800.00				\$36,800.00	2.08%
<b>Library – Construction (contribution)</b>	CI_CF_1	DCP06 Armstrong Creek Town Centre Precinct	\$6,066,214.06				\$6,066,214.06	114.34%
<b>Patullos Road (east) – road widening</b>	DI_RO_7	DCP07 Lara West Urban Growth Area	\$125,475.20				\$125,475.20	2.75%
<b>Regional Community and Learning Hub</b>	CI_CF_01	DCP08 Central Rd Drysdale	\$498,723.00				\$498,723.00	45.01%
<b>Regional Community and Learning Hub</b>	C003	DCP02 Jetty Road Urban Growth Area Stage 1	\$1,472,050.48		\$4,905,472.54		\$6,377,523.02	100.00%
<b>Sparrovale Wetlands – Land (1 – 87 Grove Road, Armstrong Creek)</b>	DI_LA_22	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$55,320.46				\$55,320.46	2.56%
<b>Sparrovale Wetlands – Land (109 - 215 Sparrovale Road, Charlemont)</b>	DI_LA_23	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$61,776.50				\$61,776.50	0.74%
<b>Sparrovale Wetlands – Management Plan</b>	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct	\$169,451.12				\$169,451.12	2.62%

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Land Acquisition – Burvilles Road – Surf Coast Highway to eastern boundary of ACTC (Property 7)	DI_LA_2a	DCP06 Armstrong Creek Town Centre Precinct		\$1,755,900.00			\$1,755,900.00	100.00%
Wetland / Retarding basin – South Western (Land)	DI_LA_7	DCP06 Armstrong Creek Town Centre Precinct		\$2,599,560.00			\$2,599,560.00	83.00%
Shared Path Network – Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct		\$236,790.00			\$236,790.00	4.56%
Intersection – Bacchus Marsh Road / Patullos Road	DI_RO_3	DCP07 Lara West Urban Growth Area		\$789,146.83			\$789,146.83	100.00%
Armstrong Creek Drainage and Waterway Improvement Works – Section 3 (Horseshoe Bend Road to Surf Coast Highway)	DI_DR_3	DCP03 Armstrong Creek East Precinct		\$2,497,620.94			\$2,497,620.94	24.71%
Playground Equipment – Regional Park	DI_OS_6	DCP05 Armstrong Creek Horseshoe Bend Precinct		\$582,361.11			\$582,361.11	100.00%
Access Reinstatement Works – Lutheran School	DI_RO_09	DCP06 Armstrong Creek Town Centre Precinct		\$61,095.24			\$61,095.24	100.00%
Intersection – Surf Coast Highway and Burvilles Road	DI_RO_04	DCP06 Armstrong Creek Town Centre Precinct		\$1,142,420.89			\$1,142,420.89	33.00%
Drainage Works – Boundary Road Pipeline to the crossing of the	DI_DR_01b	DCP05 Armstrong Creek Horseshoe Bend Precinct		\$154,262.42			\$154,262.42	8.00%

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
<b>Transit Corridor – Construction of Pipeline</b>								
<b>Drainage Works – Reserve Road Retarding Basin to Barwon Heads Road Retarding Basin – Construction of pipeline</b>	DI_DR_03	DCP05 Armstrong Creek Horseshoe Bend Precinct		\$2,705,740.24			\$2,705,740.24	41.51%
<b>Shared Path Network – Off Road</b>	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct		\$104,961.85			\$104,961.85	1.90%
<b>Intersection – Surf Coast Highway and Feehans Road</b>	DI_RO_08	DCP04 Armstrong Creek West Precinct		\$796,136.74			\$796,136.74	46.00%
<b>Off Road shared trail network</b>	DI_TR_1	DCP03 Armstrong Creek East Precinct		\$39,112.15			\$39,112.15	0.72%
<b>Shared Path Network – Off Road</b>	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct		\$29,598.75			\$29,598.75	0.57%
<b>Total</b>			<b>\$17,763,668.26</b>	<b>\$13,494,707.16</b>	<b>\$5,783,422.54</b>	<b>\$0.00</b>	<b>\$37,041,797.96</b>	

THE GREATER GEELONG CITY COUNCIL

# PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2023

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# PERFORMANCE STATEMENT

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For the year ended 30 June 2023

## Description of municipality

The City of Greater Geelong, Victoria's largest regional municipality, is located 75 kilometres southwest of Melbourne and is bounded by the Moorabool Shire in the northwest, Wyndham City Council to the north and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south.

Covering an area of 1,252 square kilometres, the City of Greater Geelong comprises suburban, coastal and rural areas from the plains of Lara in the north to the rolling hills of Waurn Ponds to the south, Corio Bay to the east and the Barrabool Hills to the west. With over 276,000 people, the population is forecast to grow to more than 396,000 by 2041 – an increase of over 40 per cent<sup>14</sup>.

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. Geelong is also the gateway to the world-renowned coastline of south-west Victoria via the Great Ocean Road.

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 \$17.6 billion<sup>15</sup>, 135,562 local jobs<sup>11</sup> and 21,785 businesses<sup>16</sup>.

The twelve-month average unemployment rate to March 2023 was 2.7 per cent, an all-time low and 1.0 percentage point lower than Victoria<sup>7</sup>. Demand for labour is strong with over 10,800 job vacancies advertised in the June 2023 quarter, 2.4 per cent higher than the same quarter in 2022<sup>17</sup>.

## Overview the year ended 30 June 2023

Supporting capital works projects and progressively increasing spending on existing assets were key features of the Council's 2022–23 budget, which prioritised strong investment in community-focused initiatives and delivering a sustainable financial position.

Council committed to a \$206.5 million capital works program to encourage further private investment and deliver the infrastructure that the region's growing population needs. During 2022–23, we delivered over \$174 million on capital projects, including the Borongook Drysdale Library and the Poa Banyul Community Hub.

We also completed construction of Wurriki Nyal, our new civic precinct, which has consolidated our city-based office locations into a single, energy-efficient building, as well as creating an accessible and welcoming public space.

Significant funding for environmental sustainability led initiatives included investing in renewable energy to power the Northern Aquatic and Community Hub, progressing the conversion of our street lighting to LED and associated smart control technology, renewing open spaces and continuing the development of the 550 hectare Sparrovale Wetlands site.

## 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*.

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<sup>14</sup> Source: Population and household forecasts, 2021 to 2041, prepared by .id (informed decisions), January 2023.

<sup>15</sup> Source: [National Institute of Economic and Industry Research \(NIEIR\)](#), ©2021, compiled and presented in economy.id by [.id \(informed decisions\)](#)

<sup>16</sup> Source: Australian Bureau of Statistics

<sup>17</sup> Source: National Skills Commission

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).

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 2023

INDICATOR/MEASURE		RESULTS				COMMENTS
		2020	2021	2022	2023	
<b>Population</b>						
C1	<i>Expenses per head of population</i> [Total expenses / Population]	\$1,554.22	\$1,504.49	\$1,578.97	\$1,682.45	As the last of COVID-19 restrictions were removed, operations returned to normal and with rapidly increasing inflation overall resulted in overall cost increase to service provided.
C2	<i>Infrastructure per head of population</i> [Value of infrastructure / Population]	\$7,955.62	\$8,596.71	\$11,311.66	\$12,719.94	The value of infrastructure assets has increased largely due to growth in subdivision assets and completion of new construction such as the Boronggook Drysdale Library and Wurriki Nyal Civic Precinct.
C3	<i>Population density per length of road</i> [Population / Kilometres of local roads]	112.28	112.57	114.13	116.46	While we add to our local road network every year to meet the needs of growing population, in 2022–23 the increase in length of local roads was slower than the increase in population.
<b>Own-source revenue</b>						
C4	<i>Own-source revenue per head of population</i> [Own source revenue / Population]	\$1,202.83	\$1,197.71	\$1,290.16	\$1,407.78	Operations returning to pre COVID-19 service levels, increased 'own sourced' revenue for FY2022–23.
<b>Recurrent grants</b>						
C5	<i>Recurrent grants per head of population</i> [Recurrent grants / Population]	\$229.83	\$239.27	\$291.32	\$289.54	The increase in 2022–23 is due to receiving 100 per cent of the FY2023–24 Financial Assistance Grant, higher than budget assumptions. Council exceeded expectation with Home Care packages and increased grant for three year-old kindergarten.
<b>Disadvantage</b>						
C6	<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	6.00	6.00	6.00	6.00	Greater Geelong's Relative Socio-Economic Disadvantage Index from the 2021 Census was in the sixth decile. The first decile indicates the most disadvantaged and the tenth decile indicates the least disadvantaged. We acknowledge that there are areas experiencing significant disadvantage and others with low disadvantage within the municipality.

INDICATOR/MEASURE		RESULTS				COMMENTS
		2020	2021	2022	2023	
<b>Workforce turnover</b>						
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.94%	11.08%	15.77%	14.73%	Our turnover was lower in FY2022–23 compared to FY2021–22. The number of employee departures appears to be stabilising compared to levels during and directly after the pandemic. The City's turnover rate remains well below the local government area average.

### 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 2023

SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2020	2021	2022	2023	
<b>Aquatic Facilities</b>						
AF6	<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	6.53	3.32	4.73	7.21	The City's leisure centres have continued to build a strong recovery in program growth and in-turn participation from COVID-19 impacts due to increased consumer confidence in public safety and service continuation.
<b>Health and safety</b>						
AM7	<b>Animal management prosecutions</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100.00%	100.00%	100.00%	100.00%	We continued to successfully prosecute all matters brought before the court, with four animal management prosecutions in 2022–23.
<b>Food Safety</b>						
FS4	<b>Critical and major non-compliance outcome notifications</b> <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	98.19%	95.45%	100.00%	90.76%	Employee turnover and difficulties recruiting during an industry-wide shortage of qualified officers has impeded our ability to meet program targets in 2022. We will continue to provide a prioritised response to critical and major non-compliance notifications.

SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2020	2021	2022	2023	
<b>Governance</b>						
G5	<p><b>Satisfaction</b>  <i>Satisfaction with council decisions</i>            [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	56.00	59.00	56.00	52.00	While Geelong's performance score for decisions in the interest of the community decreased, it remains comparable with the statewide and Regional Centres results which also declined.
<b>Libraries</b>						
LB4	<p><b>Participation</b>  <i>Active library members</i>            [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100</p>	17.57%	15.70%	13.98%	13.41%	<p>There were no major COVID-19 closures or outside factors during 2022–23 to impact this indicator, however, numbers were down on pre-pandemic figures.</p> <p>The indicator measures activity as loans of library collection items. It does not capture other library activity such as children and youth programs, digital literacy programs and literary events, the use of public internet computers, using facilities such as meeting rooms or study areas, or using services such as Wi-Fi, or in library use of collections, which are increasing year on year.</p>
<b>Maternal and Child Health (MCH)</b>						
MC4	<p><b>Participation</b>  <i>Participation in the MCH service</i>            [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	73.14%	72.56%	74.40%	73.61%	While participation in our MCH service has decreased slightly, rates are relatively consistent with previous year's results.
MC5	<p><b>Participation</b>  <i>Participation in the MCH service by Aboriginal children</i>            [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</p>	76.37%	77.47%	72.02%	71.62%	There were 222 Aboriginal children enrolled in the City's MCH service, of which 159 attended at least once in the year. Participation levels of Aboriginal children in our MCH service is not expected to increase as a result of families having the choice to attend either the Aboriginal MCH service or the City's MCH service since January 2022.

SERVICE/INDICATOR/MEASURE		RESULTS				COMMENTS
		2020	2021	2022	2023	
<b>Roads</b>						
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>	60.00	62.00	57.00	53.00	The decline in satisfaction is most likely due to multiple extreme rains event across the municipality which resulted in a significant increase in sealed road defects and delayed rectification. Despite this, Geelong still performed significantly better than both statewide and Regional Centres averages which also declined.
<b>Statutory Planning</b>						
SP4	<p><b>Decision-making</b></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>	54.17%	71.79%	72.41%	64.00%	The majority of Council planning decisions (16 out of 25) continue to be upheld at VCAT. While the figure is slightly down from the previous two years, the result will continue to be variable due to the number and types of applications considered by VCAT.
<b>Waste Collection</b>						
WC5	<p><b>Waste diversion</b></p> <p><i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	55.73%	53.87%	52.96%	53.21%	A marginal increase in waste diversion occurred in 2022–23 largely due to improvement in recycling processing. Waste tonnage continues to increase due to population growth in new subdivisions.

#### 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 2023

DIMENSION/INDICATOR/MEASURE		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2020	2021	2022	2023	2024	2025	2026	2027	
<b>Efficiency</b>										
E2	<b>Expenditure level</b> <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,193.97	\$3,088.94	\$3,199.59	\$3,339.68	\$3,254.90	\$3,335.53	\$3,449.33	\$3,549.65	As the last of COVID-19 restrictions were removed, operations returned to normal and with rapidly increasing inflation, the cost of providing services has increased significantly. It is possible the increase will be partially offset by growth in the number of rateable properties.
E4	<b>Revenue level</b> <i>Average rate per property</i> [Total rate revenue / Number of property assessments]	\$1,602.56	\$1,639.93	\$1,661.65	\$1,660.37	\$1,736.99	\$1,816.25	\$1,900.32	\$1,975.75	The average rate per property is likely to grow in line with the forecast annual rate cap allowance.
<b>Liquidity</b>										
L1	<b>Working capital</b> <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	112.69%	140.29%	148.04%	134.85%	136.17%	141.10%	125.43%	142.32%	To support the City's requirement for strong liquidity, it holds more than \$100million in cash and cash equivalents (term deposits). The City's financial position is forecast to be maintained at its current level through FY2023 into FY2024, as investment on capital works program reduces in line with resource availability and broader affordability requirement.
L2	<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	75.68%	97.96%	48.08%	33.34%	68.62%	80.00%	69.99%	80.53%	There was an overall decline in FY2022-23, due to an increase in short-term liabilities compared to unrestricted cash. An increase to unrestricted cash is forecast in the coming years.

DIMENSION/INDICATOR/MEASURE	RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS	
	2020	2021	2022	2023	2024	2025	2026	2027		
<b>Obligations</b>										
O2	<b>Loans and borrowings</b> <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	34.31%	45.94%	51.85%	44.41%	59.26%	55.38%	52.66%	46.65%	In FY2021–22 loans increased to fund the Wurriki Nyal Civic Precinct construction and other large capital projects, including the Northern Aquatic and Community Hub, the Boronggook Drysdale Library, Northern Bellarine Aquatic Centre, and the Biyal-a Armstrong Creek Library. Loan levels remain within forecast. Borrowings stabilised during FY2022–23 as less debt was required. The rate of borrowing has slowed as these projects are completed and/or are funded via grants.
O3	<b>Loans and borrowings</b> <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.34%	5.29%	4.46%	5.39%	7.27%	7.11%	9.46%	6.73%	Loans and interest repayments are likely to increase as borrowings are used to fund capital projects (noted above) and increasing interest impact on debt.
O4	<b>Indebtedness</b> <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	30.10%	39.46%	41.81%	35.72%	48.63%	45.33%	41.43%	38.67%	The change in the ratio is a result of debt required slowing during FY2022–23 as projects complete and/or were funded via grants. Borrowings for FY2024 are forecast to increase by \$70million to fund the forecast capital project program.
O5	<b>Asset renewal and upgrade</b> <i>Asset renewal and upgrade expense compared to depreciation</i> [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	67.30%	57.65%	68.94%	65.72%	77.94%	69.30%	65.80%	60.40%	This is likely to improve in FY2024 as Council commit to invest in renewal of our City assets.

DIMENSION/INDICATOR/MEASURE	RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS	
	2020	2021	2022	2023	2024	2025	2026	2027		
<b>Operating Position</b>										
OP1	<b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	-3.42%	5.61%	9.33%	8.33%	0.18%	1.62%	0.88%	0.97%	The 2022–23 operating result increased due to grant revenue received early and higher than anticipated, as well as other savings measures implemented in Q3 FY2022–23. FY2023–24 forecast is for a surplus but requires significant savings to be delivered.
S1	<b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	61.87%	60.37%	57.58%	56.45%	66.26%	66.63%	67.93%	68.56%	In 2022–23, the ratio dropped due to increased grant income and higher fees and charges. Rates revenue is likely to remain stable.
S2	<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.33%	0.33%	0.33%	0.27%	0.28%	0.30%	0.31%	0.32%	Rates revenue and Capital Improved Value increases are likely to remain stable.

### 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

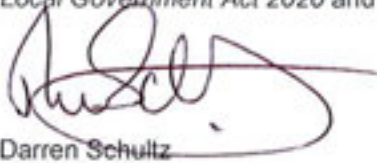
'Residential rates' means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

'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*.



Darren Schultz

Principal Accounting Officer

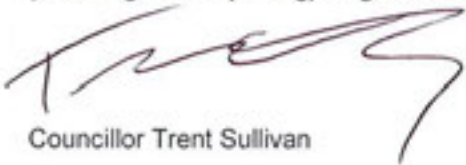
Dated: 19 September 2023

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2023 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.



Councillor Trent Sullivan

Mayor

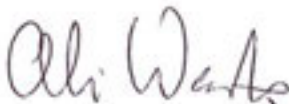
Dated: 19 September 2023



Councillor Anthony Aitken

Deputy Mayor

Dated: 19 September 2023



Ali Wastie

Chief Executive Officer

Dated: 19 September 2023

# Independent Auditor's Report

## To the Councillors of Greater Geelong City Council

**Opinion** I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2023
- overview the year ended 30 June 2023
- sustainable capacity indicators for the year ended 30 June 2023
- service performance indicators for the year ended 30 June 2023
- financial performance indicators for the year ended 30 June 2023
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

**Basis for Opinion** I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. 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 Code of Ethics for Professional Accountants* (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.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

**Councillors' responsibilities for the performance statement** The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* 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.


**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  
27 September 2023



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

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# ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2023

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## 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
- 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 2023.

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.

THE GREATER GEELONG CITY COUNCIL

# ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2023

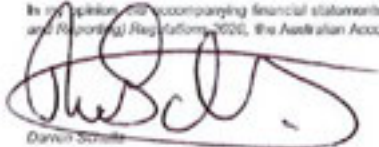
*(SEE CITY OF GREATER GEELONG ANNUAL REPORT  
2022-23 – PART 2 – FINANCIAL REPORT)*

**Greater Geelong City Council  
Financial Report  
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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.



Darvill Smith  
Principal Accounting Officer

Date: 19th September 2023  
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 2023 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 T Sullivan  
Councillor  
Date: 19th September 2023  
Geelong



Cr Cathy Cella  
Councillor  
Date: 19th September 2023  
Geelong



Ali Wate  
Chief Executive Officer  
Date: 19th September 2023  
Geelong

# Independent Auditor's Report

## To the Councillors of Greater Geelong City Council

<b>Opinion</b>	<p>I have audited the financial report of Greater Geelong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2023</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 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>
<b>Basis for Opinion</b>	<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 <i>APES 110 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>
<b>Councillors' responsibilities for the financial report</b>	<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**

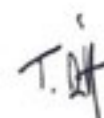
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and 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  
27 September 2023



