

MINUTES

COUNCIL MEETING

Tuesday 22 October 2024
6:30 pm

City Hall
57 Little Malop Street, Geelong 3220

LIVE STREAMED ON THE CITY'S WEBSITE:

www.geelongaustralia.com.au/meetings

COUNCIL:

Cr T Sullivan (Bellarine Ward) - Mayor
Cr A Aitken (Windermere Ward) - Deputy Mayor
Cr J Mason (Bellarine Ward)
Cr E Wilkinson (Bellarine Ward)
Cr M Cadwell (Brownbill Ward)
Cr E Kontelj (Brownbill Ward)
Cr P Murrihy (Brownbill Ward)
Cr B Harwood (Kardinia Ward)
Cr B Moloney (Kardinia Ward)
Cr R Nelson (Kardinia Ward)
Cr S Hathway (Windermere Ward)

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Present: Cr T Sullivan (Mayor), Cr A Aitken (Deputy Mayor), E Wilkinson, S Hathway, B Harwood, M Cadwell, J Mason, P Murrhly, B Moloney, R Nelson

Also Present: A Wastie (Chief Executive Officer), T Edwards (Executive Director, Corporate Services), J Van Slageren (Acting Executive Director, Placemaking), J Stirton (Executive Director, City Infrastructure), A Basford (Executive Director City Life), A Martin (Chief Governance and Risk Officer) J Douglas (Manager Council & Corporate Governance) Danielle Pangrazio (Governance Officer).

Opening: The Mayor declared the meeting open at 6.30pm.

1. PROCEDURAL MATTERS

1.1. Acknowledgement of Country

Council acknowledges 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.

1.2. Apologies

Cr Kontelj

1.3. Leaves of Absence

1.4. Declarations of Conflicts of Interest

1.5. Confirmation of Minutes

RESOLUTION - Item 1.5.1

Cr Wilkinson moved, Cr Hathway seconded -

That the Minutes of the Council Meeting held on 8 October 2024 be confirmed.

Carried

2. REPORTS

2.1. Annual Report 2023-24 and Annual Report Summary 2023-24

Source: Corporate Services
Executive Director: Troy Edwards

Purpose

1. For Council to consider and note *The City of Greater Geelong Annual Report 2023–24* (Annual Report) and *The City of Greater Geelong Annual Report Summary 2023–24* (Annual Report Summary).

Background

2. The Annual Report 2023–24 provides an overview of our performance from 1 July 2023 to 30 June 2024 against the council plan, *Our Community Plan 2021–25* and annual budget as well as key information required under the *Local Government Act 2020* and other relevant legislation.
3. The Annual Report 2023–24 was prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.
4. As in previous years, an Annual Report Summary document has also been prepared which provides key highlights of the full report.

Key Matters

5. The Annual Report 2023–24 is the third progress report against *Our Community Plan 2021–25*.
6. With the integration of the Municipal Public Health and Wellbeing Plan into our Council Plan to create *Our Community Plan 2021–25*, the Annual Report highlights some of the annual actions and achievements which responded to the five identified health and wellbeing priorities. It also outlines how the City is working to evaluate the health and wellbeing priorities, including key indicators to be monitored over the life of the plan.
7. The Annual Report includes results of the Local Government Performance Reporting Framework (LGPRF), a legislative set of indicators (service performance, financial performance and sustainable capacity) and a Governance and Management Checklist (policies, plans and procedures in place). Results of the LGPRF will also be released publicly on the Know Your Council website (<https://www.vic.gov.au/know-your-council>).

RESOLUTION - Item 2.1

Cr Sullivan moved, Cr Aitken seconded -

That Council:

- 1. Note *The City of Greater Geelong Annual Report 2023–24*; and**
- 2. Note *The City of Greater Geelong Annual Report Summary 2023–24*.**

Carried

Financial Sustainability

8. The Annual Report includes details of the City's financial performance for the year.

Community Engagement

9. Our Community Plan 2021–25 was developed in 2021 following significant deliberative engagement and a public exhibition process.

Social Equity and Sustainability

10. The Annual Report provides information to the community on how resources have been allocated between the social, environmental and economic needs of our community

Relevant Law/Policy/Legal Implications

11. The Annual Report was prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

Alignment to Community Plan and Vision

12. The Annual Report provides an end-of-year overview of the City's performance against *Our Community Plan 2021–25*, which outlines how the City is working towards the community's 30-year clever and creative vision.

Conflict of Interest

13. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

14. There are no identified risks arising from this report.

Environmental Sustainability

15. The Annual Report and Annual Report Summary will be made available to our community online.

Attachments

1. City of Greater Geelong Annual Report 2023-24 [2.1.1 - 205 pages]
2. City of Greater Geelong Annual Report Summary 2023-24 [2.1.2 - 26 pages]

THE CITY OF GREATER GEELONG

ANNUAL REPORT 2023-24



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Cover Photo: GRID (Grass Roots Indie Development)
 Series Geelong 2023-24 artists. L. to R. Baraka the Kid,
 Daisy Kilbourne (seated) Wild Gloriosa; LENNi and
 Ridzyray (seated)

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.



Photo: Barwon River, Moonah Park Barwon Heads

MAYOR AND CEO MESSAGE

We are pleased to present the City of Greater Geelong's Annual Report for the year ending 30 June 2024.

It has been a year of progress and change for our Council and organisation. We have continued to focus on meeting the needs of our growing community.

As the community's elected representatives, our Council bases its decision-making on positioning Greater Geelong for an environmentally, economically and socially sustainable future.

We have sought to balance this longer-term outlook with a desire to meet the current day needs and expectations of the people they represent.

At an organisation level, the arrival of a new CEO and a new, united Executive Leadership Team, has brought stability of leadership and a fresh outlook as we approach the challenges and opportunities in front of us.

Our executive and senior leaders have been keenly focused on operating as efficiently as possible to deliver the best value to ratepayers, without compromising our core services that are so highly valued.

Against a backdrop of costs rising at a much faster rate than the income we generate, we have been financially responsible and sought to find new and better ways of doing things.

We remain committed to achieving the four strategic priorities set out in the Council's four-year strategic document, 'Our Community Plan 2021-25': a healthy, caring and inclusive community; sustainable growth and environment; strong local economy; and a high performing council and organisation.

The pages that follow feature countless examples of innovative and exciting projects delivered for the benefit of the Greater Geelong community. We encourage you to read this report in full.

All of these achievements are geared towards realising the community's 30-year vision of a clever and creative future for our region.

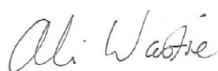
With our Council coming to the end of its term, we thank all of our councillors for their service during this time.

We also thank our dedicated employees who take pride in their work and want the best for Greater Geelong and the people who live here.

Finally, biggest thanks to our community for the input you have provided to our major projects and decisions during the past year, and the many ways in which so many of you contribute towards a healthy and thriving Greater Geelong.



CR. TRENT SULLIVAN
Mayor



ALI WASTIE
Chief Executive Officer



INTRODUCTION

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

The *City of Greater Geelong Annual Report 2023–24* provides our community with a comprehensive account of our performance from 1 July 2023 to 30 June 2024.

Our City

The City of Greater Geelong is Victoria's second-largest city, located 75 kilometres south-west of Melbourne. We are proud to be on Wadawurrung Country. Wadawurrung Country covers over 10,000 square kilometres, from the Great Dividing Range in our north, to the coast in our south, from the Werribee River in our east, and to Aireys Inlet in our west, including Geelong and Ballarat.

Our municipality stretches 1,247 square kilometres across unique urban, coastal and country areas. Our community often points to this mix of landscapes and the lifestyles they support as a key attraction for living in, working at and visiting Greater Geelong.

Greater Geelong is bound by the Moorabool Shire in our north, Wyndham City Council and the Borough of Queenscliffe in our east, Surf Coast Shire and Golden Plains Shire in our west, and Bass Strait to our south.

Community

Greater Geelong is Victoria's most populated region outside metropolitan Melbourne, with an estimated 282,809 residents as of 30 June 2023.¹ Our municipality has seen significant growth, particularly in Armstrong Creek, Lara, and the Bellarine Peninsula. By 2041, we expect our population to reach 396,388.²

Our demographics are dynamic, with notable growth across most age groups between 2016 and 2021. Young workers and families have flocked to the region, leading to a 21 per cent increase in the 25-49 age bracket and a 20.8 per cent rise in residents over 60. The median age dropped from 40 to 39 during this period.¹

We proudly host the largest population of Aboriginal and Torres Strait Islander people in any Victorian local government area, with 3,562 residents recorded in the 2021 Census.¹ The Wadawurrung People, Traditional Owners of this land, have lived here for over 25,000 years.

Our cultural and linguistic diversity is growing, with 17.7 per cent of residents born overseas.¹ Migration has strengthened our community, with new arrivals mainly from India, the UK, the Philippines, New Zealand, Sri Lanka, and Pakistan. International students also contribute to our rich multicultural fabric.

We strive for inclusivity, respect, and belonging, delivering social, economic, and cultural initiatives that support connection, participation, innovation, and creativity. Despite our strengths, some suburbs face significant socio-economic disadvantages, which we are committed to addressing.

¹ Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

² Population and household forecasts, 2021 to 2041, prepared by .id (informed decisions), January 2023.

Lifestyle

Greater Geelong is renowned for its exceptional lifestyle, blending urban amenities with natural beauty. Our region boasts a mix of classic 'Boom Time' civic buildings, grand 18th and 19th century architecture, and revitalised modern urban areas. As Australia's first UNESCO City of Design, we leverage creativity and innovation to build sustainable, resilient, and inclusive communities.

Our vibrant waterfront, extensive parks, and recreational reserves offer residents ample opportunities for leisure and outdoor activities. From serene bay beaches to the rugged coastline of the Great Ocean Road, our diverse landscapes cater to a wide range of recreational pursuits.

Environment

Our environment is a unique blend of urban, rural, and coastal settings. We are home to significant conservation reserves and diverse ecosystems, including the Ramsar-listed wetlands, the You Yangs, and the Barwon and Moorabool river systems. These areas support a variety of flora and fauna, including many protected species.

Geelong's 133 kilometres of coastline, combined with our rural agricultural activities, highlight the region's ecological and economic diversity. We face environmental challenges, such as land clearing, invasive species, climate change, and waste generation, which we address through sustainable practices and innovative solutions.

Economy

Our economy is thriving, with strengths in advanced manufacturing, professional services, creative industries, digital technology, agribusiness, health care, and the visitor economy. Our strategic location near Melbourne, combined with our infrastructure and skilled workforce, attracts global investors and new businesses.

Over the past five years, we have experienced the fastest job growth of any large Victorian regional area and have an estimated 144,568 jobs, up 9,210 jobs in the year to June 2023.³ Health care and social assistance are our largest employment sectors, followed by retail and construction. We also experienced the largest growth in business numbers, increasing the total to 22,090.³

Greater Geelong's Gross Regional Product (GRP) grew to \$19.57 billion,³ with significant contributions from health care, accommodation, financial services, transport, and professional services. With \$13 billion in major projects underway,⁴ including roads, public buildings, industrial and commercial developments, and residential housing, our region is poised for continued growth and prosperity.

Thank you for being part of our journey towards a vibrant, sustainable, and thriving Greater Geelong.

³ National Institute of Economics and Industry Research (NIEIR) 2024. Compiled and presented in economy.id by .id (informed decisions).

⁴ City of Greater Geelong, Geelong Data Exchange, www.geelongdataexchange.com.au/pages/projects2/ (June 2024).

OUR 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'

Between September 2016 and May 2017, over 6,000 residents and stakeholders told us what they value about the region and how they would like to see it grow and evolve. The resulting vision, Greater Geelong: A Clever and Creative Future, is a community-led blueprint for our region to be recognised regionally, nationally and internationally, as a clever and creative city-region.

At the heart of the vision are a series of aspirations focused on our region's economy and employment, the environment, arts and culture, transport connections, tourism, efficient and equitable digital access, and good governance.

The vision is a guide for all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to the future of Greater Geelong. It has not only informed the City's priorities but has acted as our community's north star as we've collectively strived for a clever and creative future.

COMMUNITY ASPIRATIONS



FIGURE 1: Nine aspirations of our community's 30-year vision

OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

Our purpose

Working together for a thriving community.

Our values

Our values represent who we are and who we aspire to be. They are the tools to create the workplace culture we want, and deliver on our purpose:

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

Our Strategic Directions

Our Community Plan 2021–25 outlines the things we will do to make Greater Geelong a clever and creative city-region. The four strategic directions our Council chose to guide us are:

- Healthy, Caring and Inclusive Community
- Sustainable Growth and Environment
- Strong Local Economy
- High Performing Council and Organisation.

Our Organisation Strategy

If *Our Community Plan 2021–25* is “what” we’ll do, our *Organisation Strategy 2024–29* covers “how” we’ll do it. This document outlines our organisation’s priorities, to ensure we’re making the best decisions about how to deliver for the community efficiently and effectively. We have three commitments, each underpinned by two priorities, telling a clear story for our organisation’s future. While the focus of this report is on Council’s Strategic Directions, the Organisation Strategy is included for context on the ways we work to deliver for our community.



Photo: City Works employees



FIGURE 2: The City's Organisation Strategy 2024–29

THE YEAR IN REVIEW

2023–24 HIGHLIGHTS

National Tree Day

The City joined forces with around 350 local residents to plant more than 3,000 trees for National Tree Day at a free City run community event in Lara on Sunday 30 July 2023.

The event, held at Lavender Drive Park in Lara, was made possible through the collaboration and support of Planet Ark, Blood Toyota, the Lions Club South Barwon and Lions Breakfast Club Drinks, dedicated volunteers and City employees who worked tirelessly to organise and coordinate the day.

Teaming Up with the Cats to Go Green

The City joined forces with Geelong Cats AFLW players and members to plant 900 native grasses, lower shrubs and some eucalypts as part of a revegetation project along the Moorabool River. The project is the first step in a new era of partnership between the Geelong Football Club and the City.

The first Planting Day gave Cats members and the Geelong community the opportunity to make a lasting impact on their local environment by restoring habitat for local wildlife.

Geelong Positive Ageing program

A performance from sixties pop icon Normie Rowe was one of more than 30 events supported by the City as part of the Geelong Positive Ageing program, launched in conjunction with the Victorian Seniors Festival. Spanning from October 2023 to March 2024, the program included activities held by community groups or organisations who received funding from our Positive Ageing Grants program designed to promote physical activity, mental health and wellbeing, social connections, and positive ageing among our senior citizens.

Business Accelerator Program scholarships

Five local women are a step closer to achieving their business goals after being awarded Business Accelerator Scholarships with Business in Heels, valued at over \$3,000 and sponsored by the City. Tamara Shaw, Nichole Chambers, Terri Wilby, Jessica Kerr and Simone Araujo Gugliandolo were selected to take part in the 12-month long Business Accelerator Program which aims to help women start trading and making sales as quickly as possible so they can become self-sustaining. Participants learn with the support of mentors to develop a business plan, turn leads into referrals, establish their small business and create social media and pricing strategies.

Waurm Ponds Skate Park redevelopment

The City unveiled the \$1.94 million redevelopment of the Waurm Ponds Skate Park in September 2023. Informed by two rounds of community consultation in 2021, the skate park upgrade design retained and improved popular elements of the former skate park, while incorporating a new space to create better connections between site skate and play elements. The upgrade was jointly funded the City (\$600,000) and the state government through its Sport and Recreation Victoria Community Sport Stimulus Infrastructure Grant Program (\$1.34 million) and Connecting Regional Communities Program.

North Bellarine Aquatic Centre

The North Bellarine Aquatic Centre (Stage 1), with its newly constructed 50-metre heated outdoor pool, was officially opened in October 2023. The project jointly funded by the federal government (\$10 million) and the City (\$5.5 million), is a milestone moment for the North Bellarine community, and our many teams who have worked on this project from conception and consultation, through to completion. The City received \$20 million each in funding commitments from the state and federal governments to deliver Stage 2, which will feature indoor facilities including an indoor, eight lane, 25-metre pool, a warm water pool and health and wellness facilities, including a gym and group fitness areas. A community advisory panel was established to help identify design options with a final concept design approved by Council in July 2023. Delivery is expected to take 2–3 years.

Botanic Gardens Australia and New Zealand (BGANZ) network event

The Geelong Botanic Gardens took centre stage as the venue for the Botanic Gardens Australia and New Zealand (BGANZ) network event in October 2023. We welcomed 80 national and international industry professionals hailing from more than 20 organisations, providing them with a guided tour of the 170-year-old gardens which boast more than 4,000 species across 400 genera and 100 plant families. A highlight of the tour was the Pacific Rim garden, a haven for rare plants hailing from regions in the Pacific, under threat from deforestation and climate upheavals.

Geelong Nature Festival

After a huge six weeks of events attended by more than 3,000 community members, Geelong Nature Festival wrapped up in October 2023. The City, in partnership with the Geelong Field Naturalists Club, joined forces with 55 volunteer groups and organisations to deliver 70 events that celebrated, explored and nurtured Greater Geelong's diverse natural environment. This year's theme, 'Our Backyard' was committed to inspiring local minds to engage with their surroundings, fostering a deep appreciation for nature in their own backyards. From restoring habitat on Waurn Ponds Creek and learning how to grow your own native plants to bug nights and Burrunan dolphin watching sessions, there was something on offer for all age groups, interests and passions. The festival included a major environmental art project involving primary school children from 22 schools, genU Artists, the fOrT and the Mt Dunned Men's Shed, designed by the School of Lost Arts, culminating in the creation of major art installation at the 21st Century Garden at the Geelong Botanic Gardens. A short film capturing the installation can be seen at [Geelong Nature Festival 2023](#). In February 2024, we delivered a presentation on the festival as part of the Victorian Biodiversity Conference held at Deakin University's Burwood campus.