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

## Comprehensive Income Statement For the Year Ended 30 June 2023

	Note	2023 \$'000	Restated* 2022 \$'000
<b>Income / Revenue</b>			
Rates and charges	3.1	286,177	274,660
Statutory fees and fines	3.2	15,562	13,743
User fees	3.3	64,812	54,599
Grants - operating	3.4(a)	77,763	76,331
Grants - capital	3.4(b)	22,779	20,527
Contributions - monetary	3.5	38,131	43,086
Contributions - non monetary	3.5	91,819	122,536
Net gain on disposal of property, infrastructure, plant and equipment	3.6	17,205	-
Share of net profits of associates and joint ventures	6.3	510	-
Other income	3.7	4,445	4,707
<b>Total income / revenue</b>		<b>619,202</b>	<b>610,188</b>
<b>Expenses</b>			
Employee costs	4.1(a)	187,407	176,299
Materials and services	4.2	156,780	136,466
Depreciation	4.3	79,496	70,190
Amortisation - intangible assets	4.4	1,554	387
Amortisation - right of use assets	4.5	1,205	2,725
Bad and doubtful debts - allowance for impairment losses	4.6	1,066	769
Borrowing costs	4.7	2,375	2,866
Finance costs - leases	4.8	186	60
Other expenses	4.9	34,482	31,996
Net loss on disposal of property, infrastructure, plant and equipment	3.6	-	3,579
Share of net losses of associates and joint ventures	6.3	-	208
<b>Total expenses</b>		<b>464,550</b>	<b>425,545</b>
<b>Surplus/(deficit) for the year</b>		<b>154,652</b>	<b>184,644</b>
<b>Other comprehensive income</b>			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1(a)	218,933	852,871
<b>Total other comprehensive income</b>		<b>218,933</b>	<b>852,871</b>
<b>Total comprehensive result</b>		<b>373,586</b>	<b>1,037,514</b>

The above comprehensive income statement should be read in conjunction with the accompanying notes.  
\*for details regarding restated balances, please refer to Note 11

## Balance Sheet As at 30 June 2023

	Note	2023 \$'000	Restated* 2022 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1(a)	87,244	100,455
Trade and other receivables	5.1(c)	14,440	22,713
Other financial assets	5.1(b)	50,860	45,151
Inventories	5.2(a)	1,291	1,706
Prepayments	5.2(b)	4,761	2,567
Non-current assets classified as held for sale	6.1	11,439	19,827
Other assets	5.2(b)	2,211	3,209
<b>Total current assets</b>		<b>172,246</b>	<b>195,627</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1(c)	12,435	11,478
Investments in associates, joint arrangements and subsidiaries	6.3(a)	9,629	9,119
Property, infrastructure, plant and equipment	6.2	4,703,445	4,335,187
Right-of-use assets	5.8	7,229	1,038
Intangible assets	5.2(c)	12,176	2,063
<b>Total non-current assets</b>		<b>4,744,913</b>	<b>4,358,884</b>
<b>Total assets</b>		<b>4,917,159</b>	<b>4,554,511</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3(a)	37,554	41,357
Trust funds and deposits	5.3(b)	14,050	12,540
Unearned income/revenue	5.3(c)	21,724	25,029
Provisions	5.5	40,096	38,789
Interest-bearing liabilities	5.4	13,024	14,062
Lease liabilities	5.8	1,284	369
<b>Total current liabilities</b>		<b>127,731</b>	<b>132,146</b>
<b>Non-current liabilities</b>			
Provisions	5.5	18,675	18,645
Interest-bearing liabilities	5.4	114,036	126,030
Lease liabilities	5.8	6,132	692
<b>Total non-current liabilities</b>		<b>138,843</b>	<b>145,367</b>
<b>Total liabilities</b>		<b>266,574</b>	<b>277,513</b>
<b>Net assets</b>		<b>4,650,585</b>	<b>4,276,998</b>
<b>Equity</b>			
Accumulated surplus		2,061,835	1,919,696
Reserves	9.1	2,588,749	2,357,303
<b>Total Equity</b>		<b>4,650,584</b>	<b>4,276,998</b>

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

\*for details regarding restated balances, please refer to Note 11

Statement of Changes in Equity  
For the Year Ended 30 June 2023

2023	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	Total Reserves \$'000
Balance at beginning of the financial year		4,276,998	1,919,696	2,249,168	108,134	2,357,303
Surplus/(deficit) for the year		154,652	154,652	-	-	-
Net asset revaluation increment/(decrement)	9.1(a)	218,933	-	218,933	-	218,933
Transfers to other reserves	9.1(b)	-	(50,953)	-	50,953	50,953
Transfers from other reserves	9.1(b)	-	38,439	-	(38,439)	(38,439)
Balance at end of the financial year		<u>4,650,584</u>	<u>2,061,835</u>	<u>2,468,101</u>	<u>120,648</u>	<u>2,588,749</u>

*Restated 2022		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	Total Reserves \$'000
Balance at beginning of the financial year - restated		3,239,485	1,780,277	1,396,298	62,910	1,459,208
Surplus/(deficit) for the year		184,643	184,643	-	-	-
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		<u>4,276,998</u>	<u>1,919,696</u>	<u>2,249,168</u>	<u>108,134</u>	<u>2,357,303</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes.  
\*for details regarding restated balances, please refer to Note 11

## Statement of Cash Flows For the Year Ended 30 June 2023

	Note	2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		286,177	268,309
Statutory fees and fines		15,561	14,771
User fees		64,812	40,946
Grants - operating		77,763	83,739
Grants - capital		22,779	46,225
Contributions - monetary		38,131	43,086
Interest received		4,035	688
Trust funds and deposits taken		5,090	5,032
Net GST refund/payment		24,387	23,286
Employee costs		(190,045)	(177,319)
Materials and services		(191,262)	(174,433)
Short-term, low value and variable lease payments		(1,448)	(2,035)
Trust funds and deposits repaid		(3,911)	(5,248)
Net cash provided by/(used in) operating activities	9.2	<u>152,070</u>	<u>167,046</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(173,914)	(195,738)
Proceeds from sale of property, infrastructure, plant and equipment		31,095	12,828
Payments for investments		(76,602)	(59,329)
Proceeds from sale of investments		70,773	91,414
Net cash provided by/(used in) investing activities		<u>(148,648)</u>	<u>(150,825)</u>
Cash flows from financing activities			
Finance costs		(2,375)	(2,778)
Proceeds from borrowings		-	32,300
Repayment of borrowings		(13,032)	(9,276)
Interest paid - lease liability		(186)	(57)
Repayment of lease liabilities		(1,040)	(2,868)
Net cash provided by/(used in) financing activities		<u>(16,634)</u>	<u>17,320</u>
Net increase (decrease) in cash and cash equivalents		(13,212)	33,542
Cash and cash equivalents at the beginning of the financial year		100,455	66,913
Cash and cash equivalents at the end of the financial year	5.1(a)	<u>87,244</u>	<u>100,455</u>
Financing arrangements	5.6		

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 2023

	Note	2023 \$'000	2022 \$'000
<b>Property</b>			
Land		6,950	12,780
Buildings		87,373	80,066
Heritage buildings		9	-
<b>Total property</b>		<u>94,331</u>	<u>92,846</u>
<b>Plant and equipment</b>			
Plant, machinery and equipment		4,922	3,782
Computers and telecommunications		5,987	6,829
<b>Total plant and equipment</b>		<u>10,909</u>	<u>10,611</u>
<b>Infrastructure</b>			
Roads		20,929	24,799
Bridges		75	-
Footpaths and cycleways		8,185	9,942
Drainage		6,140	7,485
Recreational, leisure and community facilities		15,629	11,482
Waste management		1,269	1,834
Parks, open space and streetscapes		2,798	31,966
Other infrastructure		13,988	4,774
<b>Total infrastructure</b>		<u>69,013</u>	<u>92,281</u>
<b>Total capital works expenditure</b>		<u>174,254</u>	<u>195,738</u>
<b>Represented by:</b>			
New asset expenditure		122,007	147,346
Asset renewal expenditure		43,913	36,368
Asset upgrade expenditure		8,334	12,024
<b>Total capital works expenditure</b>		<u>174,254</u>	<u>195,738</u>

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

---

Notes to the Financial Report  
For the Year Ended 30 June 2023

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

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

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.

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.

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- 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 AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- other areas requiring judgements

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.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 2 ANALYSIS OF OUR RESULTS

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 % or \$16.1million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

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 / Revenue and expenditure

	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref
Income / Revenue					
Rates and charges	284,193	286,177	1,984	1%	
Statutory fees and fines	15,884	15,562	(322)	-2%	
User fees	61,474	64,812	3,338	5%	
Grants - operating	64,921	77,763	12,842	20%	1
Grants - capital	30,843	22,779	(8,064)	-26%	2
Contributions - monetary	51,502	38,131	(13,371)	-26%	3
Contributions - non monetary	90,000	91,819	1,819	2%	
Net gain on disposal of property, infrastructure, plant and equipment	15,458	17,205	1,746	11%	4
Share of net profits of associates and joint ventures	-	510	510	100%	5
Other income	4,071	4,445	373	9%	
<b>Total income / revenue</b>	<b>618,348</b>	<b>619,202</b>	<b>855</b>	<b>0%</b>	
Expenses					
Employee costs	189,217	187,407	1,810	1%	
Materials and services	127,454	156,780	(29,327)	-23%	6
Depreciation	76,360	79,496	(3,136)	-4%	
Amortisation - intangible assets	387	1,554	(1,167)	-301%	7
Amortisation - right of use assets	385	1,205	(820)	-213%	8
Bad and doubtful debts - allowance for impairment losses	1,038	1,066	(28)	-3%	
Borrowing costs	3,497	2,375	1,122	32%	9
Finance costs - leases	27	186	(160)	-598%	10
Other expenses	32,103	34,482	(2,379)	-7%	
<b>Total expenses</b>	<b>430,467</b>	<b>464,550</b>	<b>(34,083)</b>	<b>-8%</b>	
<b>Surplus/(deficit) for the year</b>	<b>187,880</b>	<b>154,652</b>	<b>(33,228)</b>	<b>-18%</b>	

Notes to the Financial Report  
For the Year Ended 30 June 2023

(i) Explanation of material variations

1	Grants operating	<p>100% of the 2023-24 Financial Assistance Grant was received in FY2022-23 and was higher than budget assumptions of \$8.6million.</p> <p>Council exceeded expectations with the delivered amount of Home Care Packages of \$1.3m. The decision by the State Government to fully fund 3 year-old kindergarten resulted in increased grants \$0.7million.</p>
2	Grants capital	<p>The timing of project delivery and subsequent income recognition varied to budget assumptions for Drysdale Sporting Precinct Master Plan implementation (\$4.2m) and Northern Aquatic and Community Hub (\$3.6m).</p>
3	Contribution monetary	<p>Contribution levies are received for various development schemes within the municipality with lower than budgeted expectations of \$13.4million driven in the areas of Armstrong Creek - Horseshoe Bend &amp; Armstrong Creek - West Precinct.</p>
4	Net gain on disposal of property, infrastructure, plant and equipment	<p>Sale of Council's key assets identified in the 2022-23 financial year budget, exceeded sale value predictions.</p>
5	Share of net profits of associates and joint ventures	<p>Share of equity from Geelong Regional Library Corporation, primarily relating to the library collection for the new Drysdale Library.</p>
6	Material and services	<p>The movement is due to increase in contractor costs driven by inflation for services in kerbside recycling, home care packages, contract management and animal pound services (\$3.87m), offset with savings in building maintenance (\$2.41). Increase is also driven by current and prior year capital write-off.</p>
7	Amortisation - intangible assets	<p>\$1.167million amortisation costs related to capitalised digital modernisation project.</p>
8	Amortisation - right of use assets	<p>The renewal of a 10 year lease for Ariston child care and 5 year lease of Moolap waste transfer station, increased the right of use assets and amortisation costs.</p>
9	Borrowing costs	<p>Due to capitalisation of borrowing costs on qualifying assets.</p>
10	Finance costs - leases	<p>The renewal of 10 year lease for Ariston child care and 5 year lease of Moolap waste transfer station, resulted in increased lease liability and finance costs.</p>

Notes to the Financial Report  
For the Year Ended 30 June 2023

2.1.2 Capital works

	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref
Property					
Land	4,380	6,950	2,570	59%	1
Total land	4,380	6,950	2,570	59%	
Buildings	94,861	87,373	(7,488)	-8%	
Heritage buildings	2,200	9	(2,191)	-100%	
Total buildings	97,061	87,381	(9,680)	-10%	2
Total property	101,441	94,331	(7,110)	-7%	
Plant and equipment					
Plant, machinery and equipment	5,228	4,922	(306)	-6%	
Fixtures, fittings and furniture	199	-	(199)	-100%	
Computers and telecommunications	2,990	5,987	2,997	100%	
Total plant and equipment	8,417	10,909	2,492	30%	3
Infrastructure					
Roads	25,201	20,929	(4,272)	-17%	
Bridges	1,140	75	(1,065)	-93%	
Footpaths and cycleways	10,328	8,185	(2,143)	-21%	
Drainage	9,147	6,140	(3,007)	-33%	
Recreational, leisure and community facilities	28,295	15,629	(12,666)	-45%	
Waste management	1,538	1,269	(269)	-17%	
Parks, open space and streetscapes	2,877	2,798	(79)	-3%	
Other infrastructure	18,109	13,988	(4,121)	-23%	
Total infrastructure	96,635	69,013	(27,622)	-29%	4
Total capital works expenditure	206,493	174,254	(32,239)	-16%	
Represented by:					
New asset expenditure	137,685	122,007	(15,678)	-11%	
Asset renewal expenditure	51,013	43,913	(7,100)	-14%	
Asset upgrade expenditure	17,795	8,334	(9,461)	-53%	
Total capital works expenditure	206,493	174,254	(32,239)	-16%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Delays in the land acquisition schedule in FY2021-22 year against planned timelines with favourable variance in FY2021-22 year. The planned schedule continued into FY2022-23 with unfavourable variance to budget.
2	Building	The movement is due to significant shift in the cost to deliver projects, due to rising costs, supply chain challenges and limited availability of resources in the construction sector. As a result, a number of projects are mostly delayed or on hold.
3	Plant and Equipment	Supply chain issues with the purchase of light and heavy vehicles has led to lower expenditure in FY 2022-23. Deferred expenditure for Digital modernisation and audio visual for Civic Precinct in FY2021-22, led to timing variance in 2022-23, and higher expenditure.
4	Infrastructure	The movement is due to a significant shift in the cost to deliver projects. This is due to rising costs, inflation, and the financial uncertainty, specifically, construction sector costs climbed throughout the financial year, creating a shortfall in the Council's previously budgeted four year capital projects program. As a result, some projects that had previously been committed to, are on hold and the cost for others has increased.

Notes to the Financial Report  
For the Year Ended 30 June 2023

**2.2 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

2.2.1 Finance and Strategy

Chief Executive

Incorporates governance, corporate communications with administration of the office of the Chief Executive provides effective oversight of the organisation.

City Planning and Economy (Planning and Design from May 2023)

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 Infrastructure from May 2023)

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 Service Delivery from May 2023)

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, Community and Economy from May 2023)

Customer and corporate services provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes finance services, digital information and technology, property and procurement, business process improvement, integrity and risk and legal services.

Strategy, People and Performance (Strategy, Governance and Corporate from May 2023)

Responsible for people and performance, health, safety & wellbeing, and change management to align with Council strategy in order to meet the needs of the growing community.

Notes to the Financial Report  
For the Year Ended 30 June 2023

**2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program**

	Income / Revenue	Expenses	Surplus/(De ficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2023					
Customer and Corporate Services	15,122	53,381	(38,259)	-	380,486
City Planning & Economy	47,224	56,042	(8,817)	88	153,030
Community Life	82,145	104,801	(22,656)	48,334	883,845
City Services	147,461	202,420	(54,959)	18,140	3,499,799
Chief Executive	147	4,700	(4,553)	-	-
Strategy, People & Performance	327,105	43,205	283,899	33,979	-
	619,203	464,550	154,654	100,542	4,917,159

	Income / Revenue	Expenses	Surplus/(De ficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
Restated 2022					
Customer and Corporate Services	343,925	53,626	290,299	30,991	474,783
City Planning & Economy	57,261	49,706	7,556	4,881	187,990
Community Life	88,390	116,052	(27,662)	43,488	929,014
City Services	120,370	185,388	(65,018)	17,467	2,962,724
Chief Executive	242	8,449	(8,207)	29	-
Strategy, People & Performance	0	12,324	(12,324)	-	-
	610,189	425,545	184,644	96,857	4,554,511

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES	2023	2022
3.1 Rates and charges	\$'000	\$'000

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 2022-23 was \$ 103.33 billion (2021-22 \$79.39 billion).

General rates	226,066	217,122
Waste management charge	53,892	48,238
Special rates and charges	86	4,453
Supplementary rates and rate adjustments	4,892	3,877
Interest on rates and charges	1,167	896
Revenue in lieu of rates	74	73
Total rates and charges	<u>286,177</u>	<u>274,660</u>

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2022, and the valuation will be first applied in the rating year commencing 1 July 2022.

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	3,388	2,955
Court recoveries	646	480
Town planning fees	3,208	3,375
Land information certificates	1,984	2,355
Permits	6,334	4,577
Total statutory fees and fines	<u>15,562</u>	<u>13,743</u>

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

### 3.3 User fees

Aged and health services	2,606	2,979
Leisure centre and recreation	19,654	10,747
Child care/children's programs	6,562	6,711
Parking	7,668	5,992
Building services	3,473	5,680
Waste management services	16,159	14,697
National Wool Museum	707	360
Parks	291	179
Rental and leasing	2,933	2,295
Road works	315	461
Planning	708	1,508
Other fees and charges	3,737	2,990
Total user fees	<u>64,812</u>	<u>54,599</u>

#### User fees by timing of revenue recognition

User fees recognised over time	-	-
User fees recognised at a point in time	64,812	54,599
Total user fees	<u>64,812</u>	<u>54,599</u>

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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	73,227	65,636
State funded grants	27,315	31,221
Total grants received	<u>100,542</u>	<u>96,857</u>
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial assistance grants	33,299	30,991
Family day care	10,514	11,101
General home care	17,981	18,923
Other	1,036	738
<i>Recurrent - State Government</i>		
Aged care	1,744	1,406
School crossing supervisors	1,079	991
Family services	9,311	9,095
Environment	166	81
Community development	1,315	944
Other	1,319	2,061
Total recurrent operating grants	<u>77,763</u>	<u>76,331</u>
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	2,184	2,184
Total recurrent capital grants	<u>2,184</u>	<u>2,184</u>
<i>Non-recurrent - Commonwealth Government</i>		
Roads	956	-
IT	200	-
Recreation	7,058	1,701
<i>Non-recurrent - State Government</i>		
Roads	1,377	3,276
IT	480	291
Recreation	9,706	8,705
Buildings	10	2,625
Other	808	1,745
Total non-recurrent capital grants	<u>20,595</u>	<u>18,343</u>
Total capital grants	<u>22,779</u>	<u>20,527</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

(c) 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 sufficiently 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 sufficiently specific performance obligations, the Council applies AASB 1058 *Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently 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.

	2023 \$'000	2022 \$'000
Income recognised under AASB 1058 <i>Income of Not-for-Profit Entities</i>		
General purpose	33,299	30,991
Specific purpose grants to acquire non-financial assets	22,779	20,527
Other specific purpose grants	31,293	25,713
Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i>		
Specific purpose grants	13,171	19,627
	<u>100,542</u>	<u>96,857</u>

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

*Operating*

Balance at start of year	7,281	8,539
Received during the financial year and remained unspent at balance date	4,182	2,684
Received in prior years and spent during the financial year	(2,533)	(3,942)
Balance at year end	<u>8,929</u>	<u>7,281</u>

*Capital*

Balance at start of year	17,101	6,766
Received during the financial year and remained unspent at balance date	4,236	17,101
Received in prior years and spent during the financial year	(8,794)	(6,766)
Balance at year end	<u>12,542</u>	<u>17,101</u>

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Report  
For the Year Ended 30 June 2023

		Restated *
	2023	2022
3.5 Contributions	\$'000	\$'000
Monetary	38,131	43,086
Non-monetary	91,819	122,536
Total contributions	<u>129,951</u>	<u>165,622</u>

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

Land	22,923	52,503
Buildings	172	1,960
Roads	21,099	12,650
Other infrastructure	47,625	55,423
Total non-monetary contributions	<u>91,819</u>	<u>122,536</u>

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

	2023	2022
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	\$'000	\$'000
Proceeds of sale	31,095	12,828
Written down value of assets disposed	(13,890)	(16,406)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>17,205</u>	<u>(3,579)</u>

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	4,039	688
Other	405	4,019
Total other income	<u>4,445</u>	<u>4,707</u>