Launch of Live and Local program

In October 2023, we launched our Live and Local program, designed to showcase, support and celebrate the unique mix of local musicians and bands in our region. Live and Local is a comprehensive capacity building program delivering professional development workshops, micro-music festivals and a local industry forum, presented by the City in partnership with live music advocates LiveMusic Office, and APRA AMCOS, a music rights management organisation. As part of the initiative, we are also establishing a Music Industry Register of those working in the music industry, musicians and live music venues to connect people with information about live music activities, workshops and professional development opportunities, networking and collaborative opportunities and grants.

Geelong Design Week 2023

From 19-29 October 2023, Geelong Design Week celebrated the City of Greater Geelong's UNESCO City of Design designation. The event spanned 52 free and ticketed events across eleven days. The previous attendance record was shattered with an astounding 17,288 attendances at events, an increase of 172 per cent from 2022. The increased number of event attendees from areas outside the Geelong region, signalled the event's widening allure, with high-level estimates suggesting the impact of visitors attending Geelong Design Week events from outside Greater Geelong alone injected \$1.6 million revenue into the local economy.

Poa Banyul Community Hub opening

Our \$13 million state-of-the-art Poa Banyul Community Hub in Mount Duneed, was officially opened in November 2023. The hub is designed to cater to a diverse range of early years and family services, including sessional kindergarten, maternal and child health services, family support consulting rooms and versatile community spaces. Jointly funded by the City (\$10.7 million) and state government (\$2.25 million), the hub complements the nearby community shed, helping to create a sense of unity and support within the region.

Permanent Rainbow Crossing

In December 2023, we unveiled a permanent rainbow pedestrian crossing on Yarra Street as a symbol of pride in the diversity of the region and a celebration of the LGBTQIA+ community. Inspired by Valentino Vecchietti's Progress Pride Flag, the chosen design is the most current and inclusive representation of LGBTQIA+ pride. It integrates not only the traditional rainbow colours but also incorporates elements of the transgender and intersex flags, as well as brown and black lines to symbolise all people of colour, including Australia's First Nations communities. The idea was first floated in 2019 by members of the Rainbow community and supported by councillors. Initial steps were taken in 2020 with a temporary mini crossing in Little Malop Street during the launch of the Geelong Rainbow Festival. However, the COVID-19 pandemic temporarily halted plans for a permanent installation until 2022.

City support for 16 Days of Activism against Gender Based Violence

We demonstrated our commitment to a world where everyone is respected by supporting the international campaign 16 Days of Activism against Gender-Based Violence. The campaign started on 25 November 2023, the International Day for the Elimination of Violence Against Women and finished on 10 December 2023 - Human Rights Day. In collaboration with Respect 2040, we promoted events and initiatives by other Geelong organisations and also joined local partners to light City landmarks, with the colour orange symbolising a brighter future free of violence.

Community Leadership Program

In November 2023, we celebrated the completion of the 2023 Community Leadership Program. The 17 aspiring leaders completed a nine-month interactive experience designed to equip them with personal and professional growth opportunities, as part of the City's commitment to developing skilled and passionate leaders across the region. Throughout the course, participants developed an increased knowledge and understanding of the Geelong community, connected with like-minded peers, and were equipped with knowledge and tools across a range of topics designed to enhance their leadership capabilities.

People with Disability Awards

The City marked International Day of People with Disability in December 2023, by announcing the winners of the annual Awards for People with Disability. Attended by over 100 people, this was the fourth year the City has partnered with genU and the Barwon Disability Resource Council to present the awards. Winners of three categories were: Shannon Bowman (Achievement Award), Paige Humm (Leadership and Advocacy Award) and Tim Harte (Volunteering Award). The awards are essential to highlighting the great work accomplished by people with disability, as leaders and role models for others in the community.

Recognition for Frank Costa AO

We partnered with the Costa Family, Geelong Authority member Rory Costelloe and the Geelong Cats Football Club, to commission internationally renowned sculptor Louis Laumen to create a sculptural memorial to the late Frank Costa AO, who passed away in May 2021. Unveiled in December 2023, *The Newsboy (Frank Costa, aged 13)*, which depicts a teenage boy standing on a fruit box selling the Herald Sun newspaper, recognises the many roles Frank played in the community: a generous philanthropist, passionate Geelong Football Club president, well-known businessman and fierce advocate for our region.

Adoption of new Advocacy Framework

In March 2024, Council voted to adopt a new Advocacy Framework, which outlines the City's approach to advocacy at a local, regional, state, national and international level over the next three years. The framework provides two new approaches for regional advocacy, with the City to renew its membership of G21 with a reduced financial contribution and work with neighbouring councils like the City of Wyndham for joint advocacy opportunities in the western growth area. The framework also considers the City's role in the broader ecosystem of advocacy in Geelong, the approach and principles for advocacy, how advocacy priorities will be determined and how performance and outcomes will be measured.

Street upgrades near Waurn Ponds Station

A \$2.1 million upgrade of Sugargum Drive and Bodega Street in Waurn Ponds was completed in May 2024, creating improved conditions for road users and pedestrians near the Waurn Ponds Station. Fully funded via the Australian Government's Roads to Recovery program, the project produced a range of improvements between Oakwood Crescent and Rossack Drive including road pavement rehabilitation, kerb and channel upgrades, reflective pavement markers and line marking upgrades. The upgrades came in response to increasing traffic in the area, with around 11,000 vehicles now travelling along Sugargum Drive and Bodega Street each day. The project was completed on time and six weeks ahead of schedule by the City's design, program delivery and construction teams.

Norlane ARC (Aquatic Recreation Centre)

Our brand new \$65.6 million Norlane ARC (Aquatic Recreation Centre) was officially opened on 9 February 2024. Funded by the City (\$48.84 million), state government (\$8.5 million) and federal government (\$8.26 million), the hub replaces the former Waterworld and Centenary Hall facilities. Features include a 25-metre pool, warm water pool, learn to swim pool, water play area and waterslide, as well as gym and exercise facilities, a multi-purpose hall, childcare facilities and health consulting suites. The City presented four naming options for community feedback early in 2024, based on recommendations from the facility's Community Liaison Reference Group. Norlane ARC (Aquatic Recreation Centre) emerged as the preferred option among survey respondents and was approved by Council at its May meeting.

Co-design of the Pakington North Urban Design Framework (UDF)

In May 2024, Council adopted the Pakington North UDF which will be used to guide the future growth and development for the precinct that stretches along Pakington Street from Church Street to Waratah and Wellington Streets. In one of the City's most extensive deliberative engagement processes, the UDF was co-designed with the Pakington Street North Community Panel, a representative sample of the Geelong West community including residents, business owners and visitors who live, work, shop and travel through the precinct. The panel participated in a series of workshops to consider and provide recommendations across a number of areas including urban design, heritage and neighbourhood character, built form, access and mobility, landscaping and open space. The UDF provides a roadmap to achieve the vision of a vibrant, people friendly and inclusive Pakington North precinct with thriving businesses, housing that is diverse and conveniently located, and quality architecture now and years into the future.

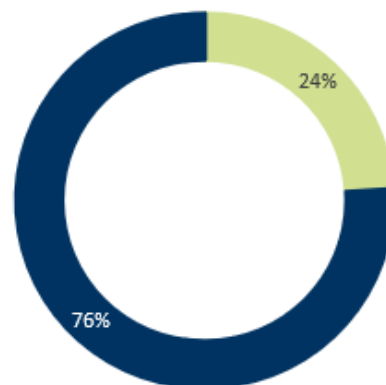
OUR COMMUNITY PLAN 2021–25

In 2023–24, we committed to deliver 75 actions to support the achievement of our four-year priorities within *Our Community Plan 2021–25*.

Detailed information on our progress against the *Our Community Plan 2021–25 Annual Action Plan 2023–24* can be found in 'Our Community Plan 2021–25 Progress Reports' on geelongaustralia.com.au.

Overall progress

Of the 75 actions, 76 per cent (57) were complete, and a further 24 per cent (18) are ongoing.



Major budget initiatives

Of the 75 actions, 15 are major initiatives identified in the 2023–24 budget. Of these, 60 per cent (9) are completed and a further 40 per cent (6) are ongoing.

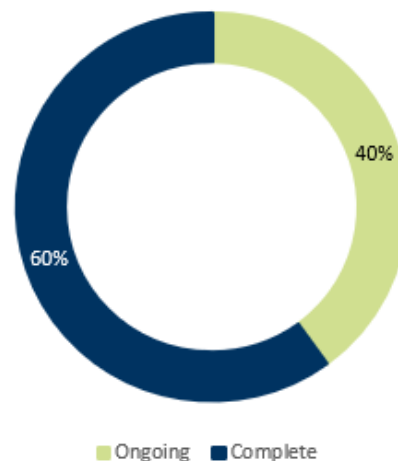


FIGURE 3: *Our Community Plan 2021–25 Annual Action Plan* progress for 2023–24

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 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 partnered with the Barwon South West Local Public Health Unit, Bellarine Community Health and Active Geelong to submit successful grant applications to prevent vaping amongst young people and promote active transport for primary school aged children.

We also convened the Health and Wellbeing Partners Network to enable a partnership approach to health and wellbeing. Since its inception in 2021, the network has met six times. Members have mapped the work being undertaken across the municipality under the five health and wellbeing priority areas to identify gaps and opportunities for collaboration. This year, members participated in consultations for the Western Victoria Primary Health Network Community Needs Assessment and the Barwon South West Local Public Health Unit's Catchment Plan.

Our health and wellbeing indicators

A set of 17 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%** (2021)

Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) **56%** (2021)

Level of agreement that multiculturalism makes life better **66%** (2021)

Number of jobs located in the City of Greater Geelong **144,568** (2022–23)

City of Greater Geelong unemployment rate **4.1%** (June 2024)



DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES

Family violence incident rate per 100,000 population **1,764.7** (June 2024)

Community perception of safety in the area where they live **61%** (2021)



TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH



Proportion of community concerned about effects of climate change on health **51%** (2021)

Hectares of protected natural habitat **1,466.64 hectares** (June 2024)

Community greenhouse gas emissions **3,791,000 tonnes CO2-emissions total** (2021–22)

Number of trees planted **2811 street and park trees, 4,000 tubestock** (June 2024)

INCREASING HEALTHY EATING

Proportion of adults consuming the recommended number of serves of fruit and vegetables:
Fruit **46%** (2021)
Vegetable **15%** (2021)



INCREASING ACTIVE LIVING

Proportion of adults meeting the physical activity guidelines **67%** (2021)

Quantity of open space **1079.5 hectares** (2024)

Journeys to work made by public transport, walking or cycling **4.6%** (2021)

Percentage of residences within 400 metres of public open space in urban areas **88.7%** (2024)

Kilometres of bicycle, walking paths and shared paths **121 km bicycle paths, 2,044 km footpaths, 218 km shared paths** (2024)

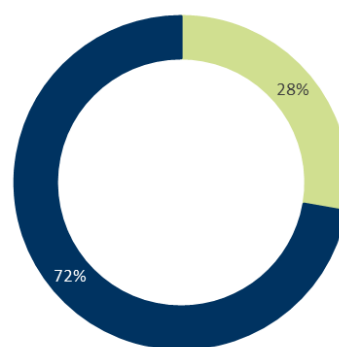


FIGURE 4: Our Community Plan 2021–25 health and wellbeing indicators

Key actions supporting health and wellbeing

In 2023–24, we committed to deliver 36 actions to support the achievement of our five health and wellbeing priorities within *Our Community Plan 2021–25 - Annual Action Plan 2023–24*:

Of the 36 actions, 72 per cent (26) were complete and 28 per cent (10) were ongoing.



Progress of annual actions supporting delivery of 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 2021–25 – Quarterly Report June 2024*.

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

KEY ACTIONS	STATUS	COMMENT
2.4.1 Incorporate Environmentally Sustainable Design (ESD) principles into new urban growth areas including zero carbon, water efficiency, sustainable transport, urban greening and climate resilience	Complete	The City completed Creamery Road Precinct Structure Plan ESD provisions including zero emissions operational energy for new developments and completed initial engagement for the development of new ESD guidelines and templates and application checklists which will provide developers and the City with a clear and efficient process for assessment.
2.6.2 Identify new opportunities for policy or project development from the discussion paper on understanding and mitigating the health impacts of climate change	Complete	The discussion paper was finalised using feedback from internal stakeholders and subject matter experts. An internal working group meeting was held in April 2024 to prioritise opportunities arising from the December 2023 workshop. Integrating climate change and health impacts into our core work is ongoing. The City was also successful in obtaining grant funding from Sport and Recreation Victoria to implement a Kids Active Travel Program in partnership with Bellarine Community Health and Active Geelong. The program will focus on co-designing ways to improve active travel to and from school with four primary schools across Greater Geelong, improving physical activity and helping to reduce carbon emissions.

KEY ACTIONS	STATUS	COMMENT
2.6.3 Facilitate partnerships to support our community to reduce emissions	Complete	<p>The City continued to support reduction of community emissions through activities including:</p> <ul style="list-style-type: none"> • funding projects with Deakin University, Geelong Sustainability (Sustainable House Day, Electric Homes Program) and 100% Clean Bellarine via the City's Climate Change Partnership Grant program • participating in the Barwon South West Climate Alliance to secure a Department of Justice and Community Safety (Emergency Management Victoria) grant for Resilient Community Assets (\$245,200) and more recently, another grant of \$32,848 to build collaboration between registered Aboriginal Parties in the Barwon South West region in relation to climate change. • launching the Our Climate Actions interactive site (www.geelongaustralia.com.au/sustainability) which showcases some of the work the City and community has delivered in carbon reduction and climate adaptation initiatives. • supporting the Farm My School project in Drysdale with tonnes of compost for market gardens in schools to educate and connect communities • conducting community information sessions about the available grants programs to reduce community emissions and build community resilience to climate change. • presenting to Rotary East Geelong on the progress of implementation of the Climate Change Response Plan. • partnering with Sustainability Victoria to deliver two behaviour change workshops to support community climate leaders.

Other achievements

Promoting stewardship of our natural environment

We collaborated with Outdoors Victoria to present the annual Geelong Nature Stewards program, which provides community members with the opportunity to discover more about their local native plants and animals and learn skills to help protect the places where our wildlife lives. This year, the comprehensive 10-week course provided 20 participants with a platform for exploring subjects such as geology, climate, botany, water systems, animal life, and the principles of conservation land management, including several field trips to biodiversity hotspots across Greater Geelong. The City was the first regional Victorian municipality to offer the program and after four programs has nearly 80 participants successfully graduate.

Supporting a clean energy future

Our Climate Change Partnership Grants program aims to support the Geelong community to achieve net zero community emissions and increase resilience to climate change impacts through a co-ordinated and collective response. In 2023–24, we awarded Geelong Sustainability with a \$50,000 grant to deliver the Electric Homes program, aimed at promoting and assisting the community in installing renewable energy and efficient electric appliances. The program, delivered in partnership with G21 councils, focused on education and information about the various upgrades and installations available and connecting residents with trusted local installers. Over 1,500 attendees engaged in information sessions, both in-person and online, with 318 households proceeding to install products within their homes. The investment of over \$2.0 million in renewable energy and efficient electric appliances is estimated to save \$214,366 on energy bills (\$5.3 million over 25 years) and reduce CO² emissions by 770 tonnes annually (equivalent to 183 cars off the road).

Health and Wellbeing Priority 2: Increasing healthy eating

KEY ACTIONS	STATUS	COMMENT
1.1.1 Implement the Promoting CHANGE project to encourage healthier food and drink options in council owned facilities and settings	Complete	<p>Promoting CHANGE is a three-year project to support council-owned and operated sport and recreation facilities to shift towards healthier food and drink options in their cafes and kiosks. The six participating sites are: Barwon Valley Aquatic Centre, Leisuretime, Lara Swimming Pool, Splashdown, Leisurelink and the Norlane Aquatic and Recreation Centre. This work strengthens the implementation, monitoring and evaluation of the City's food procurement processes, and ensures we are meeting the state government's Healthy Choices guidelines. Most importantly, it means that environments within City facilities support community health and wellbeing, especially in the places where children and young people spend their time.</p> <p>Achievements included:</p> <ul style="list-style-type: none"> • half of the participating facilities have reduced the proportion of RED (less healthy) drinks to under 20 per cent, and display GREEN (most healthy) drinks in the top 50 per cent of their fridges where they are most accessible to customers. • all six participating facilities now registered as Vic Kids Eat Well supporter sites, and Barwon Valley Activity Centre has been awarded a \$200 prize for their participation. • a Deakin University health promotion student has been recruited to expand our implementation of the Healthy Choices Guidelines and Vic Kids Eat Well initiative with the City's three remaining sport and recreation centres. • plans are underway to fit out storage rooms, revamp retail spaces and install new countertop refrigeration units to showcase healthy foods with equipment grants from Deakin University. <p>Ongoing work includes delivery of training and development opportunities to upskill facility staff and development of an online reporting platform that will help us monitor our progress in real time.</p>
1.2.1 Develop a policy to make the region's food system more accessible and resilient	Ongoing	<p>The Institute of Physical Activity (IPAN) at Deakin University have been engaged to progress the development of a food systems policy and a draft discussion paper was prepared for community and stakeholder engagement planned for July 2024. We will continue to progress this action in 2024-25.</p>

Other achievements

Collaborating to reduce waste and promote healthy eating

Through our Environmental Sustainability Grant program, we supported the Community Olive Oil project – an initiative of the Barwon Oil Barons community group. With businesses needing at least 1,000 kilograms to press oil, these local residents banded together to enable residents to have olives from their backyard or nature strip trees processed into olive oil for free, saving a total of 4.5 tonnes of olives from going to waste this year. Volunteers in Belmont, Norlane and Ocean Grove collected and weighed olives harvested by 80 residents before dropping them at Mt Moriac Olives.

The fruit was processed by Geelong Region Olives into 590 litres of healthy olive oil and then collected by participating residents using their own containers, lessening the need for new packaging. This innovative project utilises an existing resource and reduces waste, while promoting the use of healthy and local ingredients and strengthening community ties.

Creating connections through community gardening

Community gardens serve as vibrant hubs that foster a sense of belonging, promote sustainable practices, and contribute to overall well-being. They provide a gathering place where people from diverse backgrounds come together to cultivate friendships, learn new skills, and share knowledge. Additionally, these green spaces provide opportunities for individuals to grow their own nutritious produce, promoting healthier lifestyles and food security within communities.

Understanding the invaluable role these gardens play in enriching neighbourhoods and strengthening community bonds, we supported three community garden projects at Grovedale (\$53,000), Chilwell (\$69,300) and Murnong (\$94,000), through our 2023–24 Community Infrastructure Grants program. Grants provided to these projects will enable the delivery of new and upgraded infrastructure and facilities to create more functional and inviting spaces, further enhancing engagement and participation.

Health and Wellbeing Priority 3: Increasing active living

KEY ACTIONS	STATUS	COMMENT
1.2.3 Implement Year 2 activities of the <i>Positive Ageing Strategy 2022–2025 Action Plan</i>	Complete	Year 2 actions from the <i>Positive Ageing Strategy 2022–25 Action Plan</i> implemented this year include: <ul style="list-style-type: none"> partnering with the federal government to host Live Up program resources on our website which will help older people stay at home for longer. supporting the Barwon Elder Abuse Primary Prevention Network to deliver the Barwon Region Knitting Project to raise awareness of ageism and elder abuse. The project included an exhibition at Geelong Regional Libraries and donation of knitted goods to Our Village (formerly Geelong Mums). providing 24 community groups with funding via the City's Positive Ageing Grants program with many activities occurring during the Seniors Festival. supporting Seniors Month (October 2023) activities including partnering with TLC Aged Care to deliver a concert for seniors.
1.7.3 Implement Stage 2 of the Lara Recreation Reserve Master Plan.	Complete	A new accessible, multi-sport and gender-neutral sports pavilion was completed with the opening scheduled for August 2024. The baseball field works are 95 per cent complete with fencing scheduled to be completed in July 2024. These enhancements aim to create a comprehensive recreational hub meeting the diverse needs of the Lara community.
1.10.1 Activate the Northern Aquatic and Community Hub with a focus on health and wellbeing, cultural engagement and community connection for people in the local community	Complete	The Norlane ARC (Aquatic Recreation Centre), formerly known as Northern Aquatic and Community Hub, was officially opened by the Deputy Prime Minister and councillors on Friday 9 February 2024, followed by a full public opening on 19 February and a community open day on Sunday 3 March. A full suite of programs is on offer to help the local community improve their physical and mental health, create social connection and experience better overall wellbeing.

Other achievements

Renewing local playgrounds

As part of the City's annual playground renewal program, and in line with the City's *Geelong Play Strategy 2012–2021*, we invested \$570,700 to renew eight local playgrounds (Malbec Loop Reserve, Malcolm Reserve, Francis Reserve, Moolap Reserve, Gwyther Reserve, Lubeck Reserve, Pevensey Park and Barwon Valley Fun Park) and one district playground, (Breamlea Recreational Reserve) in 2023–24.

There are currently over 380 public play spaces managed and maintained by the City that are assessed annually on a monitored playground upgrade schedule. The renewal program makes sure that each of the playgrounds has somewhere for visitors to run, swing, slide and climb, as well as an update of the existing play equipment.

We were also successful in obtaining \$50,000 to renew the Ceres Recreation Reserve playground through the state government's Victorian Tiny Towns Fund which offers grants to deliver infrastructure, facilities, and capability-building projects for small communities.

Expanding our shared trails network

In April 2024 we completed construction of a new shared trail at Beacon Point, Clifton Springs. Starting at a beach access point opposite Cantata Way, the 800-metre trail runs along the cliff's edge to Beacon Point Reserve, and then south along the eastern boundary of the reserve to finish on High Ridge Drive.

The works, jointly funded by council (\$180,000) and the state government's Regional Infrastructure Fund 2022–2023 (\$360,000), also included associated facilities such as signage and trail information, park furniture, and revegetation of native and indigenous species.

The trail creates an important connection to the coastline, making it easier for the community and visitors to the Bellarine to enjoy coastal walks and bike riding with impressive views across the bay.

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

KEY ACTIONS	STATUS	COMMENT
1.4.1 Work with partner agencies on initiatives to prevent family violence and violence against women	Complete	<p>The City worked with partner agencies to support initiatives to prevent family violence and deliver community programs which included:</p> <ul style="list-style-type: none"> delivering the Respect Cup, a full day respectful relationship and consent program led by the City and Netball Victoria for 120 Year 9 students from eight different secondary schools supporting the 16 Days of Activism against Gender-Based Violence, an international campaign beginning on 25 November 2023, the International Day for the Elimination of Violence Against Women partnering with the Women in Community Life Advisory Committee in celebrating International Women's Day by acknowledging and honouring the extraordinary contributions and leadership roles of women across the region as part of the Women in Community Life Awards.
2.3.1 Promote access to sport and physical activity for women and girls through the development of the <i>Ocean Grove Sporting Infrastructure Plan</i>	Ongoing	<p>The City is reviewing the <i>Ocean Grove Sporting Infrastructure Plan</i> in response to the exponential increase in female sports participation and population growth, new design trends (female friendly, universal and Environmentally Sustainable Design) and development of new facility standards, strategies and policies. The review is ongoing, with key stakeholders to be re-engaged to progress the plan and progress the priority development of Devlin's Road Reserve.</p>

Other achievements

Supporting women and girls' participation in local sport.

In May 2024, new female friendly change facilities at the Bell Park Sports Club were officially opened following a \$1.95 million upgrade jointly funded by the City (\$1.7 million) and the state government (\$250,000).

The new change rooms replace the previous one, which no longer met the accepted standards. The upgrade which also featured change facilities for officials, a first aid room and storage spaces, has created a more welcoming environment for female players. The new changerooms add to a \$397,000 LED sports lighting upgrade completed in July last year, also jointly funded by the state government (\$357,500) and the City (\$39,500).

Building a culture of LGBTQIA+ inclusivity in Greater Geelong.

Reflecting Council's commitment to create a more inclusive region, the City is developing an LGBTQIA+ Action Plan to respond to the priorities and experiences of our LGBTQIA+ community. This is scheduled to be launched in 2025.

We are using the state government's *Rainbow Ready Roadmap*, a set of resources designed to help regional and rural communities to progress work on LGBTQIA+ inclusion, to assess gaps and guide future priorities. Launched in May 2022, the roadmap supports *Pride in our Future: Victoria's LGBTQIA+ strategy 2022–32* and provides 15 indicators for local government. A report outlining our progress against the *Rainbow Ready Roadmap* indicators was made available on our website in May 2024.

In June 2024, we sponsored the national LGBTQIA+ conference 'Better Together 2024' held at GMHBA Stadium. More than 800 people from across Australia attended the event to explore current issues facing the LGBTQIA+ community. Run by the Equality Project, there were over 115 activities including panels, workshops and training sessions where participants came together to share ideas and experiences, listen to each other and foster greater collaboration to create change.

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

KEY ACTIONS	STATUS	COMMENT
1.5.2 Deliver priority infrastructure projects to improve all abilities access as part of our <i>Access and Inclusion Plan 2018–2023</i> .	Complete	Disability access ramps for the Drysdale Community Hub and the Grovedale Hall were completed.
1.7.5 Plan for the delivery of the pilot youth hub in Central Geelong	Complete	The City undertook a range of community engagement activities January to March 2024 to inform the development of the Geelong Youth Hub. Participants included advisory groups (Youth Council Advisory Committee, Gender and Sexuality Project and Rainbow Youth Advisory Group), young people, youth service providers, parents, teachers, employees and the wider community. A progress report was submitted to the Department of Families, Fairness and Housing on 28 March 2024. With planning for the infrastructure component of the pilot Youth Hub complete, planning for governance and operations of the facility will commence.
2.3.2 Partner with senior groups to create a street art mural for the Portarlington Senior Citizens Club	Complete	The City provided support and guidance and regularly liaised with the artist, senior citizens and the Portarlington Community Association. The mural titled 'The Fish Thieves' by local Portarlington artist Heather Duff was completed in December 2023.

KEY ACTIONS	STATUS	COMMENT
3.6.1 Partner with community organisations to deliver programs that enable skills development and improved employment outcomes	Complete	<p>The City partnered with the Geelong Chamber of Commerce to deliver the Geelong Small Business Festival from 1 to 31 August 2023. The festival saw 72 low-cost and free workshops, presentations and networking opportunities held by local businesses for community members looking to start, grow or improve their small business. Additionally, the City has implemented various programs to enhance business and professional development within our community. This included:</p> <ul style="list-style-type: none"> • sponsoring 1-2 participants and facilitating an information session to encourage participation in the Runway Incubator Program which helps participants launch their idea to the market by learning in a highly supported environment • sponsoring 10 placements in the Business In Heels Accelerator Program which aims to help women start trading and making sales as quickly as possible so they can become self-sustaining • providing free Business Mentoring Sessions • the Beyond Blue NewAccess for Small Business program which offers guided self-help mental health coaching for small business owners, helping manage stress through practical problem-solving approaches over six sessions • self-employment assistance offered through WorkForce Australia, to assist individuals in setting up, developing, and growing their own small businesses • the Industry Growth Program, which provides advisory services to startups and small and medium enterprises engaged in innovative commercialisation and growth projects aligned with the Australian Government’s Self-Employment Assistance National Reconstruction Fund priorities.
4.2.1 Continue to provide the opportunity for in-person neighbourhood discussions with residents as part of our Neighbourhood Conversations program	Complete	<p>The City successfully hosted a series of nine Neighbourhood Conversations across the four wards of the municipality. These sessions offered an opportunity for residents to talk to councillors and City employees about the 2024–25 budget and share their feedback on what is important to them. More ward-based Neighbourhood Conversations will be held until August 2024 to support the development of the next Council Plan and Community Vision with the incoming Council later this year.</p>

Other achievements

Delivering vibrant public spaces

We worked with the Wadawurrung Traditional Owners Aboriginal Corporation, Norlane Community Initiatives and local stakeholders to redevelop Labuan Square in Norlane, providing a more vibrant and inclusive public space. Key highlights of the upgrade include improved safety and comfort – with new furniture, lighting, CCTV and free Wi-Fi, landscaped gardens and planter boxes, art installations and improved amenities, including a new toilet block and children’s waterplay fountain. We invested \$405,000 into the project along with \$326,000 from the state government through the Department of Jobs Skills Industry and Regions (DJSIR) COVID Safe Outdoor Place Activation Fund (\$100,000) and the Department of Justice and Community Safety, Creating Safer Places grant (\$226,000). Funding towards the digital infrastructure also came from a wider grant through the DJSIRs Connecting Regional and Communities program.

Celebrating Geelong’s youth

In June 2024, we held the Geelong Youth Awards at the Geelong West Town Hall to recognise young people aged 12 – 25 making an outstanding contribution across Greater Geelong. The awards ranged across areas of leadership, innovation, cultural awareness, community work, sport, arts, music and youth development. The City’s Youth Council members were highly involved in the Youth Awards, developing the Unsung Hero Award category and participating on the judging panel as well as speaking at the awards ceremony.

FOCUS ON 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.

We adopted the *Sustainability Framework 2020* to create a culture of sustainable practice in our organisation. The framework 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.

Major initiatives driving sustainability in 2023–24 included:

- launching the '[Our Climate Actions](#)' interactive website where community members can learn about how the City and the community are working together to protect our local area and deal with the changes happening in our climate
- consulting with businesses, advocacy groups, industry bodies and our community in the development of a 10-year economic development plan – *Geelong on the Rise: A Clever and Creative International City*. The plan will guide our priorities to make sure we keep delivering great services and support for local businesses, and help create a sustainable, prosperous future for our community
- providing Greater Geelong's young people with the opportunity to make valuable contributions to the discussions, decision making and actions relating to them in their communities by convening the Geelong Youth Advisory Board program
- progressing precinct structure plans for the Northern and Western Geelong Growth Areas and Marshall to meet the growing need for residential land across the municipality
- supporting community to achieve net zero community emissions and increase resilience to climate change impacts through our Climate Change Partnership Grants which in 2023–24, provided five projects a total of \$126,750 in funding
- engaging with our community to develop the draft Disability Access and Inclusion Plan 2024–28 which outlines our actions to create a city that is more accessible, inclusive, welcoming and supports the full participation of people with disability
- commencing work on an integrated transport strategy that will set the long-term vision and directions for transport decision making across Greater Geelong.

KEY CAPITAL PROJECTS

We deliver an extensive capital works program each year to create infrastructure for our community. For more information, view our [Capital Works Projects dashboard](#).



FIGURE 5: Key Capital Projects 2023–24

PROJECTS COMPLETED

1. Anakie Football Netball Club Social Room Upgrade – **\$2.85M**
2. Avalon Beach Boat Ramp Upgrade – **\$1.5M**
3. Barwon Heads Bowling Club Pavilion Upgrade – **\$1.2M**
4. Beacon Point Reserve Shared Trail, Clifton Springs – **\$540,000**
5. Bell Park Sport and Recreation Club Changeroom Upgrade – **\$1.95M**
6. Biyal-a Armstrong Creek Library, Armstrong Creek, – **\$21.864M**
7. Bus Shelter Design & Construct Program (9 bus shelters across Geelong) – **\$562,000**
8. St Helens Park Shelter and Deck – **\$435,000**
9. Drysdale Sporting Ovals Drainage Improvements – **\$700,000**
10. Labaun Square Streetscape, Norlane (including Public Toilet Replacement) – **\$691,000**
11. Lara Recreation Reserve Master Plan Stage 2 - Baseball Precinct – **\$5.545M**
12. North Bellarine Aquatic Centre, Drysdale – **\$15.5M**
13. Norlane ARC (Aquatic Recreation Centre) – **\$65.0M**
14. Queens Park Golf Club Irrigation Upgrade, Highton – **\$1.2M**
15. St Leonards Skate Park Redevelopment – **\$670,000**
16. Waurn Ponds Skate Park – Stage 2 – **\$1.95M**

PROJECTS UNDER CONSTRUCTION

17. Avalon Beach & Limeburners Boat Ramps and Carpark Upgrades – **\$3.5M**
18. Baanip Boulevard/Boundary Road intersection, Mt Duneed – **\$7.6M**
19. Barrands Lane Drainage/Flood Mitigation Works, Drysdale – **\$720,000**
20. Clifton Springs Boat Harbour Carpark Extension – **\$1.0M**
21. Geelong Arena Roof Drainage and Heating, Ventilation, and Air Conditioning Upgrade, North Geelong – **\$1.85M**
22. LED Lighting & Smart Controls delivery (across Geelong) – **\$13.48M**
23. Leopold Tennis Pavilion – **\$1.97M**
24. Ocean Grove Principal Pedestrian Network – **\$10.0M**

PROJECTS COMMENCED DESIGN PHASE

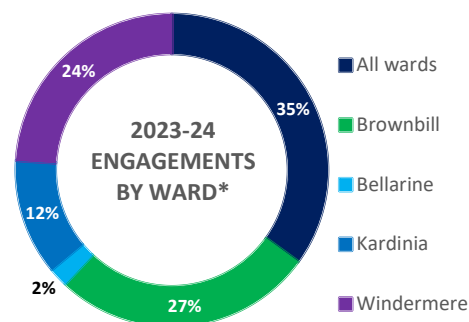
25. Bellarine Aquatic and Sports Centre Building Upgrade, Ocean Grove – **\$900,000**
26. Grinter Reserve Sports Lighting, Newcomb – **\$600,000**
27. Horseshoe Bend Community Hub, Charlemont – **\$19.79M**
28. Landy Field Pavilion Redevelopment, South Geelong – **\$6.0M**
29. Lara Golf Club - Driving Range Upgrade – **\$1.096M**
30. Ocean Grove Memorial Reserve Sports Lighting – **\$800,000**
31. Portarlington Reserve Master Plan – **\$3.774M**
32. Rippleside Inclusive Play Space & Public Toilet – **\$5.115M**
33. Winter Reserve Netball Change Room & Court Upgrade, Belmont – **\$1.575M**

ENGAGING WITH OUR COMMUNITY

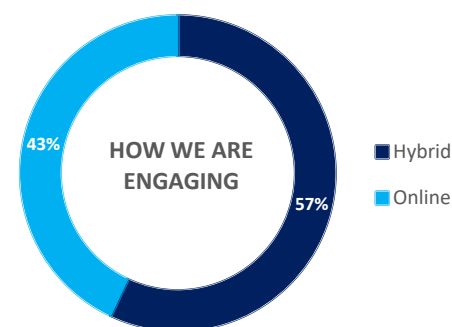
Engaging with our community ensures that we listen and make decisions based on community lived experience and in line with our community views and values.