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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
Note 4 THE COST OF DELIVERING SERVICES	\$'000	\$'000
4.1 (a) Employee costs		
Wages and salaries	162,123	151,927
WorkCover	3,298	3,253
Casual staff / supplementary labour	3,582	4,496
Superannuation	16,024	14,541
Fringe benefits tax	442	478
Other	1,938	1,605
Total employee costs	<u>187,407</u>	<u>176,299</u>
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	654	710
	<u>654</u>	<u>710</u>
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	9,038	7,846
Employer contributions - other funds	7,353	6,726
	<u>16,392</u>	<u>14,572</u>
Employer contributions payable at reporting date.	-	-

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Materials	7,742	7,293
Contract payments	58,587	47,881
Building maintenance	7,422	8,347
Plant / equipment / vehicle costs	6,186	5,528
Utilities	9,401	8,912
Office administration	7,407	5,906
Information technology	6,666	4,316
Insurance	2,755	3,325
Levies	10,307	9,484
Geelong Regional Library Corporation funding agreement contribution	12,002	11,261
Consultants	8,458	7,840
Capital works reclassified as expense	19,848	16,372
Total materials and services	<u>156,780</u>	<u>136,466</u>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
4.3 Depreciation	\$'000	\$'000
Property	12,056	12,846
Plant and equipment	6,489	6,786
Infrastructure	60,951	50,558
Total depreciation	<u>79,496</u>	<u>70,190</u>

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

4.4 Amortisation - Intangible assets

Computer software	1167	-
Other -landfill airspace	387	387
Total Amortisation - Intangible assets	<u>1,554</u>	<u>387</u>

4.5 Amortisation - Right of use assets

Property	1,010	2,532
Vehicles	49	48
Other	146	146
Total Amortisation - Right of use assets	<u>1,205</u>	<u>2,725</u>

4.6 Bad and doubtful debts - allowance for impairment losses

Parking fine debtors	785	591
Other debtors	281	178
Total bad and doubtful debts - allowance for impairment losses	<u>1,066</u>	<u>769</u>

Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	17,586	18,603
New provisions recognised during the year	930	941
Amounts already provided for and written off as uncollectible	(15)	(1,951)
Amounts provided for but recovered during the year	(11)	(7)
Balance at end of year	<u>18,490</u>	<u>17,586</u>

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
4.7 Borrowing costs	\$'000	\$'000
Interest - borrowings	3,955	2,866
Less capitalised borrowing costs on qualifying assets	<u>(1,580)</u>	<u>-</u>
Total borrowing costs	<u>2,375</u>	<u>2,866</u>

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	<u>186</u>	<u>60</u>
Total finance costs	<u>186</u>	<u>60</u>

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	174	115
Auditors' remuneration - internal audit	168	148
Councillors' allowances	445	459
Contributions	4,497	3,580
Waste disposal and recycling	16,710	16,128
Marketing, promotion and advertising	1,264	1,772
Events and functions	1,070	777
Operating lease rentals	1,448	2,016
Security	1,212	788
Memberships and subscriptions	904	821
Licences, fees and permits	765	716
Grants	3,083	2,570
Others	<u>2,741</u>	<u>2,106</u>
Total other expenses	<u>34,482</u>	<u>31,996</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 5 OUR FINANCIAL POSITION	2023	2022
5.1 Financial assets	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	130	150
Cash at bank	<u>87,114</u>	<u>100,305</u>
Total cash and cash equivalents	<u>87,244</u>	<u>100,455</u>
(b) Other financial assets		
Current		
Term deposits - current	<u>50,860</u>	<u>45,151</u>
Total current other financial assets	<u>50,860</u>	<u>45,151</u>
Total other financial assets	<u>50,860</u>	<u>45,151</u>

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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	4,396	4,403
Provision for doubtful debts - rates	(472)	(465)
Infringement debtors	13,681	12,765
Provision for doubtful debts - infringements	(12,264)	(11,479)
Net GST receivable	2,928	2,992
<i>Non statutory receivables</i>		
Other debtors including landfill, leasing and permits	11,923	20,139
Provision for doubtful debts - other debtors	(5,754)	(5,642)
Total current trade and other receivables	<u>14,440</u>	<u>22,713</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	3,371	4,091
Long term rates	8,966	7,289
<i>Non statutory receivables</i>		
Loans and advances to community organisations	98	98
Total non-current trade and other receivables	<u>12,435</u>	<u>11,478</u>
Total trade and other receivables	<u>26,874</u>	<u>34,190</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

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

Current (not yet due)	1,393	11,567
Past due by up to 30 days	-	-
Past due between 31 and 180 days	4,717	2,795
Past due between 181 and 365 days	105	183
Past due by more than 1 year	53	50
Total trade and other receivables	<u>6,267</u>	<u>14,594</u>

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$5.8m (2022: \$5.6m) were impaired. The amount of the provision raised against these debtors was \$5.8m (2022: \$5.6m). 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:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	274	284
Past due between 181 and 365 days	203	723
Past due by more than 1 year	5,277	4,635
Total trade & other receivables	<u>5,754</u>	<u>5,642</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

5.2 Non-financial assets	2023	2022
(a) Inventories	\$'000	\$'000
Current		
Inventories held for distribution	1,013	1,432
Inventories held for sale	279	274
Total inventories	<u>1,291</u>	<u>1,706</u>

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	4,761	2,567
Accrued income	2,211	3,209
Total other assets	<u>6,972</u>	<u>5,776</u>

(c) Intangible assets

Software	10,500	-
Landfill air space	1,676	2,063
Total intangible assets	<u>12,176</u>	<u>2,063</u>

	Software	Landfill Airspace	Total
	\$'000	\$'000	\$'000

Gross carrying amount

Balance at 1 July 2022	-	3,777	3,777
Additions from internal developments	11,667	-	11,667
Balance at 30 June 2023	<u>11,667</u>	<u>3,777</u>	<u>15,444</u>

Accumulated amortisation and impairment

Balance at 1 July 2022	-	(1,714)	(1,714)
Amortisation expense	(1,167)	(387)	(1,554)
Balance at 30 June 2023	<u>(1,167)</u>	<u>(2,101)</u>	<u>(3,267)</u>

Net book value at 30 June 2022	-	2,063	2,063
Net book value at 30 June 2023	<u>10,500</u>	<u>1,676</u>	<u>12,176</u>

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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
5.3 Payables, trust funds and deposits and unearned income/revenue	\$'000	\$'000
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	16,356	17,574
Prepaid Income (includes rates and leisure services)	1,214	1,128
Accrued expenses	19,984	22,655
Total current trade and other payables	<u>37,554</u>	<u>41,357</u>
(b) Trust funds and deposits		
Current		
Refundable deposits	11,352	10,173
Fire services levy	2,697	2,367
Total current trust funds and deposits	<u>14,050</u>	<u>12,540</u>
(c) Unearned income/revenue		
Current		
Grants received in advance - operating	8,929	7,280
Grants received in advance - capital	12,542	17,101
Other	253	648
Total current unearned income/revenue	<u>21,724</u>	<u>25,029</u>

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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

5.4 Interest-bearing liabilities	2023 \$'000	2022 \$'000
Current		
Borrowings - secured	13,024	14,062
Total current interest-bearing liabilities	<u>13,024</u>	<u>14,062</u>
Non-current		
Borrowings - secured	114,036	126,030
Total non-current interest-bearing liabilities	<u>114,036</u>	<u>126,030</u>
Total	<u>127,060</u>	<u>140,092</u>

Borrowings are secured by the Council rate base

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

Not later than one year	13,024	14,062
Later than one year and not later than five years	114,036	60,475
Later than five years	-	65,554
	<u>127,060</u>	<u>140,092</u>

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

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

5.5 Provisions

	Employee	Landfill restoration	Other	Total
2023	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	36,393	16,683	4,358	57,434
Additional provisions	22,966	-	1,699	24,664
Amounts used	(23,327)	-	-	(23,327)
Balance at the end of the financial year	<u>36,031</u>	<u>16,683</u>	<u>6,056</u>	<u>58,771</u>
<i>Provisions - current</i>	33,984	124	5,988	40,096
<i>Provisions - non-current</i>	2,048	16,559	68	18,675
2022				
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	<u>36,393</u>	<u>16,683</u>	<u>4,358</u>	<u>57,434</u>
<i>Provisions - current</i>	34,375	124	4,289	38,789
<i>Provisions - non-current</i>	2,018	16,559	68	18,645

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	12,109	11,861
Long service leave	2,127	2,130
Other	140	138
	<u>14,376</u>	<u>14,129</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	919	1,227
Long service leave	18,689	19,020
	<u>19,608</u>	<u>20,247</u>
Total current employee provisions	<u>33,984</u>	<u>34,375</u>
Non-current		
Long service leave	2,048	2,018
Total non-current employee provisions	<u>2,048</u>	<u>2,018</u>
Aggregate carrying amount of employee provisions:		
Current	33,984	34,375
Non-current	2,048	2,018
Total aggregate carrying amount of employee provisions	<u>36,031</u>	<u>36,393</u>

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:	2023	2022
- discount rate	3.98%-4.37%	2.38%-3.51%
- wage inflation rate	4.35%	3.10%

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
(b) Landfill restoration		
Current	124	124
Non-current	16,559	16,559
	<u>16,683</u>	<u>16,683</u>

Council is obligated to restore its landfill 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. Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:	2023	2022
- discount rate	4.063%	3.83%-3.865%
- estimated cost to rehabilitate (undiscounted)	20,173	20,012

(c) Other provisions

Current		
Other provisions	5,988	4,289
Non-Current		
Developer contribution liabilities	68	68
	<u>6,056</u>	<u>4,358</u>

(d) Provisions Total

Current	40,096	38,789
Non-current	18,675	18,645
	<u>58,771</u>	<u>57,434</u>

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023.