Over the past twelve months, we continued to strengthen our community engagement practice with initiatives including:

- conducting face to face (in person) engagements
- holding regular community roadshows including attending Pako Festa, Christmas in Geelong Opening Night 2023 and holding a series of Neighbourhood Conversations in all wards
- increasing the use of deliberative engagement methods such as community panels for projects including North Pakington Street Urban Design Framework, Geelong Youth Hub, North Bellarine Aquatic Centre, the Norlane ARC (Aquatic Recreation Centre) and the Kardinia Park Concept Master Plan
- actioning 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
- improving accessibility and inclusivity of our online Have Your Say platform by optimising font sizes and types, and colour contrasts and including a Read Speaker function which reads information written on the page.



* Percentages total greater than 100% as some engagements were in multiple wards



Monitoring and Reporting

FIGURE 6: Community engagement snapshot 2023-24

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 for the past 12 months include:

91,281	214,004	11,343	56	6,761
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

Top Have Your Say pages visited:

- Draft Market Square Quarter Master Plan (8,362 visitors)
- Armstrong Creek Library and Community Hub (3,127 visitors)
- North Bellarine Aquatic Centre (3,076 visitors)
- Integrated Transport Strategy (2,625 visitors)
- Draft Disability Access and Inclusion Plan 2024-28 (2,556 visitors).

Advisory Committees

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

Successful Projects

Community feedback influenced over 50 projects delivered in 2023–24 including:

Sparrow Park Playground Renewal

In early 2023, the community were invited to share their thoughts, ideas on proposed playground designs at Sparrow Park, Geelong West, which was being renewed as part of the City's Playground Renewal Program. We held two in-person engagement sessions attended by over 100 people, received 625 suggestions/comments online as well as at pop-ups at the park. Feedback showed that community members strongly value Sparrow Park with many people referring to the space as a community hub. As a result of the feedback received, a number of changes were made to the design based on common themes that came through. The renewal construction is now complete with existing playground equipment replaced with new equipment, a seat installed, and additional trees planted for shade. We also partnered with Rotary International to identify existing play equipment that could be dismantled and reassembled overseas for other children to enjoy as part of their playground harvest program, Rotary Overseas Recycled Playgrounds.

Geelong Youth Hub

From January to March 2024, we undertook a range of community engagement activities with young people, youth service providers, advisory groups, parents, teachers, and the local community to understand the needs of young people when designing the spaces, services, programs and activities of the Geelong Youth Hub. More than 1,226 people, including 904 young people, engaged via a range methods/channels including an online survey, co-design workshops, information sessions, open day and in-person at community events. Feedback contributed included valuable insights and feedback regarding the space layout, desired support services, activity offerings, and ensuring accessibility and inclusivity for all youth. We also heard that young people want to be able to determine how the hub operates, what services, programs, activities, and events occur at the hub through a youth led governance model. The next phase of the co-design process will see feedback incorporated into the final plans for the hub, developing the governance and operational model and design for construction. A pilot of the hub is planned to run from January 2025 to December 2026.

Rainbow Crossing Installation

In response to community interest and suggestions, across June-August 2022 we sought feedback about the installation of a permanent Rainbow Crossing in central Geelong. More than 778 people engaged with the City on a series of possible locations, with the community identifying three most popular locations. After working through the options, we determined the best location for the crossing was Yarra Street as it addressed a range of safety concerns and was suitable for a paint product which would ensure the crossing had a long life. The City's LGBTQIA+ Advisory Committee was supportive of this option. In December 2023, the permanent rainbow pedestrian crossing on Yarra Street, under the Westfield flyover, was unveiled as a permanent symbol of pride in the diversity of the people of our region and a celebration of the LGBTQIA+ community.

Market Square Quarter Master Plan

Initial engagement to inform the development of a draft master plan occurred January-February 2023 when we held online and in person conversations with community, visitors, landowners, and occupiers on issues and opportunities regarding the revitalisation of Market Square and the surrounding area. Engagement on the resulting draft master plan was then undertaken in two stages between November 2023 and February 2024. A range of engagement tools and techniques were used to provide different types of opportunities for key stakeholders and the community to have their say including an online survey, four drop-in sessions and face to face conversations. During the engagement period more than 330 people engaged us with the have your say web page receiving 9,263 views from 6,609 visitors. Results of the survey showed majority of participants (over 66 per cent) were supportive of the draft master plan. Engagement results will be reviewed further to inform the final master plan document which will be presented to Council for consideration at a later date.

GRANTS PROGRAM

In 2023–24, our Community Grants program saw 240 grants worth \$3,946,049 awarded to community groups and organisations supporting the arts, events, cultural, sporting and recreation, heritage, and environmental sustainability.

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/grants.

TABLE 1: Community Grants program allocations 2023–24

GRANT		GRANT BUDGET	APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Arts Projects	Support to deliver arts projects in the City of Greater Geelong.	\$200,000	19	\$179,960
Artists & Creatives Professional Development	Travel, accommodation, fees, incidentals and in some circumstances, remuneration.		6	\$10,000
Clever & Creative Seed	Provide artists and creatives with small grants to initiate, explore or activate new ideas or new approaches to their work.		4	\$10,000
Children's Week	Small grants to facilitate events held during Children's Week.	\$10,000	20	\$9,920
Clean Economy	Projects that demonstrate clean technology and circular economy solutions.	\$50,000	2	\$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.	\$130,000	5	\$126,750
Community Events	Operating expenses to run safe, moderate sized, public events that provide economic and community benefits to our region.	\$180,000	22	\$155,300
Community Events Quick Response	Support for moderate sized events which bring our region economic benefits.		3	\$25,000
Community Infrastructure	Planning for Capital Works - Costs associated with facility development planning, concept designs and detailed designs for future infrastructure projects.	\$2,700,000	27	\$2,674,090
	Capital Works - To assist with cost of ready to go community infrastructure projects. Not applicable for the purchase of land.			

GRANT		GRANT BUDGET	APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Environmental Sustainability	Capital Works - Small environmental capital works (for example water tanks, solar panels).	\$90,000	14	\$79,546
	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.	\$90,000	3	\$89,332
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.	\$90,000	4	\$90,000
	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.	\$245,000	58	\$245,210
	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.			
Neighbourhood Houses	Partnership with Neighbourhood Houses for operating costs and community development projects.	\$167,500	15	\$141,500
Neighbourhood Houses – Christmas in the Community	Support for Christmas celebrations across our municipality.	\$36,000	11	\$35,961
Positive Ageing	Support community hosted events and experiences. This grant replaces the Geelong Seniors Festival Grants.	\$24,000	27	\$23,480

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2023–24.

For full details, please refer to the Annual Financial Report on page 124.

- Surplus of \$81.7 million – consistent with the prior year result.
- \$536.7 million revenue, with 56.9 per cent coming from rates and charges.
- \$454.8 million expenditure – 41.8 per cent employee costs and 27.6 per cent materials and services
- \$4.8 billion in net assets – \$179.9 million increase on the restated previous year, including a \$98.2 million asset revaluation increment.
- \$139.5 million capital expenditure – 38.1 per cent relating to land and buildings, 25.0 per cent for roads, footpaths, bike paths and drainage.

Comprehensive Income Statement

The comprehensive income statement shows how much we earned during the 2023–24 financial year. It details where we received our income and how it was spent.

Net Result

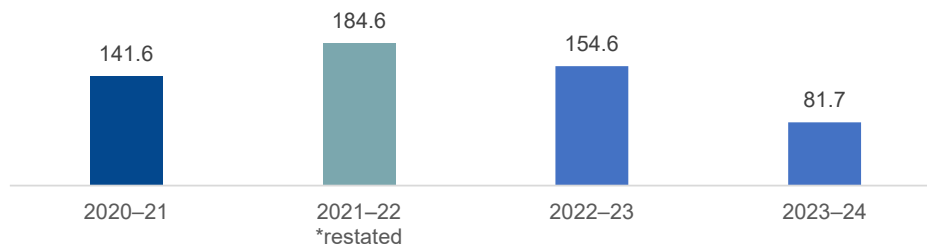


FIGURE 7: Net result 2020–21 to 2023–24 (\$m)

Total Comprehensive Results

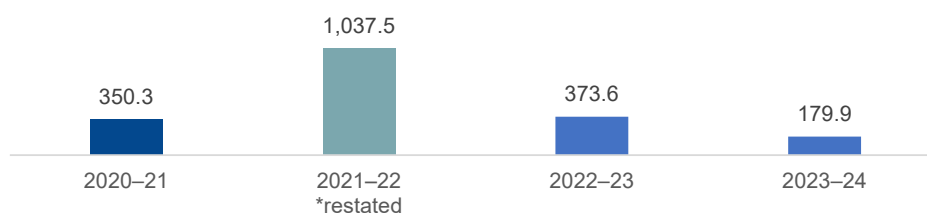


FIGURE 8: Total comprehensive results 2020–21 to 2023–24 (\$m)

Recurrent Operating Results

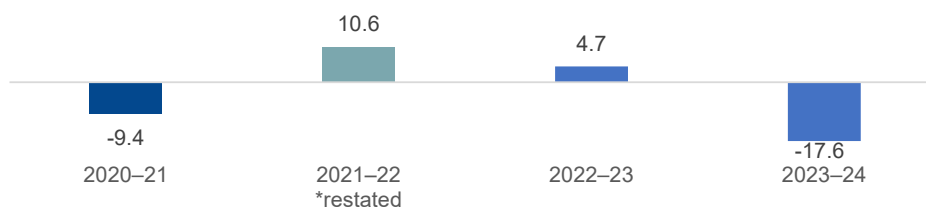


FIGURE 9: Recurrent operating results 2020-21 to 2023-24 (\$m)

The net result – that is, income minus expenditure – is shown in Figure 7.

This result can largely be attributed to:

- rates and charges increasing by \$19.4 million due to a wider property base and increases in the general waste charge.
- user fees decreasing by \$0.849 million as services reflect current economic climate
- grants decreasing by \$29.2 million, largely due to the federal government assistance grant not received in June 2024.
- materials and services costs decreasing by \$19.0 million, efficiency target was expected from materials and services, however this was delivered through other savings.
- employee costs increasing by \$2.8 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 2023-24, was an increase of \$98.2 million.

The total surplus includes an operating recurrent deficit of \$(17.6) million (\$4.7 million surplus in 2022-23) and a non-recurrent surplus of \$99.3 million (\$149.9 million in 2022-23). The non-recurrent result includes gifted assets of \$86.3 million (\$91.8 million in 2022-23).

Budget surpluses are forecast over the next four years, including a \$180.3 million surplus in 2024-25. 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 \$95.8 million – used to cover our short-term commitments including long-service leave and debt obligations.
- property, plant and equipment and infrastructure worth \$4.8 billion – an increase of \$188.5 million on the previous year.

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

Total Assets

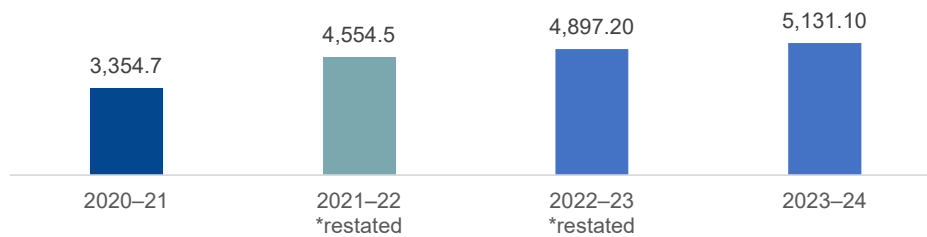


FIGURE 10: Total assets 2020-21 to 2023-24 (\$m)

Investments

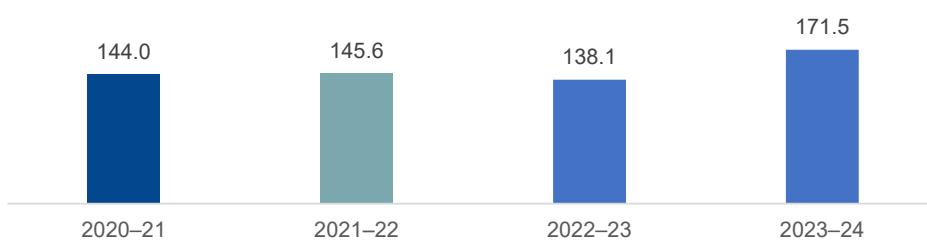


FIGURE 11: Investments 2020-21 to 2023-24 (\$m)

Capital Program

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

As Figure 12 shows, our capital works expenditure in 2023-24 was \$ 139.5 million. This included:

- \$ 75.1 million on new assets (53.9 per cent)
- \$ 51.6 million on renewal works (37.0 per cent)
- \$ 12.7 million on upgrade works (9.1 per cent).

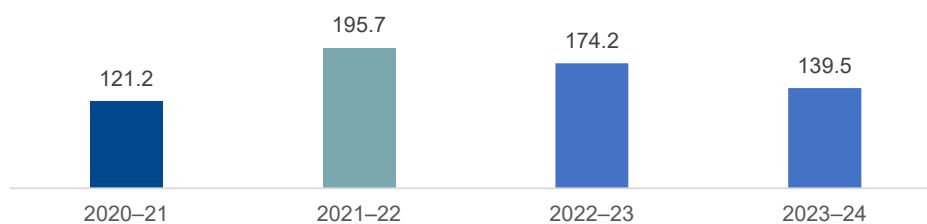


FIGURE 12: Capital works expenditure 2020-21 to 2023-24 (\$m)

The main categories of expenditure were:

- \$ 53.2 million on land and buildings
- \$ 25.4 million on roads
- \$ 23.3 million on parks, open space and streetscapes
- \$ 8.7 million on plant and equipment
- \$ 3.4 million on drainage
- \$ 6.2 million on footpaths and bike paths
- \$ 2.6 million on recreational, leisure and community facilities
- \$ 16.7 million on other assets.

Liabilities

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

Total Liabilities

As Figure 13 shows, total liabilities were \$ 334.3 million, an increase of 19.2 per cent on the 2022–23 balance. This increase is due to new borrowings.

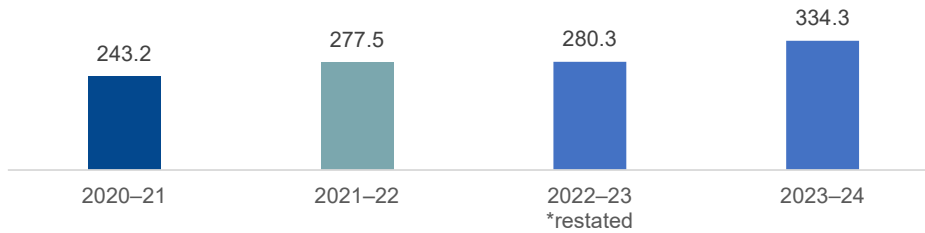


FIGURE 13: Total liabilities 2020–21 to 2023–24 (\$m)

Loans

Our loan balance equates to 55.3 per cent of total liabilities, which is slightly higher than 2022–23 (45.3 per cent).

The overall increase in our loan balance of \$ 58.0 million is due to new loans taken in 2023–24.

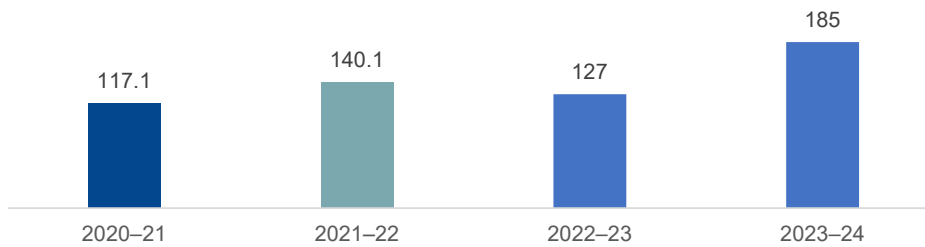


FIGURE 14: Loans from 2020–21 to 2023–24 (\$m)

Debt Commitment

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

Figure 15 shows that a low percentage of rates are being used to service loans and we have capacity to meet our debt repayments.

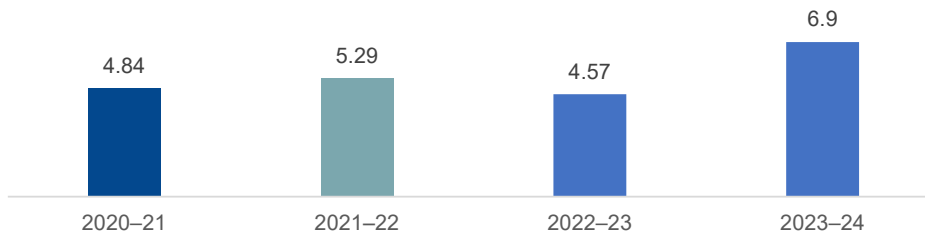


FIGURE 15: Debt commitment percentage 2020–21 to 2023–24 (%)

Ratepayer Equity

Ratepayer equity is represented by our net worth – that is what we own (\$ 5,131 million) minus what we owe (\$ 334.3 million).

As Figure 16 shows, ratepayer equity as at 30 June 2024 was \$ 4,797 million – an 3.9 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.