Bank overdraft	5,000	5,000
Credit card facilities	550	550
Total facilities	<u>5,550</u>	<u>5,550</u>
Unused facilities	<u>5,452</u>	<u>5,550</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

5.7 Commitments

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

(a) Commitments for expenditure

2023	Not later than 1	Later than 1 year and	Later than 2	Later than 5	Total
	year	not later than 2 years	years and not	years	
	\$'000	\$'000	later than 5	years	\$'000
			years		\$'000
Operating					
IT	355	-	-	-	355
Recycling and waste management	5,850	1,336	1,319	-	8,505
Facilities maintenance	605	259	-	-	864
Open space and parks management	715	-	-	-	715
Consultancies	268	60	-	-	327
Cleaning contracts for council buildings	3,448	3,448	3,167	-	10,063
Roads	561	385	160	-	1,106
Environmental services	1,579	160	-	-	1,739
Other	2,891	697	-	-	3,588
Total	16,272	6,345	4,646	-	27,263
Capital					
Buildings	38,711	-	-	-	38,711
Drainage	201	-	-	-	201
Other	6,595	54	-	-	6,650
Total	45,508	54	-	-	45,562
2022					
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

Notes to the Financial Report  
For the Year Ended 30 June 2023

(b) Operating lease receivables

*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:

	2023	2022
	\$'000	\$'000
Not later than one year	1,643	1,716
Later than one year and not later than five years	4,218	3,908
Later than five years	1,576	1,843
	<u>7,437</u>	<u>7,467</u>

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;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council 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.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to 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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

<i>Right-of-Use Assets</i>	Property	Vehicles	Other	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2022	564	49	425	1,038
Additions	7,396	-	-	7,396
Amortisation charge	(1,010)	(49)	(146)	(1,205)
Balance at 30 June 2023	<u>6,950</u>	<u>(0)</u>	<u>279</u>	<u>7,229</u>

<i>Lease Liabilities</i>	2023	2022
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,522	1,091
One to five years	4,952	742
More than five years	1,745	-
Total undiscounted lease liabilities as at 30 June:	<u>8,219</u>	<u>1,834</u>

Lease liabilities included in the Balance Sheet at 30 June:

Current	1,284	369
Non-current	6,132	692
Total lease liabilities	<u>7,416</u>	<u>1,061</u>

*Short-term and low value leases*

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

	2023	2022
	\$'000	\$'000
Expenses relating to:		
Short-term leases	1,444	2,035
Leases of low value assets	4	3
Total	<u>1,448</u>	<u>2,038</u>

*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	0
Later than one year but not later than five years	2	2
Total lease commitments	<u>2</u>	<u>3</u>

Note 6 ASSETS WE MANAGE	2023	2022
	\$'000	\$'000
6.1 Non current assets classified as held for sale		
Cost of acquisition	11,439	19,827
Total non current assets classified as held for sale	<u>11,439</u>	<u>19,827</u>

Capitalisation rate used in the allocation of borrowing costs	0%	0%
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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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	Restated								Assets Held for	Carrying
	Carrying								Sale and	amount
	amount									
30 June 2022							Writeoff and	Transfers	Intangible	30 June 2023
\$'000	Additions	Contributions	Revaluation	Depreciation	Disposal		Adjustment	\$'000	\$'000	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property - land	1,146,941	5,804	22,923	52,588	-	(3,830)	(28,759)	1,937	(6,338)	1,191,264
Property - buildings	482,867	3,590	172	23,526	(12,056)	(7,085)	26,706	135,775	(5,110)	648,385
Plant and equipment	27,025	6,288	-	-	(6,489)	(896)	(22)	132	-	26,037
Infrastructure	2,470,796	5,880	68,725	142,820	(60,951)	(2,078)	1,132	43,891	-	2,670,215
Work in progress	207,556	153,388	-	-	-	-	-	(181,735)	(11,667)	167,543
	4,335,187	174,950	91,820	218,934	(79,496)	(13,889)	(943)	0	(23,115)	4,703,445

Summary of Work in Progress

	Opening WIP	Additions	Write-off	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	107,244	111,077	-	(137,712)	80,609
Plant and equipment	12,329	5,718	-	(11,798)	6,249
Infrastructure	87,983	36,593	-	(43,891)	80,685
Total	207,556	153,388	-	(193,402)	167,543

Notes to the Financial Report  
For the Year Ended 30 June 2023

(a) Property

	Land - specialised	Land - non specialised	Land under roads	Total Land & Land Improvements	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
Restated											
At fair value 1 July 2022	1,065,167	41,349	40,426	1,146,941	116,744	559,896	3,536	3,853	684,028	107,244	1,938,214
Accumulated depreciation at 1 July 2022	-	-	-	-	(51,868)	(143,883)	(2,743)	(2,667)	(201,161)	-	(201,161)
	1,065,167	41,349	40,426	1,146,941	64,876	416,013	793	1,185	482,867	107,244	1,737,053
Movements in fair value											
Additions	5,804	-	-	5,804	-	3,590	-	-	3,590	111,077	120,471
Contributions	18,213	-	4,710	22,923	-	172	-	-	172	-	23,095
Revaluation	46,683	3,660	2,245	52,588	(1,482)	21,481	3,527	-	23,526	-	76,114
Disposal	(3,282)	(548)	-	(3,830)	(7,538)	(2,973)	(13)	-	(10,524)	-	(14,353)
Adjustments	(31,170)	(1,212)	-	(32,382)	4,085	17,770	(259)	-	21,596	-	(10,786)
Transfers - assets held for sale	(2,155)	(560)	-	(2,715)	-	-	-	-	-	-	(2,715)
Transfers - work in progress	1,937	-	-	1,937	-	135,775	-	-	135,775	(137,712)	(0)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
	36,031	1,339	6,955	44,325	(4,935)	175,815	3,255	-	174,136	(26,635)	191,825
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	-	(1,255)	(10,483)	(126)	(192)	(12,056)	-	(12,056)
Accumulated depreciation of disposals	-	-	-	-	2,592	834	13	-	3,439	-	3,439
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	1,337	(9,649)	(113)	(192)	(8,617)	-	(8,617)
At fair value 30 June 2023	1,101,197	42,688	47,380	1,191,266	111,809	735,711	6,791	3,853	858,164	80,609	2,130,039
Accumulated depreciation at 30 June 2023	-	-	-	-	(50,531)	(153,532)	(2,856)	(2,860)	(209,779)	-	(209,779)
Carrying amount	1,101,197	42,688	47,380	1,191,266	61,278	582,180	3,935	993	648,385	80,609	1,920,260

Notes to the Financial Report  
For the Year Ended 30 June 2023

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	40,386	16,511	38,212	12,329	107,439
Accumulated depreciation at 1 July 2022	(19,622)	(13,736)	(34,727)	-	(68,085)
	20,764	2,775	3,485	12,329	39,354
Movements in fair value					
Additions	4,533	215	1,539	5,718	12,006
Contributions	-	-	-	-	-
Revaluation	-	-	-	-	-
Disposal	(5,469)	(20)	(342)	-	(5,832)
Write-off and adjustments	(22)	-	-	-	(22)
Transfers	-	-	132	(11,798)	(11,667)
Impairment losses recognised in operating result	-	-	-	-	-
	(958)	195	1,329	(6,080)	(5,514)
Movements in accumulated depreciation					
Depreciation and amortisation	(3,970)	(622)	(1,898)	-	(6,489)
Accumulated depreciation of disposals	4,701	14	220	-	4,936
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	-	-	-	-	-
	732	(608)	(1,678)	-	(1,553)
At fair value 30 June 2023	39,428	16,707	39,541	6,249	101,925
Accumulated depreciation at 30 June 2023	(18,890)	(14,344)	(36,405)	-	(69,639)
Carrying amount	20,538	2,363	3,136	6,249	32,286

Notes to the Financial Report  
For the Year Ended 30 June 2023

(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
Restated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	1,089,720	585,036	891,288	326,526	375,491	225,289	117,442	87,983	3,698,774
Accumulated depreciation at 1 July 2022	(392,715)	(156,277)	(195,397)	(83,521)	(148,375)	(90,387)	(73,323)	-	(1,139,994)
	697,005	428,759	695,891	243,005	227,116	134,901	44,119	87,983	2,558,780
Movements in fair value									
Additions	3,060	102	76	2,088	188	367	(0)	36,593	42,473
Contributions	18,716	16,303	23,424	1,993	5,907	2,383	-	-	68,725
Revaluation	25,593	16,696	45,418	46,664	9,430	(981)	-	-	142,820
Disposal	(1,074)	(122)	(1,242)	(186)	(86)	(833)	(54)	-	(3,597)
Write-off and adjustments	945	(1)	788	(602)	-	-	-	-	1,130
Transfers	18,158	4,936	2,422	9,527	3,193	4,081	1,574	(43,891)	0
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	65,398	37,914	70,885	59,485	18,631	5,017	1,520	(7,298)	251,552
Movements in accumulated depreciation									
Depreciation and amortisation	(18,136)	(13,673)	(9,760)	(7,735)	(2,849)	(4,712)	(4,086)	-	(60,951)
Accumulated depreciation of disposals	459	43	206	181	46	563	20	-	1,519
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	(17,677)	(13,630)	(9,554)	(7,554)	(2,803)	(4,149)	(4,066)	-	(59,432)
At fair value 30 June 2023	1,155,118	622,950	962,173	386,011	394,122	230,306	118,961	80,685	3,950,325
Accumulated depreciation at 30 June 2023	(410,392)	(169,906)	(204,951)	(91,075)	(151,178)	(94,536)	(77,389)	-	(1,199,426)
Carrying amount	744,727	453,043	757,222	294,936	242,944	135,770	41,572	80,685	2,750,899

Notes to the Financial Report  
For the Year Ended 30 June 2023

*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.

	Depreciation Period	Threshold Limit
<i>Asset recognition thresholds and depreciation periods</i>		
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 cycleways	50 years	1,000
Recreation	7-80 years	1,000
Road Other	10-80 Years	1,000
Infrastructure Other	7-100 Years	1,000
Airspace		1,000
Right of use assets	As per lease term	1,000

*Land under roads*

Council recognises land under roads acquired it controls 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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

*Valuation of land and buildings*

During 2022-23 a desktop valuation of land was undertaken by Opteon AAPI CPV Member no 63379 and a desktop valuation of buildings was undertaken by Council using the AVP Asset valuation program. 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.