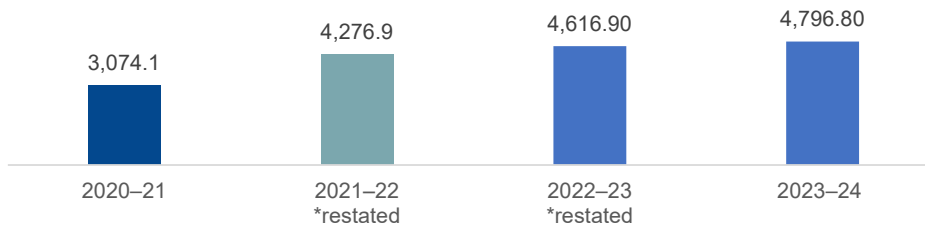


FIGURE 16: Ratepayer equity 2020-21 to 2023-24 (\$m)

Assets

Across the municipality we have hundreds of thousands of physical items, and infrastructure that stretches for many kilometres.

In financial terms, these physical objects or assets are valued at approximately \$4.8 billion. This includes civil infrastructure - such as roads, kerb and channel, bridges, drainage and footpaths, and social infrastructure, such as buildings, open spaces, arts and culture and recreation facilities.

With an impressive assets portfolio comes significant maintenance requirements, which grow as we invest in new facilities across the region and inherit assets such as parks, roads, drainage and footpaths in newly developed areas. Like many local governments, the City faces significant financial pressure related to maintaining and renewing its assets.

Rates and charges

To deliver our diverse range of community and business services, we collect rates and charges from all property owners in the municipality. Here’s a breakdown showing how every \$100 was spent in the 2023-24 budget:



FIGURE 17: Breakdown of 2023-24 budget

CHALLENGES IN 2023–24

The following are some of the key challenges, new and ongoing, that impacted our services in 2023–24:

- prioritising projects that generate the greatest value for our community as growing pressure on financial sustainability limits our ability to invest in new services and infrastructure and provide ongoing maintenance and upgrades
- continuing to innovate and explore efficiencies to enhance overall effectiveness, improve decision-making and better align with community needs
- continuing to address the significant ongoing challenges of climate change including increased risks of flooding, bushfires, and the impact of extreme weather events, which can impact the provision of services and infrastructure
- lobbying the state government around the make-up of Geelong's legacy facilities following the cancellation of the Commonwealth Games to ensure outcomes address our region's growing need for social and affordable housing, and sporting facilities
- reviewing the role of the City in the delivery of aged care services in response to the federal government's aged care reforms
- progressing a roadmap for leveraging technology to enhance organisational efficiency, drive innovation, and achieve our desired business objectives
- managing the growing logistical and environmental challenges of waste and recycling, including planning to meet state government legislative requirements to introduce food organics and glass only collection by 2030 and 2027 respectively.

FUTURE OUTLOOK

Looking ahead, plans for 2024–25 include:

- commencing upgrades to the City's existing waste facilities to enable the introduction of Food Organics Garden Organics (FOGO) and glass kerbside collection services
- delivering a \$210.5 million capital works program focussing on new and upgraded sporting facilities, community centres, parks and reserves to cater for Greater Geelong's growing population
- working on the Innovate Reconciliation Action Plan, the second stage of the City's Reconciliation process
- planning for a new Resource Recovery Centre and Waste Recycling Hub in the region
- developing an Integrated Transport Strategy that will set the long-term direction for transport decision making across Greater Geelong
- engaging our community to inform the development of the new 2025–29 Council Plan
- commencing a two-year pilot of the Geelong Youth Hub, to support young people to connect with each other and youth services in a safe and inclusive environment
- continuing to implement the *Sparrovale-Ngubitj yoorree Wetlands Master Plan* which guides us in conserving the area, managing stormwater, and creating open space
- identifying opportunities to increase the visibility, social inclusion and health and wellbeing of the LGBTQIA+ communities
- continuing to advocate and form partnerships with stakeholders across business, industry, community and government at a local, regional, state, national and international level
- engaging with the state government on draft housing capacity targets to deliver more homes in Greater Geelong.

OUR COUNCIL AND ORGANISATION

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation (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

On 24 October 2020, our community elected its Council for a four-year term.

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 represented by 11 elected councillors divided into four, multiple councillor wards (see Figure 18):

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



FIGURE 18: City of Greater Geelong wards 37

In 2023–24, Council included the following elected representatives. Cr Elise Wilkinson was elected as Councillor for the Bellarine Ward on 1 September 2023 as a result of the extraordinary vacancy created by the resignation of Cr Stephanie Asher on 29 July 2023:



Cr Trent Sullivan
Mayor
Bellarine Ward

Portfolios

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



Cr Anthony Aitken
Deputy Mayor
Windermere Ward

Portfolios

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



Cr Melissa Cadwell
Brownbill Ward

Portfolios

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



Cr Bruce Harwood
Kardinia Ward

Portfolios

- High Performing Council (Chair)



Cr Sarah Hathway
Windermere Ward

Portfolios

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



Cr Eddy Kontelj
Brownbill Ward

Portfolios

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



Cr Jim Manson
Bellarine Ward

Portfolios

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



Cr Belinda Moloney
Kardinia Ward

Portfolios

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



Cr Peter Murrhly
Brownbill Ward

Portfolios

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



Cr Ron Nelson
Kardinia Ward

Portfolios

- City Transport (Chair),
- Veterans Affairs (Deputy Chair)



Cr Elise Wilkinson
Bellarine Ward

Portfolios

- Veterans Affairs (Chair)
- Active Spaces (Deputy Chair)
- Environment and Circular Economy (Deputy Chair)

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 and needs
- 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.

More information about council services is included in the section on Our Performance.

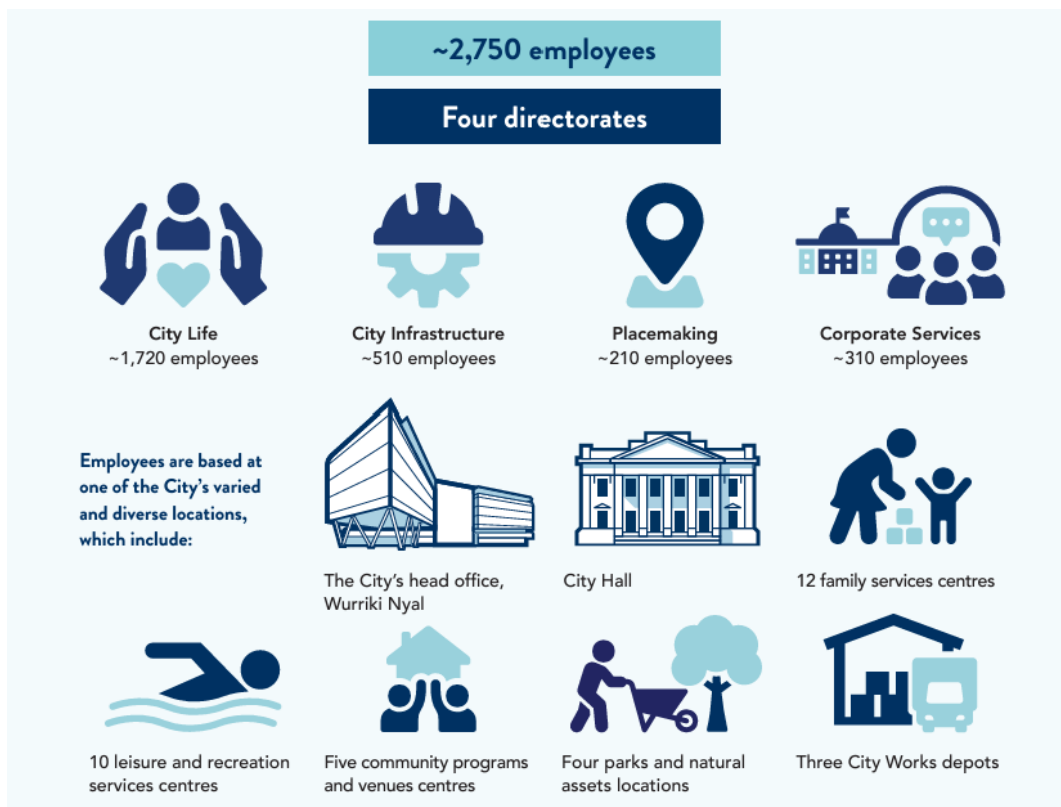


FIGURE 19: Employee location breakdown

CHANGES TO OUR ORGANISATION IN 2023–24

Following the appointment of new Chief Executive Officer Ali Wastie in August 2023, a functional alignment and validation process took place resulting in a new organisation structure. The new structure reduced the number of directorates from five to four, directly aligning with the things we need to be focused on so that we can become known as the highest performing and best local government in the country:

- Placemaking - facilitating design, investment in and delivery of extraordinary places
- City Life - providing quality and value-for-money services to the community
- City Infrastructure - maximising the value of our assets, balancing quality and experience within our financial capacity
- Corporate Services - becoming a high-performing organisation and governing ourselves with excellence.

While these changes resulted in savings without any redundancies in banded positions, several reporting line and team changes took place to get the right teams working together in common ways.

The four new Executive Director positions were advertised in mid-October 2023 and the new team announced on 6 December 2023.

MUNICIPAL MONITORS

On 24 January 2023, the Minister for Local Government appointed Ms Prue Digby and Mr Peter Dorling as municipal monitors at Greater Geelong City Council to guide the recruitment of a new Chief Executive Officer and support the City's transition back to good governance for a period of 12 months.

The appointment, made under Section 179(1) of the *Local Government Act 2020*, was in response to concerns raised with the Minister for Local Government by the Chief Municipal Inspector (CMI) about the Council's recruitment and appointment process for its ongoing Chief Executive Officer (CEO).

The final report from Ms Digby and Mr Dorling, released in April 2024, noted that although the Council has made progress, work was still required to improve its governance policies, processes and practices.

In response to this advice, on 9 April, the Minister for Local Government appointed Mr Dorling and Mr Mark Davies as municipal monitors to provide continued support and work with the City's CEO to ensure governance improvements are fully implemented and ensure stability at the Council during the election of a new mayor following the October 2024 elections. The appointment is to 31 December 2024.

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 four 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.



Ali Wastie
Chief Executive
Officer

Commenced 28
August 2023



Anthony Basford
City Life

Commenced 19
February 2024



Tennille Bradley
Placemaking

Commenced 22
January 2024



Troy Edwards
Corporate Services

Commenced 22
January 2024



James Stirton
City Infrastructure

Commenced 22
January 2024

FIGURE 20: Our leadership team as of 30 June 2024⁵

⁵ David Greaves held the position of Acting Executive Director City Infrastructure 1 July 2023 - 21 January 2024.

Kaarina Phyland held the positions of Acting Chief Executive Officer from 1 July - 27 August 2023 and Executive Director Strategy, People and Performance from 28 August - 5 September 2023.

Bryce Prosser held the position of Acting Executive Director Customer, Community and Economy till 1 July - 18 September 2023. Tennille Bradley held the position of Acting Executive Director Customer, Community and Economy from 18 September 2023 to 21 January 2024.

Gareth Smith held the position of Executive Director Planning & Design 1 July – 11 November 2023.

Robyn Stevens held the position of Executive Director Community Service Delivery 1 July - 8 December 2023.

OUR ORGANISATIONAL STRUCTURE

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

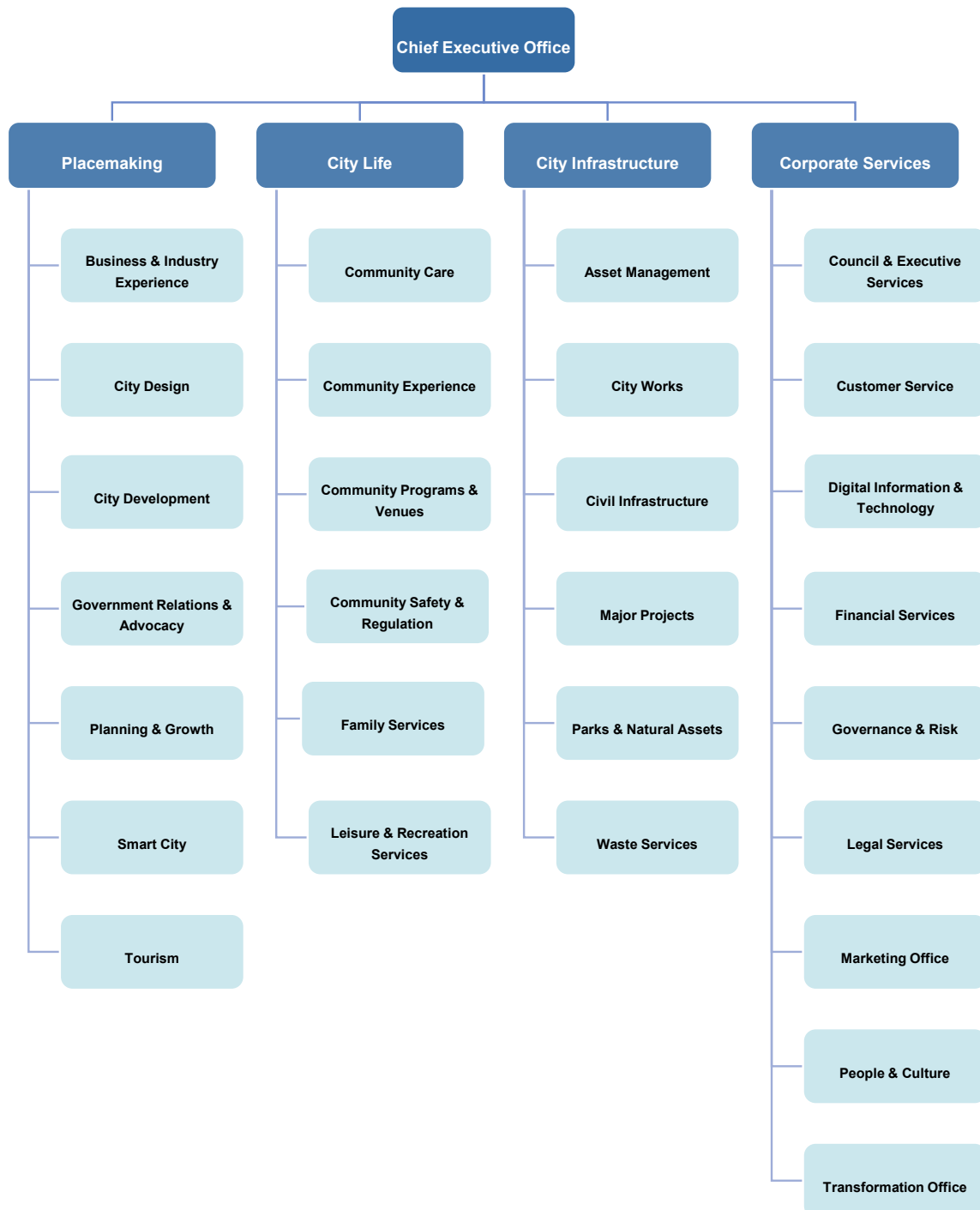


FIGURE 21: Our organisational structure as of 30 June 2024

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 2,757 people, equivalent to 1,786.9 full-time employees⁶

Our turnover⁷ in 2023–24 was 14.5 per cent, down from 16.9 per cent the previous year.

TABLE 2: Total full-time equivalent employees by directorate, employment condition and gender in 2023–24

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY INFRASTRUCTURE	CITY LIFE	CORPORATE SERVICES	PLACEMAKING
Full Time – W	2	82.5	266.8	137.2	97
Full Time – M	0	400.6	94.5	85	65.8
Full Time – X	0	0	0	0	0
Part Time – W	0	7.1	301.1	43.8	22
Part Time – M	0	1.7	41.2	3.2	1.2
Part Time – X	0	0	0	0	0
Casual – W	0	0.6	82	9.1	0.4
Casual – M	0	1.9	38.8	0	0.6
Casual – X	0	0	0	0	0
Total⁸	2.0	494.4	824.4	278.3	187.0

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

⁶ As of 30 June 2024

⁷ Excludes casual employees

⁸ Total includes 1.3 Full-Time equivalent of self-described gender not captured in the individual breakdown

TABLE 3: Total headcount of employees by employment classification and gender in 2023–24

EMPLOYMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	102	79	1	182
Band 2	198	46		244
Band 3	347	326	3	676
Band 4	473	101	1	575
Band 5	221	98		319
Band 6	178	96		274
Band 7	114	130		244
Band 8	62	51		113
MCH Nurse	59			59
Senior Officer	40	31		71
Total	1,794	958	5	2,757

OUR VOLUNTEERS

Volunteering is integral to our operations and makes an invaluable contribution to our organisation and the community that we serve. The City currently has hundreds of volunteers working in a wide range of areas, including at the National Wool Museum, L2P mentoring program, Tourism Greater Geelong and the Bellarine, Potato Shed, Family Services, Study Geelong and Grovedale Neighbourhood House. We thank the many volunteers who provide useful – and often vital – services to people from all walks of life.

This year, the City developed a Volunteer Framework based on the National Standards for Volunteering, to further strengthen our volunteer programs across the City and implemented an online training module to support the development of our volunteers. We also held two volunteer events and delivered our first Volunteer Experience Survey with highly favourable results.

EQUITY, INCLUSION AND DIVERSITY

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.

During 2023–24 we progressed key projects to support creating a safe, fair and inclusive workplace for our employees including:

- submitting our Gender Equality Progress Report to the Commission for Gender Equality in the Public Sector in February 2024. The report demonstrated improvement against key indicators including gender composition at the City, recruitment and promotion, flexible working arrangements and parental leave. It also identified key areas for improvement including how we respond to reports of sexual harassment and continually improve our gender pay gap
- implementing our Gender Equality Action Plan which is due for renewal in 2026
- integrating Gender+ Impact Assessments (GIAs) into our business planning processes, with 13 GIAs completed in 2023–24
- partnering with The Equality Institute, a global agency working to end violence against women and girls, to provide training on gender equality and the importance of GIA+ for our Mayor and councillors
- implementing a First Nations traineeship program, a commitment of our Reflect Reconciliation Action Plan, which provides four trainees the opportunity to gain qualifications and experience working at the City
- increasing our commitment to providing First Nations cultural education for City employees including monthly Cultural Education Walk and Talk tours of central Geelong by Wadawurrung Traditional Owners Aboriginal Corporation

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

- the *Access and Inclusion Action Plan 2018–2023* which outlines our actions to address barriers for people with disability, as community members, service users and employees. The plan contains a number of actions relating to employment such as the review and development of policies, procedures and checklist to establish accessible recruitment processes. Work is currently underway on a draft Disability Access and Inclusion Plan 2024–28 which will be considered by Council in late 2024
- our *Inclusion and Diversity Roadmap 2021* which outlines priorities for leaders, employees and the policies, practices and processes in our organisation to improve inclusion for all current and future employees. In 2024–25, we plan to update the roadmap to establish a strategically aligned inclusion and diversity program of work and associated governance structure
- the *Social Equity Framework 2022–25* which guides the way we engage with the communities of Greater Geelong to hear their voices, recognising that we need to create opportunities for participation, support community members to have a say in decisions that affect them, and listen to community needs, to progress social equity. In 2024–25, we plan to update the framework to establish a strategically aligned inclusion and diversity program of work and associated governance structure
- our *Reflect Reconciliation Action Plan* which outlines how we are going to change the way we do things to better support reconciliation, both within our organisation and with the community. In 2024–25, we expect to begin work on the Innovate Reconciliation Action Plan, the second stage of the City's Reconciliation process.

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. During the reporting period, the City experienced an increase in all reported categories. A strong focus remains on completing incident investigations to determine incident root cause to ensure that appropriate control measures are implemented.

TABLE 4: Occupational health and safety performance in 2023–24

	LOST TIME INJURY FREQUENCY RATE		TOTAL RECORDABLE INJURY FREQUENCY RATE		HIGH POTENTIAL INCIDENT FREQUENCY RATE	
2021–22 Results	26.5		34.9		0.0	
2022–23 Results	22.3		29.4		2.23	
2023–24 Results	25.9		35.4		2.9	
2023–24 Variation	+16.14%	X	+20.41%	X	+30.04%	X

Employee safety

In March 2024, a number of changes came into effect to modernise Victoria's WorkCover scheme. These changes were made under the Workplace Injury Rehabilitation and Compensation Act amendment. We continued to strengthen our workers compensation and injury management processes with the update of the Injury Management procedure to better support our workers who sustain an injury in the workplace. The release of the procedure was supported by face-to-face and online training sessions with people leaders across the City.

In response to the pending release of WorkSafe Victoria's Psychological Safety Regulations a working group, which was established during 2022–23, continued to meet. The development of a framework and supporting action plan for preventing and managing psychosocial hazards is underway. The framework and action plan will aim to increase knowledge and capability across the City to recognise areas of high risk, as well as develop strategies to prevent the occurrence of psychological injuries.

Health and Wellbeing

Our Health and Wellbeing team delivered a wide range of health and wellbeing initiatives including lunchtime yoga, conversation starter shirts, mental health training, our Employee Assistance Program services and presentations.

The City was recognised for our efforts to keep our community and employees active. We received a silver prize for Active Community Connections at the Active Geelong Awards in 2023, highlighting our initiatives that promote physical activity.

Other highlights included:

- introducing an online HealthHub comprising a collection of resources to further support the wellbeing of our employees
- refreshing the Wellbeing Support Officer (WSO) program, significantly increasing the number of WSO's available across the City able to provide wellbeing support to our workers. The WSO's underwent training to provide them with a range of skills to assist them in this role.

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 22) 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*.

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

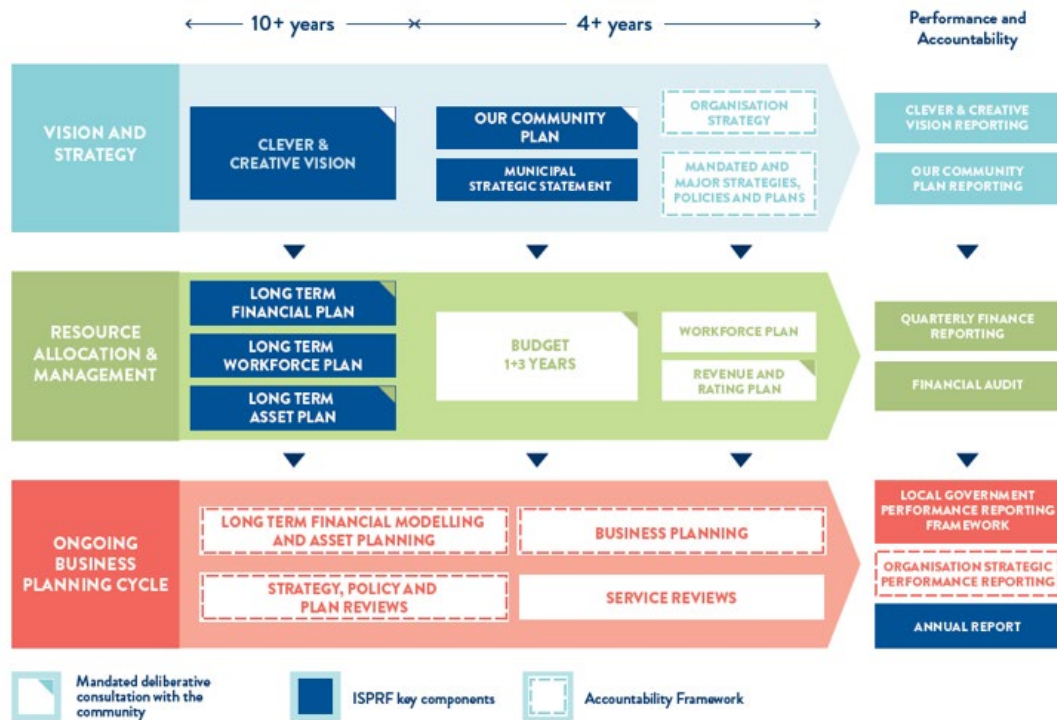


FIGURE 22: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

OUR PERFORMANCE

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

The plan tells 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 2023–24 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/ourcommunityplan).

STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY



STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY



186 learner drivers in the TAC L2P program



49,162 meals delivered to vulnerable residents



1,600 people provided with home maintenance and home modification services



200+ objects added to our art and heritage collection



12,268 participants in youth training, programs, and activities



452 families accessed our feeding support service



58,598 visitations to the National Wool Museum



8,716 Webstar's Swim School members



104 culturally and linguistically diverse families supported to engage in early years services through the CALD Outreach program



3,574 people 65+ years supported to live at home



46,740 dogs and cats registered



3,016 fire hazard inspections undertaken during the fire season



95,355 hours of early childhood education and care delivered



1,566 parents attending our Regional Parenting Service



1,000+ new citizens welcomed at Citizenship Ceremonies in 2023



115 performances held at the Bellarine Arts Centre – Potato Shed

LINKS TO THE CLEVER AND 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 2024	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. The next survey is due to be conducted 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. The next survey is due to be conducted in 2024–25.
Proportion of adults consuming the recommended number of serves of fruit and vegetables Source: City of Greater Geelong Preventative Health Survey	<u>Fruit</u> 46% (2021) 53% (2017) <u>Vegetables</u> 15% (2021) 10% (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. The next survey is due to be conducted in 2024–25.
Family violence incident rate per 100,000 population for Greater Geelong Source: Crime Statistics Agency website www.crimestatistics.vic.gov.au	1,764.7 (June 2024) 1,720.2 (June 2023) 1,586.8 (June 2022) 1,592.7 (June 2021)	For the year ending June 2024, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,418.1).
Community perception of safety in the area where they live Source: City of Greater Geelong Preventative Health Survey	61% (2021) 54% (2017)	The result comprised of 67% of males rated that they always feel safe in the area where they live compared to 56% of females. The next survey is due to be conducted in 2024–25.
Level of agreement that multiculturalism makes life better (definitely or sometimes) Source: City of Greater Geelong Preventative Health Survey	66% (2021)	This result comprised 48% definitely and 18% sometimes. The next survey is due to be conducted in 2024–25.
Proportion of community concerned about effects of climate change on health (very or quite concerned) Source: City of Greater Geelong Preventative Health Survey	51% (2021)	This result comprised 28% very concerned and 23% quite concerned. The next survey is due to be conducted in 2024–25.
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) Source: City of Greater Geelong Preventative Health Survey	56% (2021)	This result consisted of 28% members of a sports group. The next survey is due to be conducted in 2024–25.

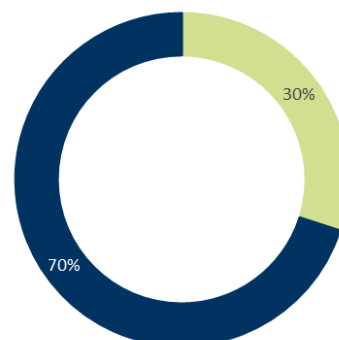
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Community satisfaction with support services Source: Local Government Community Satisfaction Survey	<u>Family</u> 60 (2024) 62 (2023) 64 (2022)	While no significant change from 2023, Family Support services were rated significantly lower than the statewide (63) and comparable to the Regional Centres average (62).
	<u>Elderly</u> 57 (2024) 60 (2023) 63 (2022)	While no significant change from 2023, Elderly Support services were rated significantly lower than both the statewide (63) and the Regional Centres average (62).
	<u>Disadvantaged</u> 53 (2024) 58 (2023) 61 (2022)	Disadvantaged Support services were rated significantly lower compared with the previous year. The rating was also lower than the statewide average (58) but comparable to the Regional Centres average (54).
Community satisfaction with recreational facilities Source: Local Government Community Satisfaction Survey	66 (2024) 69 (2023) 72 (2022)	There was no significant change in satisfaction compared with the previous year. Our performance continued to be well regarded by the community and was among our top three rated services. Our result was comparable to the statewide (68), however lower than the Regional Centres average (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	50% (2024) 44% (2023) 55% (2022)	There was an increase in the proportion of people who agreed or strongly agreed that council infrastructure is equitable. Comparison to statewide and Regional Centres average is unavailable as this is a tailored question for the council.
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	59% (2024) 56% (2023) 63% (2022)	There was a slight increase in the proportion of people who agreed or strongly agreed that council infrastructure is accessible. Comparison to statewide and Regional Centres average is unavailable as this is a tailored question for the council.
Number of key community infrastructure projects completed Source: City of Greater Geelong	95% (2024) 89.2% (2023) 86.5% (2022) 84% (2021)	We have delivered 35 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	64 (2024) 66 (2023) 64 (2022) 65 (2021)	There was no significant change in satisfaction compared with the previous year. Our result was comparable to both statewide and Regional Centres averages (66 and 65 respectively).

Annual Action Plan 2023–24

We committed to 30 actions, which demonstrate how we are addressing our four-year priorities under Healthy, Caring and inclusive community.

At the end of June 2024:

- 70% (21) were 'complete'
- 30% (nine) were 'ongoing'



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

Major Budget Initiatives

BUDGET INITIATIVE	ACTION 2023–24	STATUS	COMMENT
Armstrong Creek Town Centre Library & Learning Hub Design	Complete the construction phase for the Biyal-a Armstrong Creek Library	Complete	Construction of the new Biyal-a Armstrong Creek Library was completed. The facility includes library services, accessible contemporary amenities, a children's story time area, multipurpose spaces, outdoor terraces and creative places for programming. The Geelong Regional Library Corporation are currently establishing the library service in the building.
Drysdale Sporting Precinct Master Plan Implementation – Stage 2	Implement Stage 2 of the Drysdale Sporting Precinct Master Plan	Ongoing	A Cultural Heritage Management Plan (CHPM) assessment of the activity area was completed. A significant number of artefacts discovered have been documented and registered. The City met with Traditional owners on approval of the CHMP. Discussions will continue on construction methodology to be incorporated into the CHMP. We will continue to progress this action in 2024–25.
Lara Recreation Reserve Master Plan Stage 2	Implement Stage 2 of the Lara Recreation Reserve Master Plan	Complete	A new accessible, multi-sport and gender-neutral sports pavilion was completed with the opening scheduled for August 2024. The baseball field works are 95 per cent complete with fencing scheduled to be completed in July 2024. These enhancements aim to create a comprehensive recreational hub meeting the diverse needs of the Lara community.

BUDGET INITIATIVE	ACTION 2023–24	STATUS	COMMENT
Norlane Aquatic Centre and Community Hub	Activate the Norlane Aquatic and Community Hub with a focus on health and wellbeing, cultural engagement and community connection for people in the local community	Complete	The Norlane ARC (Aquatic Recreation Centre), formerly known as Northern Aquatic and Community Hub, was officially opened by the Deputy Prime Minister and councillors on Friday 9 February 2024, followed by a full public opening on 19 February and a community open day on Sunday 3 March. A full suite of programs is on offer to help the local community improve their physical and mental health, create social connection and experience better overall wellbeing.
Rippleside Inclusive Playspace	Commence construction of all abilities playspace at Rippleside Park	Ongoing	A tender for the construction of the playspace is underway with evaluation and approvals to be completed by August 2024. Construction is forecast to commence in September 2024 with completion proposed mid-2025. Once completed, the play space will be inclusive for kids of all ages and abilities, incorporating multi-sensory and nature play elements, with opportunities for physical, creative, social and passive play. We will continue to progress this action in 2024–25.

Other achievements in 2023–24 included:

- Negotiating with the state government to ensure \$250 million in redirected Commonwealth Games infrastructure funding is aligned with the City's strategic planning priorities and best legacy outcomes are delivered for the community.
- Hosting the Meet the Women Leaders community forums in partnership with Women in Local Democracy, featuring local female speakers with diverse and rich experience in government, community development and business promoting gender equity and inclusion.
- Transforming City Hall throughout National Reconciliation Week with projections dedicated to Kurnai/Wotjobaluk artist, Cultural Educator and musician Jurrawaa Stanley.
- 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 and highlighting various healthy initiatives available in Geelong as part of the 2024 Active Geelong Showcase, held in June at the WorkSafe Victoria head office in Geelong.
- Providing use of the City's Marveloo, a portable accessible toilet and adult change facility, at a Give Where You Live fundraiser, Beyond the Valley Festival and Pitch Festival.
- Completing a \$1.95 million upgrade of the Bell Park Sports Club, including modern new female friendly change facilities, jointly funded by the City (\$1.7 million) and the state government (\$250,000).
- Upgrading cricket practice facilities at Grinter Reserve including brand new turf and synthetic practice nets and replacing the reserve's existing outdated facilities.
- Partnering with Market Square's management to open the 24-hour Yarra Street Window Gallery between Malop and Little Malop Streets which aims to attract viewers who might not typically visit traditional galleries.

- Delivering sporting facility upgrades in Barwon Heads, including court re-surfacing and the installation of LED sports lighting at the Barwon Heads Tennis Club and an upgrade to the pavilion at the Barwon Heads Bowling Club.
- Delivering improved amenities at the St Leonards Foreshore including a new open-sided shelter with accessible BBQ, accessible picnic seating, two cold water outdoor showers, two open air changerooms, new concrete path and landscaping and works.
- Awarding grants totalling \$89,332 to support First Nations Cultural Heritage projects including planning for a First Nations Garden, the 'Journey on Wadawurrung Country' (JOWC) project and the Wathaurong Dance Group.
- Upgrading the intersection at Marshalltown Road and Bailey Street in Grovedale with works including new footpaths, roundabout, tactile, kerb and channel improvements, street lighting upgrades, and drainage improvements.
- Convening Geelong's Youth Council Advisory Committee (Youth Council) who provided 12 pieces of advice to Council on matters of importance for young people.
- Delivering over 130 events and activities across 65 locations as part of the Christmas in Geelong program.
- Increasing onsite visitation and program participation at the National Wool Museum, up 41 per cent on the previous year.

Awards and recognition

- The Borongook Drysdale Library was recognised by the Australian Institute of Architects' 2024 Victorian Architecture Awards, receiving a Public Architecture Award for its distinctive design.
- The Leisurelink Aquatic and Recreation Centre was recognised for its commitment to water safety, claiming the prestigious 'Swim and Survive Partner of the Year award' at the Life Saving Victoria 2023 awards.
- The National Wool Museum was an honouree in 2022-23 Victorian Collections Cataloguing 'Best in Show' list which celebrates excellence in cataloguing, specifically related to an ongoing commitment to catalogue improvement, accessibility and thoroughness.
- The National Wool Museum team made the shortlist for two 2023 Victorian Museums and Galleries Awards; Small project of the year: Your Museum, Geelong's Museum and First Nations Projects of the Year: Wadawurrung Dja: Awakening Country – the Art of Deanne Gilson.
- 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 celebrated award winner Georgia Gordon, Aquatic Manager/2IC at the Norlane ARC (Aquatic Recreation Centre) and Lara Swimming Pool who took home the Emerging Leader Award at the Aquatics and Recreation Victoria (ARV) Industry Awards.