An indexed based revaluation was conducted in the current year, this valuation was based on Victorian ABS index, a full revaluation of these assets will be conducted in accordance with the new Council asset revaluation schedule starting from 2023-24.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Non-specialised land	-	42,688	-	Jun/23	Index
Specialised land	-	-	1,101,197	Jun/23	Index
Land under roads	-	-	47,380	Jun/23	Index
Heritage buildings	-	-	61,278	Jun/22	Index
Specialised buildings	-	-	582,180	Jun/22	Index
Non-specialised buildings	-	3,935	-	Jun/22	Index
Leasehold improvements	-	-	993	Jun/22	Index
Total	-	46,623	1,793,028		

*Valuation of infrastructure*

An indexed based revaluation was conducted in the current year, this valuation was based on Roads and Bridges Victorian ABS index, a full revaluation of these assets will be conducted in accordance Council asset revaluation schedule starting from 2023-24.

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 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Road (pavement and seal)	-	-	744,727	Jun-23	index
Footpaths and cycleways	-	-	453,043	Jun-23	index
Drainage	-	-	757,222	Jun-23	index
Kerb and channel	-	-	242,944	Jun-23	index
Roads other	-	-	135,770	Jun-22	index
Other infrastructure	-	-	41,572	Jun-23	index
Recreation,leisure and community	-	-	294,936	Jun-23	index
Total	-	-	2,670,214		

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Notes to the Financial Report  
For the Year Ended 30 June 2023

*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.

*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.

	2023	2022
Reconciliation of specialised land	\$'000	\$'000
Land under roads	47,380	40,426
Parks and reserves	1,101,197	1,065,167
Total specialised land	<u>1,148,578</u>	<u>1,105,592</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
6.3 Investments in associates, joint arrangements and subsidiaries		
(a) Investments in associates		
Investments in associates accounted for by the equity method are:		
Geelong Regional Library Corporation	9,629	9,119

Geelong Regional Library Corporation

*Background*

Principal activity is to provide Library Services to member municipalities. Council holds 88.8% (2021-22 88.3%) of equity in the corporation. Council has four board members on the Board of eight. Council has the ability to influence rather than control its operations. Incorporated in Australia.

Fair value of Council's investment in Geelong Regional Library Corporation	<u>9,629</u>	<u>9,119</u>
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	5,783	5,991
Reported surplus/(deficit) for year	<u>510</u>	<u>(208)</u>
Council's share of accumulated surplus/(deficit) at end of year	<u>6,293</u>	<u>5,783</u>
Movement in carrying value of specific investment		
Carrying value of investment at start of year	9,119	9,327
Share of surplus/(deficit) for year	<u>510</u>	<u>(208)</u>
Carrying value of investment at end of year	<u>9,629</u>	<u>9,119</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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 7 PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

*Parent entity*

Greater Geelong City Council

*Subsidiaries and Associates*

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

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:

		2023	2022
		No.	No.
Councillors	Cr Trent Sullivan (Mayor) - - Mayor from 8 November 2022 - Deputy Mayor to 8 November 2022 Cr Anthony Aitken (Deputy Mayor) - Councillor to 8 November 2022 - Deputy Mayor from 8 November 2022 Cr Peter Murrigy - Mayor to 8 November 2022 - Councillor from 8 November 2022 Cr Bruce Harwood Cr Kylie Grzybek - to 29 May 2023 Cr Eddy Kontelj Cr Sarah Mansfield to 14 December 2022 Cr Jim Mason Cr Belinda Moloney Cr Stephanie Asher Cr Ron Nelson Cr Melissa Cadwell - from 23 January 2023		
	Cr Sarah Hathaway - from 28 June 2023		
Total Number of Councillors		13	11

Notes to the Financial Report  
For the Year Ended 30 June 2023

Chief Executive Officer and other Key Management Personnel

Chief Executive Officer  
- 1 July to 1 September 2022  
- 2 September 2022 to 30 June 2023

Executive Director Planning & Design (formerly Director City  
Planning & Economy)

Executive City Infrastructure  
(formerly Director City Services)  
- 1 July 2022 to 3 February 2023  
- 6 March 2023 to 30 June 2023

Executive Director Community Service Delivery  
(formerly Director Community Life )

Executive Director Customer, Community & Economy  
(formerly Director Customer & Corporate Services)  
- 1 July 2022 to 28 September 2022  
- 29 September 2022 to 30 June 2023

Executive Director Strategy, Governance & Corporate  
(formerly Strategy, People & Performance)

Total of Chief Executive Officer and other Key Management Personnel	<u>6</u>	<u>6</u>
Total Number of Key Management Personnel	<u>19</u>	<u>17</u>

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2023	2022
	\$	\$
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,264	2,328
Other long-term employee benefits	44	47
Post-employment benefits	159	173
Termination benefits	-	-
Total	<u>2,467</u>	<u>2,548</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

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

	2023 No.	2022 No.
\$10,000 - \$19,999	2	-
\$30,000 - \$39,999	7	8
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	1	-
\$60,000 - \$69,999	1	-
\$70,000 - \$79,999	-	2
\$100,000 - \$109,999	2	-
\$200,000 - \$209,999	1	-
\$240,000 - \$249,999	1	-
\$310,000 - \$319,999	-	1
\$320,000 - \$329,999	1	3
\$330,000 - \$339,999	1	1
\$340,000 - \$349,999	1	-
\$400,000 - \$409,999	1	-
\$450,000 - \$459,999	-	1
	<u>19</u>	<u>17</u>

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP. \*

	2023 \$	2022 \$
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	4,420	5,456
Other long-term employee benefits	107	14
Post-employment benefits	451	516
Termination benefits	480	-
Total	<u>5,458</u>	<u>5,986</u>

The number of other senior officers are shown below in their relevant income bands:

Income Range:	2023 No.	2022 No.
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	3	3
\$180,000 - \$189,999	1	3
\$190,000 - \$199,999	3	4
\$200,000 - \$209,999	5	9
\$210,000 - \$219,999	1	2
\$220,000 - \$229,999	3	3
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	-	3
\$260,000 - \$269,999	1	-
\$270,000 - \$279,999	1	-
\$280,000 - \$289,999	1	-
\$290,000 - \$299,999	1	-
\$300,000 - \$309,999	1	-
\$330,000 - \$339,999	1	-
	<u>24</u>	<u>29</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note: The 2021-22 remuneration figures have been restated to align with the definition change of senior officer who has management responsibilities and reports directly to the Chief Executive officer and whose total remuneration exceeds \$160,000

\* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the *Local Government Act 1989*.

	2023	2022
	\$'000	\$'000
7.2 Related party disclosure		
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties. The transactions were conducted at arms length.		
Contributions are paid by the Greater Geelong City Council to the Geelong Regional Library Corporation. Please refer to Note 6.3.		
Greater Geelong City Council provides accounting and payroll services to the Geelong Regional Library Corporation for an annual administrative fee. The annual service fee for 2022-23 was \$175K.	175	171
Payment of \$38.5K was made to Dal Gourmet Cafe for which a Councillor is the Treasurer on Committee of Management.	38.5	15.9
Payment of \$16.1K was made to William Adam Pty Ltd for which a Councillor is the Director.	16.1	221
Bethany Group where a close family member of former CEO held the position of Manager Strategic Engagement at Bethany Group in 2021-22 financial year	-	2.5
	229.6	410.4

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

There are shared services are provided by Greater Geelong City Council on behalf of the Geelong Regional Library Corporation, which is subsequently reimbursed. The outstanding balance as at 30 June 2023 is \$2,103,484 payable by the Geelong Regional Library Corporation

2,103

(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

Notes to the Financial Report  
For the Year Ended 30 June 2023

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

Contingent assets are possible assets 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. 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.

Land Acquisition

As part of planning for new subdivision, Council is required to acquire land for constructing infrastructure assets. The Planning Scheme incorporates public acquisition overlays on land required for public infrastructure. The land acquisition program is approved as part of the Council annual budget and managed in accordance with subdivision planning, execution, and engagement with landowners. At reporting date, Council is in the process of acquiring land for construction of assets for new subdivision.

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.

Liability Mutual Insurance

Council is (was) a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Notes to the Financial Report  
For the Year Ended 30 June 2023

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

(c) Guarantees for loans to other entities

There is no underlying loan that is guaranteed by the Council.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 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's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

Notes to the Financial Report  
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(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 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 the amounts related to financial guarantees disclosed in Note 8.1(c), 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 3.85%.

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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

8.4 Fair value measurement  
*Fair value hierarchy*

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

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

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

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

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

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

*Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). 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 one to four years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	rolling cycle of 1 - 4 years
Buildings	rolling cycle of 1 - 4 years
Roads	rolling cycle of 1 - 4 years
Bridges	rolling cycle of 1 - 4 years
Footpaths and cycleways	rolling cycle of 1 - 4 years
Drainage	rolling cycle of 1 - 4 years
Recreational, leisure and community facilities	rolling cycle of 1 - 4 years
Waste management	rolling cycle of 1 - 4 years
Parks, open space and streetscapes	rolling cycle of 1 - 4 years
Other infrastructure	rolling cycle of 1 - 4 years

Notes to the Financial Report  
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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.

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 9 OTHER MATTERS

9.1 Reserves (a) Asset revaluation reserves	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>2023</b>			
<b>Property</b>			
Land and buildings	1,106,916	76,114	1,183,030
	1,106,916	76,114	1,183,030
<b>Infrastructure</b>			
Roads	381,269	24,612	405,882
Footpaths and cycleways	403,001	26,125	429,126
Drainage	357,982	45,418	403,400
Recreation and open space	-	46,664	46,664
	1,142,253	142,819	1,285,072
<b>Total asset revaluation reserves</b>	<b>2,249,168</b>	<b>218,933</b>	<b>2,468,102</b>
<b>2022</b>			
<b>Property</b>			
Land and buildings	855,376	251,540	1,106,916
	855,376	251,540	1,106,916
<b>Infrastructure</b>			
Roads	250,567	130,702	381,269
Footpaths and cycleways	33,353	369,648	403,001
Drainage	257,002	100,980	357,982
	540,922	601,331	1,142,253
<b>Total asset revaluation reserves</b>	<b>1,396,298</b>	<b>852,871</b>	<b>2,249,168</b>

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

Notes to the Financial Report  
For the Year Ended 30 June 2023

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Annual Reallocations \$'000	Balance at end of reporting period \$'000
(b) Other reserves					
2023					
Car parking reserve	200	-	-	-	200
Public open space reserve	16,630	-	10,541	2,854	8,943
Main drainage reserve	-	-	-	-	-
Deferred works reserve	41,330	-	-	-	41,330
Asset development reserve	(240)	-	-	-	(240)
Asset redevelopment reserve	209	-	-	-	209
DCP Reserve - Jetty Road stage 1	(3,371)	-	1,472	-	(4,843)
DCP Reserve - Armstrong Creek East Precinct	13,947	3,784	-	-	17,731
DCP Reserve - Armstrong Creek West Precinct	19,714	4,579	8,461	-	15,833
DCP Reserve - Armstrong Creek HBP	131	6,174	761	625	6,168
DCP Reserve - Armstrong Creek Town Centre	(4,053)	-	5,531	-	(9,584)
DCP Reserve - Armstrong Creek South Precinct	3,851	1,786	-	-	5,638
DCP Reserve - Ocean Grove Growth Area	2,830	123	-	-	2,953
DCP Reserve - Lara West	6,611	3,741	162	-	10,190
Armstrong Creek public open space	4,300	25,972	11,013	-	19,260
S173 - Lonsdale Golf Club	67	-	-	-	67
Water quality levy	2,586	-	-	-	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	(176)	1,288	-	-	1,112
S173 - Wandana Heights Estate	562	-	-	-	562
S173 - Clifton Springs DP023	37	-	-	-	37
S173 - Fyansford DP016	186	-	-	-	186
S173 - Drysdale Walk DP024	464	10	-	-	474
S173 Reserve - Trethowan Ave SIFA	1,308	-	-	-	1,308
S173 Reserve - Ash Rd	(371)	-	-	-	(371)
S173 Reserve - Leopold	295	16	-	-	311
S173 Reserve - Portarlinton	60	-	-	-	60
DCP Reserve - Central Road Drysdale	(757)	-	499	-	(1,256)
<b>Total Other reserves</b>	<b>108,134</b>	<b>47,475</b>	<b>38,439</b>	<b>3,479</b>	<b>120,647</b>

Notes to the Financial Report  
For the Year Ended 30 June 2023

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)	(3,371)
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)	-	(4,053)
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)	108,134

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).

Notes to the Financial Report  
For the Year Ended 30 June 2023

		Restated
	2023	2022
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	\$'000	\$'000
Surplus/(deficit) for the year	154,652	184,644
Depreciation/amortisation	82,254	73,302
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(17,205)	3,579
Capital works reclassified as expense	19,848	16,372
Contributions - non-monetary assets	(91,819)	(122,536)
Share of net surplus of associates	(510)	-
Finance costs	2,562	2,836
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	7,331	(2,607)
(Increase)/decrease in prepayments and accrued income	(1,196)	(1,542)
(Decrease)/increase in unearned income /revenue	(3,305)	9,450
Increase/(decrease) in trade and other payables	(3,804)	4,710
(Decrease)/increase in other liabilities	1,510	(260)
(Increase)/decrease in inventories	415	(614)
(Decrease)/increase in provisions	1,337	(287)
Net cash provided by/(used in) operating activities	152,069	167,047

### 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 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

#### *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. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.8% pa

As at 30 June 2022, 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 102.2%. The financial assumptions used to calculate the 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

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). Vision Super has advised that the estimated VBI at 30 June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 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 2022 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 2023, this rate was 10.5% of members' salaries (10.0% in 2021-22). 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 2022 interim 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 2022 interim actuarial investigation surplus amounts*

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 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:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	44.6	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	111.9	285.2

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 2022.

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 2022.

The discounted accrued benefits 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 2022.

#### The 2023 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.50 %pa	2.50 %pa for the first two years and 2.75%pa thereafter
Price inflation	2.8% pa	2.0% pa

#### Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of Scheme	Rate	2023 \$'000	2022 \$'000
Vision super	Defined benefits	10.5% (2022:10.0%)	654	710
Vision super	Accumulation	10.5% (2022:10.0%)	9,038	7,846
Other funds	Accumulation	10.5% (2022:10.0%)	7,353	6,726

Council has not paid unfunded liability payments to Vision Super during the 2022-23 year, (2021-22 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$650K.

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2022-23 year.

Note 11 Correction of Prior Period Error

Comparative figures have been restated as result of prior period adjustment in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

This is the impact of found assets (\$171 million) from prior year(s) which may have impacted the Statement of Comprehensive Income and Balance Sheet. The adjustments are changes which need to be made to ensure the year-end Financial Statements are an accurate reflection of the Council's position. The information was not known at the time of completing the FY2021-22 Financial Statements and has only been identified in completing the FY2022-23 Financial Statement. It is likely some of this information comes from prior period FY2021-22 and some from periods prior to FY2021-22. It is not practicable to recreate the information relating to period beyond the prior period (FY2021-22). The disclosure of the changes is through restating FY2021-22 Comprehensive Income Statement and Balance Sheet with values relating to FY2021-22, and restating FY2021-22 opening balance for Balance Sheet and the Statement of Changes to Equity for values relating to periods prior to FY2021-22.

This adjustment reflects characteristics of assets that existed in the prior period, an adjustment to the prior period balances has been made. This is classified as an error in accordance with AASB 108. The prior period adjustment are detailed below, with the Balance Sheet balances as at 30 June 2022 restated as follows.

(i) Comprehensive Income Statement

	Restated 2022 \$'000	FY 2022 Adjustment 2022 \$'000	As previously reported 2022 \$'000
Income / Revenue			
Rates and charges	274,660	-	274,660
Statutory fees and fines	13,743	-	13,743
User fees	54,599	-	54,599
Grants - operating	76,331	-	76,331
Grants - capital	20,527	-	20,527
Contributions - monetary	43,086	-	43,086
Contributions - non monetary	122,536	43,215	79,321
Other income	4,707	-	4,707
Total income / revenue	610,187	43,215	566,972
Expenses			
Employee costs	176,299	-	176,299
Materials and services	136,466	-	136,466
Depreciation	70,190	-	70,190
Amortisation - intangible assets	387	-	387
Amortisation - right of use assets	2,725	-	2,725
Bad and doubtful debts - allowance for impairment losses	769	-	769
Borrowing costs	2,866	-	2,866
Finance costs - leases	60	-	60
Other expenses	31,996	-	31,996
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
Total expenses	425,545	-	425,545
Surplus/(deficit) for the year	184,642	43,215	141,427
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	852,871	-	852,871
Total other comprehensive income	852,871	-	852,871
Total comprehensive result	1,037,513	43,215	994,298

(i) Balance Sheet

	Restated	FY 2022 Adjustment	Prior Year Adjustment	As previously reported
	2022			2022
	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	100,455	-	-	100,455
Trade and other receivables	22,713	-	-	22,713
Other financial assets	45,151	-	-	45,151
Inventories	1,706	-	-	1,706
Prepayments	2,567	-	-	2,567
Non-current assets classified as held for sale	19,827	-	-	19,827
Other assets	3,209	-	-	3,209
<b>Total current assets</b>	<b>195,627</b>	<b>-</b>	<b>-</b>	<b>195,627</b>
<b>Non-current assets</b>				
Trade and other receivables	11,478	-	-	11,478
Investments in associates, joint arrangements and subsidiaries	9,119	-	-	9,119
Property, infrastructure, plant and equipment	4,335,187	43,215	128,004	4,163,968
Right-of-use assets	1,038	-	-	1,038
Intangible assets	2,063	-	-	2,063
<b>Total non-current assets</b>	<b>4,358,884</b>	<b>-</b>	<b>128,004</b>	<b>4,187,665</b>
<b>Total assets</b>	<b>4,554,511</b>	<b>-</b>	<b>128,004</b>	<b>4,383,292</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	41,357	-	-	41,357
Trust funds and deposits	12,540	-	-	12,540
Unearned income/revenue	25,029	-	-	25,029
Provisions	38,789	-	-	38,789
Interest-bearing liabilities	14,062	-	-	14,062
Lease liabilities	369	-	-	369
<b>Total current liabilities</b>	<b>132,146</b>	<b>-</b>	<b>-</b>	<b>132,146</b>
<b>Non-current liabilities</b>				
Provisions	18,645	-	-	18,645
Interest-bearing liabilities	126,030	-	-	126,030
Lease liabilities	692	-	-	692
<b>Total non-current liabilities</b>	<b>145,367</b>	<b>-</b>	<b>-</b>	<b>145,367</b>
<b>Total liabilities</b>	<b>277,513</b>	<b>-</b>	<b>-</b>	<b>277,513</b>
<b>Net assets</b>	<b>4,276,998</b>	<b>-</b>	<b>128,004</b>	<b>4,105,779</b>
<b>Equity</b>				
Accumulated surplus	1,919,696	-	128,004	1,748,477
Reserves	2,357,303	-	-	2,357,303
<b>Total Equity</b>	<b>4,276,999</b>	<b>-</b>	<b>128,004</b>	<b>4,105,779</b>

(ii) Statement of Changes in Equity

Restated 2022	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	Total Reserves \$'000
Balance at beginning of the financial year - as previously reported	3,111,481	1,652,273	1,396,298	62,910	1,459,208
Non monetary contributions not previously recognised	128,004	128,004	-	-	-
Balance at beginning of the financial year - restated	3,239,485	1,780,277	1,396,298	62,910	1,459,208
Surplus/(deficit) for the year - as previously reported	141,428	141,428	-	-	-
Non monetary contributions not recognised in 2021-22	43,215	43,215	-	-	-
Surplus/(deficit) for the year - restated	184,643	184,643	-	-	-
Net asset revaluation increment/(decrement)	852,871	-	852,871	-	852,871
Transfers to other reserves	-	(56,746)	-	56,746	56,746
Transfers from other reserves	-	11,522	-	(11,522)	(11,522)
Balance at end of the financial year	4,276,999	1,919,696	2,249,168	108,134	2,357,303