Services

The following statement provides information in relation to the services funded in the 2023–24 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$000
Community Strengthening Services	Creating opportunities to improve social and health equity, community connection and participation and access to programs, services and facilities, by working closely with our community and community groups, sporting clubs and volunteers.	3,776 <u>6,110</u> 2,334
Community & Cultural programs	Arts, culture and heritage are integral to Geelong's identity and the City's sustainability. Our service contributes to the quality of life of all residents by celebrating diversity, improving cross cultural understanding and building social cohesion.	18,941 <u>18,685</u> (256)
Family Services	Responsible for planning, developing and direct service delivery of services to families with young children including maternal and child health services, contract management of the public immunisation service, early childhood education and care services, supported playgroups and parenting programs.	7,530 <u>6,761</u> (769)
Leisure & Recreation Services	Provides facilities and centres that offer a diverse range of opportunities to the community for sporting, recreational, educational, wellness and social opportunities.	9,304 <u>10,896</u> 1,592
Health & Local Laws	Responsible for implementing protection and prevention programs that provide for a healthy, safe and harmonious environment for our community.	(1,873) <u>(2,488)</u> (615)
Aged Care Services	Provides a range of home care services to older people which meet and support both client's and their carer's needs, based on referral information received, assist older people to retain or regain skills that enable them to continue to live independently in their community, align provision of these services with program funding and guidelines.	(1,109) <u>678</u> 1,787

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
	2021	2022	2023	2024	
Animal Management					
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	1.21	1.26	1.42	The minor increase in time taken this year compared to last year, was due to resource challenges and the complexity of nuisance investigations which make up 30% of the total requests. Of the 6,493 requests that came into the animal management team in this financial year, 90% were actioned within 2 days (48 hours).
Service standard AM2 Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	25.49%	24.07%	24.75%	44.43%	Improvements in data reporting have resulted in a noticeable increase in the percentage of animals reclaimed. Previously the denominator reported all animals received at our pound from both council officers and from members of the public. In 2023-24, the denominator reported only animals received at the pound by council officers. 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 unclaimed collected animals rehomed / Number of unclaimed collected animals] x100	61.27%	62.37%	48.05%	57.42%	Improvements in data reporting have resulted in a noticeable increase in the percentage of animals rehomed. Previously the denominator reported all animals received at our pound from both council officers and from members of the public. In 2023-24, the denominator reported only animals received at the pound by council officers.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Service cost AM6 Cost of animal management service per population [Direct cost of the animal management service / Population]	\$8.75	\$9.35	\$14.05	\$14.37	The cost to deliver animal management services was similar to last year.
Health and safety AM7 Animal management prosecutions [Number of successful animal management prosecutions / Total 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 15 successful animal management prosecutions in 2023–24.
Aquatic Facilities					
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	Annual health inspections continued to be conducted across all council leisure facilities in 2023–24.
Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Population]	3.32	4.73	7.21	7.01	Participation at our leisure venues continued to be strong in 2023–24. The slight decrease in result was most likely due to a service disruption where Waterworld was permanently closed six months before the new Norlane ARC (Aquatic Recreation Centre) was opened.
Service cost AF7 Cost of aquatic facilities [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	\$7.53	\$5.83	\$3.31	\$3.00	The continued decline in the direct cost of leisure facilities is attributed to efficiency initiatives, particularly moving membership management software to allow member self service activity, as well as a strong focus on internal process improvement and program growth.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Food Safety					
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]	1.43	1.46	1.45	1.51	A shortfall in permanent environmental health employees impacted the take time to respond to food complaints. Despite this, response times were only slightly higher than in previous years.
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	35.84%	52.17%	59.91%	71.02%	Despite employee turnover, the percentage of food safety assessments increased significantly from prior years due to prioritisation of assessments.
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]	\$469.45	\$522.07	\$502.09	\$508.47	Food safety service costs were similar to previous years.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Food Safety					
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	95.45%	100%	90.76%	93.46%	Employee turnover and difficulties recruiting qualified officers again impeded our ability to meet program targets. We will continue to provide a prioritised response to critical and major non-compliance notifications.
Service standard FS5 Food safety samples [Number of food samples obtained / Required number of food samples] x100			New indicator for 2024	72.11%	Difficulties recruiting qualified officers impacted our ability to meet targets.
Libraries					
Resource standard LB2 Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	63.31%	66.02%	69.09%	66.44%	Regular collection purchasing took place in 2023–24. The slight decrease from 2022–23 can be attributed to the opening day collection from Leopold Library, ageing out of the five-year bracket. Opening day collection purchasing for the new Biyal-a Armstrong Creek is not included in 2023–24 result.
Service cost LB5 Cost of library service per population [Direct cost of the library service / Population]	\$36.88	\$37.71	\$39.14	\$37.82	Cost of library service per population remained steady in 2023–24.

















SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Libraries					
Utilisation LB6 Library loans per population [Number of collection item loans / Population]	New indicator for 2024			7.27	Given this is a new indicator for 2023–24, there are no comparative results from previous years. Drysdale Library reported a marked increase in loans in 2023–24 following the move to the new Boronggook Drysdale Library.
Participation LB7 Library membership [The number of registered library members / Population] x100	New indicator for 2024			28.60%	Given this is a new indicator for 2023–24, there are no comparative results from previous years. Drysdale and Leopold Libraries reported increases in membership in 2023–24 showing new members are utilising the two newest facilities in the council area.
Participation LB8 Library visits per population [Number of library visits / Population]	New indicator for 2024			3.79	Given this is a new indicator for 2023–24, there are no comparative results from previous years. Drysdale Library reported a marked increase in visits in 2023–24 following the move to the new Boronggook Drysdale Library.
Utilisation LB1 Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	3.52	4.38	4.57	Retired in 2024	As of 1 July 2023, this indicator was replaced by LB6 Library loans per population
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	15.70%	13.98%	13.41%	Retired in 2024	As of 1 July 2023, this indicator was replaced by LB7 Library membership

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Maternal and Child Health (MCH)					
Service standard MC2 Infant enrolments in the MCH service [Number of infants enrolled in the MCH service / Number of birth notifications received] x100	101.01%	100.86%	99.15%	100.96%	The total number of births dropped in line with national trends. While decreasing slightly, results were within expected results.
Service cost MC3 Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$80.66	\$80.73	\$80.46	\$88.51	It has been some time since the cost of the MCH service has increased, despite salary increases. Additional costs will be offset by the recent increase in funding from the Department of Health to increase the length of consultations.
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	72.56%	74.40%	73.61%	73.88%	There were 13,260 children enrolled in the City's MCH service of which 9,796 attended at least once in the year. This participation rate, calculated across all key age checks, reflects the gradual reduction in participation in later visits which will require innovative approaches to increase the rate of 18 month, 2 year and 3.5 year checks.
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	77.47%	72.02%	71.62%	75.29%	There were 216 children who identify as Aboriginal or Torres Strait Islander (ATSI) enrolled in the City's MCH service, of which 163 attended at least once in the year. The higher rate of participation by ATSI families may be a result of efforts to provide culturally safe & inclusive practice.
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	94.37%	94.02%	94.26%	92.32%	Despite a slight reduction in this figure, participation remains within the expected range. It is unclear whether this is an actual reduction or due to data capture where a missed four-week visit can be rebooked but recorded as an additional visit rather than a 4 week visit due to the clinical software program used in MCH.

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT



STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT

 <p>10,633 mattress collection services provided</p>	 <p>3,243 requests for service responded to by the Parks team</p>
 <p>1,466 hectares of protected natural habitat managed and restored</p>	 <p>380 public play spaces managed</p>
 <p>45.5 kilometres of roads resurfaced (spray seal 24.2 km and asphalt 21.3 km)</p>	 <p>200,000 residential bins emptied weekly</p>
 <p>10 kilometres of new shared paths constructed</p>	 <p>\$1,411 million worth of works permits issued</p>
 <p>12.9 kilometres of footpath replaced</p>	 <p>1,346 planning permit applications received</p>
 <p>196 tonnes of compost supplied to community gardens and not-for-profits</p>	 <p>628 roadside inspections and treatment for serrated tussock and woody weeds</p>
 <p>3,000 hectares of conservation area monitored as part of the Sparrowale Wetlands Reserve - Ngubitj yoorree</p>	 <p>22,489 tonnes recyclables collected</p>
 <p>20,000+ inspections on roads, signage, kerb and channel, storm water and furniture in the Geelong region</p>	 <p>5,000 requests to clear illegally dumped rubbish responded to</p>

LINKS TO THE CLEVER AND CREATIVE VISION



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT



DEVELOPMENT AND
IMPLEMENTATION OF
SUSTAINABLE SOLUTIONS



A FAST, RELIABLE AND
CONNECTED TRANSPORT
NETWORK



CREATIVITY DRIVES CULTURE



PEOPLE FEEL SAFE
WHEREVER THEY ARE

DESIRED OUTCOMES

- 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 2024	PROGRESS COMMENTS
Residential land supply Source: City of Greater Geelong	20 years (April 2024)* 22 years (April 2022)	There are a range of housing choices to meet diverse community needs in both established and planned communities. Priority in the short term is the finalisation of the first Precinct Structure Plan's in the Northern and Western Geelong Growth Areas. *The 2024 figure is an estimate based on building activity. The next assessment will occur in late 2024.
Employment land supply Source: City of Greater Geelong	13 years (June 2024)* 25 years (June 2023) 26 years (June 2022) 21 years (June 2018)	There continues to be sufficient long-term industrial land supply. Priority in the short term is increasing zoned supply through the delivery of three new industrial precincts in Avalon, Armstrong Creek and Waurn Ponds. *based on zoned supply only and not future identified precincts as part of the South West Geelong Employment Land Review in 2022
Diversity of housing supply Source: Australian Bureau of Statistics Census of Population and Housing	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	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 & City of Greater Geelong	88.7% (2024) 81.2% (2021) 67.8% (2018)	There have been substantial changes in the methodology used to calculate public open space since 2018. As a result, changes in quality of the data set and methodology employed to undertake the analysis make it difficult to directly compare these results with previous years. Open space asset data continues to be refined.

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Community greenhouse gas emissions	3,791,000 tonnes CO2-emissions total (2021–22)	Updated data will be available late 2024.
Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed 30 June 2024)	3,783,000 tonnes CO2-emissions total (2020–21)	
	3,856,000 tonnes CO2-emissions total (2019–20)	
	3,958,000 tonnes CO2-emissions total (2018–19)	
Diversion of waste from landfill	51% (2023–24)	The slight decrease in diversion rate is due to a decrease in recyclables collected, resulting from introduction of Container Deposit Scheme.
Source: City of Greater Geelong	53.21% (2022–23)	
	52.96% (2021–22)	
	53.87% (2020–21)	
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Community satisfaction with planning for population growth	43 (2024)	There was a significant decrease in satisfaction compared with the previous year. Our result was significantly lower than both the statewide and the Regional Centres averages (47 and 52 respectively).
	49 (2023)	
	52 (2022)	
	54 (2021)	
Percentage housing construction within existing urban areas	26% (2024)	Dwelling construction in new planned communities (greenfield development) continues to supply most of the housing in Greater Geelong.
	24% (2023)	
	21% (2021)	
Kilometres (km) of bicycle, walking paths and shared paths	<u>Bike paths</u>	Since 2021, bike paths increased 48 km, shared paths increased 144 km and footpaths increased 49 km, a total increase of 241 km in the path network.
	121 km (2024)	
	115 km (2023)	
	84 km (2022)	
	78 km (2021)	
	<u>Footpaths</u>	
	2,044 km (2024)	
	1,988 km (2023)	
	1,927 km (2022)	
	1,900 km (2021)	
	<u>Shared paths</u>	
	218km (2024)	
	208 km (2023)	
181 km (2022)		
169 km (2021)		

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Community satisfaction with local streets and footpaths Source: Local Government Community Satisfaction Survey	47 (2024) 52 (2023) 59 (2022) 60 (2021)	Our result decreased significantly and is significantly lower than both the statewide and Regional Centres averages (52 and 53 respectively).
Community satisfaction with sealed local roads Source: Local Government Community Satisfaction Survey	46 (2024) 53 (2023) 57 (2022) 62 (2021)	While our result decreased it is comparable to both the statewide and other Regional Centres averages (45 and 46 respectively).
Quantity of open space (civic, community parks, sports reserves and heritage open space) Source: City of Greater Geelong	1079.5 hectares – 497 sites (June 2024) 1026.497 hectares – 485 sites (June 2023) 2,459.00 hectares – 495 sites (January 2022) 2,146.79 hectares – 495 sites (January 2021)	Open space asset data continues to be refined. Changes in quality of the data set and methodology employed to undertake the analysis make it difficult to directly compare these results with previous years.
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips) Source: Local Government Community Satisfaction Survey	64 (2024) 66 (2023) 70 (2022) 71 (2021)	There was no significant change in satisfaction from 2023. Our result is significantly lower than both the statewide and Regional Centres averages (68 and 70 respectively).
Greenhouse gas emissions generated by City-managed operations (tonnes CO2-emissions) Source: Azility	24,301 tonnes (2023–24)* 23,895 tonnes (2022–23) 23,057 tonnes (2021–22) 32,630 tonnes (2020–21) 34,429 tonnes (2019–20) *Provisional figure as final energy invoices and landfill emissions will continue to be confirmed over coming months.	Regional population growth has contributed 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 low and zero emission vehicles into our fleet.
Hectares (ha) of protected natural habitat Source: City of Greater Geelong	1,466.64 ha (June 2024) 1,405 ha (June 2023) 1,335.79 ha (June 2022) 1,380.80 ha (June 2021)	There was an increase of 61.64 hectares of natural habitat managed by us in 2023–24.
Number of trees planted Source: City of Greater Geelong	<u>Street and park trees</u> 2,811 (2023–24) 3,016 (2022–23) <u>Tubestock</u> 4,000 (2023–24) 4,000 (2022–23)	In 2023–24 we planted a total of 2,811 trees (2,543 street and 268 park trees) and removed 1,117 trees resulting in a net gain of 1,694 trees. We also planted 4,000 tubestock.

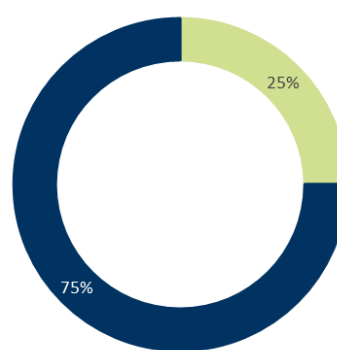
MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Community satisfaction with waste management	69 (2024) 70 (2023)	Our performance, unchanged from 2023, continued to be well regarded by our community with waste management among our top three rated services. Our result was comparable to the statewide (67), and significantly higher than the Regional Centres (66).
Source: Local Government Community Satisfaction Survey	70 (2022) 69 (2021)	

Annual Action Plan 2023–24

We committed to 17 actions which demonstrate how we are addressing our four-year priorities under Sustainable Growth and Environment.

At the end of June 2024:

- 75% (12) were 'complete'
- 25% (five) were 'ongoing'



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

Major Budget Initiatives

BUDGET INITIATIVE	ACTION 2023–24	STATUS	COMMENT
LED street lighting & smart control technology	Upgrade the LED Street Lighting & Smart Control Technology	Complete	The installation of main roads lighting progressed with 200 lights installed in Q3 2024. Stage 3 installation of decorative lights has progressed with 1,900 lights changed and an additional 150 ordered and scheduled to be delivered scheduled for changeover in September 2024. An offer for the procurement of the new Central Management System to control our new smart assets has been received from Powercor with a plan to have this implemented and operational by July 2025.
Northern and Western Geelong Growth Areas Commonwealth biodiversity approvals	Prepare the strategic assessment under the Environment Protection and Biodiversity Conservation Act and biodiversity conservation strategy for the Northern and Western Growth Areas	Ongoing	The City’s Environment Protection and Biodiversity Conservation Plan sets out a range of measures and commitments to protect biodiversity in the Northern and Western Geelong Growth Areas. We completed surveys and habitat assessment for the Victorian Grassland Earless Dragon across the growth areas and data analysis is underway. We will continue to progress this action in 2024–25. A series of workshops with key stakeholders to incorporate the habitat/survey results into the growth area framework plan are planned for late 2024. We will then seek Commonwealth environmental approval in 2025.

BUDGET INITIATIVE	ACTION 2023–24	STATUS	COMMENT
Northern and Western Geelong Growth Areas Precinct Structure Plan development	Deliver the Precinct Structure Planning program for the Northern and Western Geelong Growth Areas	Complete	The City continued to deliver the precinct structure plan program for the Northern and Western Geelong Growth Areas in 2023–24. This included work on drainage and transport network design for Creamery Road, work on the drainage network design for Elcho Road East Precinct Structure Plan and progressing preparation of the Monocline Master Plan.
Sparrovale Wetlands Project (Phase 1)	Establish public parkland as per phase 2 (2022–2030) of the Sparrovale Ngubitj yoorree Wetlands Master Plan	Complete	Section one of Sparrovale Wetland Reserve Ngubitj yoorree was officially opened on 23 September 2023 as part of the Geelong Nature Festival. Phase 2 work completed includes: <ul style="list-style-type: none"> the western boundary fencing installation in the reserve of two naming signs and four regulations signs installation of a new pedestrian gate off Harriott Road installation of 280m of fencing along the eastern side of the open to public section remove rubbish from the stormwater wetland including 150 tyres and 540 meters of dilapidated fencing.

Other achievements in 2023–24 included:

- Completing Victorian Grassland Earless Dragon surveys and habitat mapping as part of the Geelong Growth Areas Strategic Assessment process, which considers potential impacts of proposed development on biodiversity values.
- Creating high fidelity 3D building models across key precincts (Belmont, Central Geelong, Geelong West and Highton) and 3D object models for public space trees across the municipality with support of a state government Digital Planning Grant.
- Providing a free community compost giveaway day in October 2023 and free mulch pickups days in February and March 2024.
- Delivering key capital works programs including Asphalt Overlay (\$5.86 million), Blackspot Road Safety (\$1.45 million), Footpath Replacement (\$3.69 million), Kerb & Channel Replacement (\$2.43 million), Road Rehabilitation (\$3.76 million), Roads to Recovery (\$2.25 million) and Spray Sealing Resurfacing (\$1.95 million).
- Planting over 200 low-growing, drought-tolerant native species on the median strip along the scenic waterfront entrance, boosting local biodiversity and improving the city's natural scenery and liveability.
- Supporting the community to reduce carbon emissions by partnering with the state government and other Barwon South West region councils to install 50kW Electric Vehicle (EV) fast chargers at two of our leisure centres; Leisurelink, Waurm Ponds and the North Bellarine Aquatic Centre, Drysdale.
- Partnering with Themeda Ecology Pty Ltd to protect one of the Bellarine Peninsula's oldest living organisms, the Grasstrees of the Basin Reserve in Drysdale.

- Continuing to deliver the Restoring Rural Landscapes program which provides direction pest plant and animal control programs on City managed reserves and roadsides including the rabbit, serrated tussock and woody weed control programs.
- Adding an electric vehicle to our L2P program fleet, the first electric vehicle in the program statewide, courtesy of local businesses who jointly sponsored the vehicle.
- Partnering with the state government and the Wadawurrung Traditional Owners Aboriginal Corporation to support Revitalising Central Geelong partnership projects including the delivery of a next stage of the Green Spine (Block 3) and the start of works on the Nyaal Banyul Convention Centre.
- Securing grants from the state government's Local Roads and Community Infrastructure Fund to support delivery of Aldershot Reserve Dog Park and the Rippleside Inclusive Playspace.
- Planting over 4,000 trees, shrubs and grasses at Red Gum Island and along the Barwon River, at Batesford on the Moorabool River, Waurm Ponds Creek, at Sparrovale and along the coast at Curlewis and Ramblers Road Foreshore.
- Hosting a student delegation from Nagoya, Japan, as part of the Geelong-Nagoya wetlands affiliation partnership - a unique opportunity for students from both cities to exchange information about our cultures, cities, and the amazing migration of shorebirds between the Ramsar wetlands in Nagoya and Geelong.
- Seeking community feedback on the draft nature strip guidelines, created to provide clear direction and suitable options for those interested in developing nature strip gardens alongside City-managed local roads.
- Securing a \$3,000 grant from the state government's Green Links Grant Program, to restore vegetation along the Waurm Ponds Creek.
- Renewing coastal and marine assets including an upgrade at the Avalon Boat Harbour and the Limeburner's Boat Harbour, both enabled through funding support from Better Boating Victoria.

Awards and recognition

- The Dell Eco Reef project at Clifton Springs was recognised with a prestigious international award for design and sustainability, the Dezeen Award for Sustainable Design (Building Product) of the Year 2023' in London in December 2023. The project also took out top prize at the Victorian LGPro 2024 Awards for Excellence in the 'Special Projects Initiative' category.
- Our sustainable bridges project at Cowies Creek in Seagull Paddock, delivered in collaboration with local manufacturer Austeng, Deakin University Carbon Nexus facility and Australian engineering company Rocla, won an Excellence in Environment & Sustainability Award at the 2024 International Public Works Conference.
- Our Parks and Gardens team was recognised by the United Nations Food and Agriculture Organisation for their work in keeping our city green with Geelong being named as a Tree City of the World for the second year. The program recognises cities committed to ensuring that their urban forests and trees are properly maintained, sustainably managed and celebrated. The Tree City accreditation coincides with two Greater Geelong trees being newly added to the National Trust of Australia register; a Moonah tree in the Foreshore Reserve, St Leonards and an Algerian Oak tree at Mont Street, Newtown.
- The City's Modern Cloth Reusable Nappy Program was selected as a finalist at the Keep Australia Beautiful Victoria Tidy Town and Cities – Sustainability Awards. The program helps parents and carers save money and reduce their disposable nappy waste by providing educational workshops and heavily subsidised nappy packs.

Services

The following statement provides information in relation to the services funded in the 2023–24 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$000
Municipal Planning Services	Responsible for providing municipal planning and policy. This includes land use planning and design to deliver social and community infrastructure that meets the needs of a growing city in a sustainable way to help deliver across a range of social, environmental and economic policies.	8,610 <u>11,071</u> 2,461
Municipal Emergency Management	Responsible for ensuring the City, our employees and the multiagency Municipal Emergency Management Planning Committee and its sub-committees continue to mitigate risks continues to plan for, respond to, and recover from an emergency event by planning for the three 'phases' of an emergency.	744 <u>629</u> (115)
City Development	Responsible for reviewing, amending and implementing the provisions of the Greater Geelong Planning Scheme, assessing and determining Planning Permits and undertaking building compliance under the Building Act 1993.	3,299 <u>4,176</u> 877
Engineering Services	Responsible for management of engineering infrastructure assets, management of roads and drains, transport, parking and land development.	5,491 <u>8,254</u> 2,763
Waste Services	Responsible for the delivery of waste and circular economy programs including residential waste collection services (waste, recyclables and green bins, hard waste and mattresses), public and commercial waste collection, recycling programs and initiatives, community education and advocacy, and waste site operations (landfill operations, transfer stations and green organics composting facility).	51,715 <u>56,492</u> 4,777
Asset Maintenance Services	Responsible for maintenance of a diverse range of assets including civil infrastructure, public spaces, open space and horticultural assets.	49,360 <u>48,806</u> (554)
Major Projects	Responsible for the project management centre of excellence within the City. Responsible for delivering key community assets through the construction of new and renovation of existing buildings and infrastructure.	1,155 <u>1,434</u> 278

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
	2021	2022	2023	2024	
Roads					
Satisfaction of use R1 Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	79.21	106.53	167.24	100.69	The absence of major flood events which elevated road repair requests in 2022–23, resulted in the number of requests returning to levels more consistent with previous year’s results.
Condition 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	95.26%	94.76%	95.59%	96.30%	The proportion of roads maintained to condition standards increased slightly but was relatively consistent with the previous years.
Service cost R3 Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$124.09	\$186.13	\$150.43	\$133.02	Projects included in this reporting period have been more economical (size, scale & material) to deliver for the organisation.
Service cost R4 Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$18.94	\$23.11	\$22.39	\$17.87	Projects included in this reporting period have been more economical (size, scale & material) to deliver for the organisation.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
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]	62	57	53	46.00	While our result decreased it is comparable to both the statewide and other Regional Centres averages (45 and 46 respectively).
Waste Management					
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	12.28	10.89	12.05	12.13	The number of missed bins is consistent with previous year's results.
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]	\$108.89	\$133.19	\$141.33	\$143.02	Our waste tonnage is similar to the previous year, however cost increased due to an increase in EPA levy and disposal cost.
Service cost WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$60.85	\$59.32	\$71.33	\$67.73	The cost of our kerbside recyclable service reduced slightly due to a decrease in recyclables collected.
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	53.87%	52.96%	53.21%	50.99%	The slight decrease in diversion rate is due to a decrease in the tonnage of recyclables collected following the introduction of the state government's Container Deposit Scheme. There has also been a reduction in tonnage of green waste collected.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Satisfaction WC1 Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	276.30	280.64	238.84	Retired in 2024	As of 1 July 2023, this indicator was retired. The City is not required to report on this for the 2023–24 reporting year.

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY



STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY



2,127 participants in the 2023 Geelong Small Business Festival



430 businesses supported by our Business Concierge service



22 events supported to occur in public places



7,500+ hours worked by 63 volunteers at visitor information centres across the region



6.2 million visitors spent 5.8 million nights in the region



17,288 participants in Geelong Design Week 2023



100+ events featured in the 2024 Tastes of Greater Geelong program



230,727 total number of Wi-Fi sessions on City-managed free public Wi-Fi



\$50,130,955 estimated economic benefit of 12 events funded by Geelong Major Events



4 cruise ships welcomed to the region



30+ performances as part of the ReSound Music Festival



67 kilometres of internet fibre owned by the city and shared through agreements with others



23 volunteer student ambassadors in the Study Geelong program



980 tourism businesses engaged in marketing and development programs

LINKS TO THE CLEVER AND CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIE



A LEADER IN DEVELOPING A
ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTUR



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 2024	PROGRESS COMMENTS
Number of jobs located in the City of Greater Geelong Source: .id and National Institute of Economic and Industry Research (NIEIR)	144,568 (2022–23) 135,358 (2021–22) 122,993 (2020–21) 118,890 (2019–20)	Greater Geelong experienced the second largest increase in jobs on record in 2022–23, with an increase of 9,210 jobs (+6.8%). The largest number of jobs created were in health care and social assistance (+3,768 jobs), professional, scientific and technical services (+928) and financial and insurance services (+771). Data for 2023–24 will be available in early 2025.
City of Greater Geelong unemployment rate Source: Jobs and Skills Australia, Small Area Labour Markets.	4.1% (June quarter 2024) 3.3% (June quarter 2023) 2.8% (June quarter 2022) 4.2% (June quarter 2021)	The unemployment rate increased this financial year and is now slightly above the Victorian rate of 4.0 per cent. The ten-year average unemployment rate for Greater Geelong is 5.3 per cent.
Gross Regional Product (GRP) Source: National Institute of Economic and Industry Research (NIEIR) 2021. Compiled and presented in economy.id by .id (informed decisions)	\$19.6 billion (2022–23) \$18.6 billion (2021–22) \$16.7 billion (2020–21) \$16.1 billion (2019–20)	Greater Geelong's Gross Regional Product (GRP) increased by \$928 million in 2022–23 (+5.0%). The largest contributors to this growth were health care and social assistance (+\$238 million), accommodation and food services (+\$149 million) and financial and insurance services (+\$125 million).
Value of non-residential building approvals in City of Greater Geelong Source: City of Greater Geelong Building Services	\$1.2 billion (2023–24) \$977.1 million (2022–23) \$1.2 billion (2021–22) \$603.2 million (2020–21)	Non-residential building activity increased by \$190.6 million or 19.5% in 2023–24.
Number of businesses Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits	22,090 (2022–23) 21,789 (2021–22) 19,615 (2020–21) 18,532 (2019–20)	Greater Geelong experienced the largest growth in business numbers in the state in 2022–23 with an additional 301 businesses. Just over half the growth in the number of businesses was in professional, scientific and technical services (+166), followed by healthcare and social assistance (+138) and rental, hiring and real estate (+76).
Tourism Sentiment Index (TSI) Source: Destination Think	26.6 (December 2023) 24.1 (March 2023) 24 (June 2022) 22 (June 2021)	This ranking put Geelong and The Bellarine in the top 100 destinations worldwide with the highest regarded experiences in the region being dining and wineries. No new data available.

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Investment in Geelong Source: Cordell by CoreLogic	163 projects valued at \$13.0 billion (June 2024) 157 projects valued at \$16.9 billion (June 2023) 137 projects valued at \$13.9 billion (June 2022) 139 projects valued at \$11.5 billion (June 2021)	While the value decreased, the number of major investment projects increased by six in the year to June 2024. The Geelong Major Projects dashboard summarises the investment pipeline and is updated quarterly at www.geelongdataexchange.com.au .
Visitor expenditure Source: Tourism Research Australia's National Visitor Survey	\$1.93 billion (June 2024) \$1.6 billion (June 2023) \$876 million (June 2022) \$637 million (June 2021)	Tourism spend is up 20% compared to the previous year and 76% compared to pre COVID-19 pandemic.

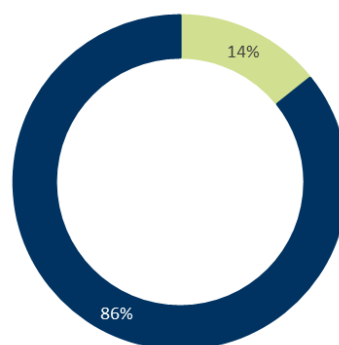
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Community satisfaction with business and community development Source: Local Government Community Satisfaction Survey	53 (2024) 59 (2023) 59 (2022) 64 (2021)	Satisfaction was significantly lower compared with the previous year. Our result is significantly lower than the statewide average (57), however comparable to the Regional Centres average (55).
Return on investment of Geelong major events Source: Geelong Major Events Committee Annual Report	54:1 (2023–24) 50:1 (2022–23) 24:1 (2021–22) 28:1 (2020–21)	The 12 major events supported via Geelong Major Events had an economic impact estimated at \$50.13 million.

Annual Action Plan 2023–24

We committed to 14 actions which demonstrate how we are addressing our four-year priorities under Strong Local Economy.

At the end of June 2024:

- 86% (12) were 'complete'
- 14% (two) were 'ongoing'.



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

Major Budget Initiatives

BUDGET INITIATIVE	ACTION 2023–24	STATUS	COMMENT
Osbourne House works	Finalise the procurement activities related to redevelopment of the Osbourne House site and complete the draft proposal of future activities for council endorsement	Ongoing	Expressions of Interest for procurement activities related to redevelopment of the Osbourne House site continued to progress. The City provided the Minister with the information required and are awaiting a response. We will continue to progress this action in 2024–25.
Public Wi-Fi & enhanced broadband Geelong pilot	Deliver free public Wi-Fi and enhanced broadband across the north to address gaps in digital access and affordability (Geelong Smarter Suburbs)	Complete	Under the Geelong Smarter Suburbs initiative, we have made significant strides in delivering free public Wi-Fi and enhanced broadband access across the north, addressing digital access gaps and affordability barriers. The remaining three smart nodes were stood and commissioned as a part of the Geelong Smarter Suburbs initiative (11 nodes stood and commissioned this financial year) taking the total number of smart nodes implemented to 48 across the municipality. The smart nodes provide key services including public Wi-Fi, intelligent lighting, Internet of Things gateways, and CCTV
Commonwealth Games program	Advocate for the best community outcomes in regard to Commonwealth Games legacy funding	Ongoing	<p>Following its decision not to proceed with hosting the Commonwealth Games in 2026, the state government committed to a \$2 billion package with focusing on housing, tourism, events and sporting infrastructure.</p> <p>In March, the Premier announced the housing mix for the Waurnd Ponds site – with 72 of the 400 dwellings (18%) being delivered as affordable and/or social housing, less than what the City advocated for (30%).</p> <p>In April, we received state government confirmation that Development Victoria will lead the delivery of three projects in Geelong: the re-development of Stead Park, Corio; new indoor sporting facilities at Armstrong Creek and a new indoor sporting complex at Waurnd Ponds. The City will continue to advocate to both the state and federal government for the need for an Indoor Regional Sports and Events Centre. Discussions have been held with the Deputy Prime Minister, Member for Corangamite, Member for Geelong and relevant officials at the Department of Jobs, Skills, Industry and Regions. We also convened a round table discussion with key stakeholders including Netball Victoria, Basketball Victoria, the National Basketball League (NBL), Geelong United Basketball and Belgravia Leisure to identify deliverables which enable the City to leverage the current opportunities including a WNBL licence and possible NBL and netball licences.</p>

Other achievements in 2023–24 included:

- Funding two local businesses; FormFlow and Sequence Digital, to get their innovative circular economy projects off the ground through the City's Clean Economy Grants.
- Continuing to support community members to start, manage and grow their 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.
- Publishing the Tourism Greater Geelong and The Bellarine Sustainable Destination Master Plan.
- Engaging with the community to inform the development of a new Major Events strategy, which aims to position Geelong as a leading destination for major events, festivals, and cultural gatherings, attracting visitors from across the region, interstate, and internationally.
- Delivering the ReSound Music Festival, a program of free all-ages events presenting music and talent at a range of venues across Geelong.
- Opening the Geelong Visitor Information Centre at City Hall.
- Delivering the annual food celebration, Tastes of Greater Geelong, featuring the best in food, drink and hospitality that the Greater Geelong region has to offer.
- Launching a Geelong investment prospectus during the Future Geelong forum in March 2024, intended as a key tool in seeking and driving investment growth in the region.
- Sponsoring the Geelong Manufacturing Council's 2024 Technology and Innovation Summit which showcased the world-leading manufacturing capabilities of the region.
- Working with Visit Victoria to host 18 familiarisation tours for international travel trade buyers and media as part of Australian Tourism Exchange.
- Partnering with the Victorian Cleantech Cluster, Regional Innovation for a Circular Economy (RICE), and ClimateKIC Australia, to bring together 140 guests and nine forward-thinking organisations, including industry leaders, researchers and trailblazers from the cleantech sector as part of the NEXUS Cleantech Innovation Festival.
- Promoting the activation of Little Malop Street with the BBQ and Beats initiative which increased foot traffic in both the precinct (+36%) and Market Square Shopping Centre (+10%) compared to any other Saturday throughout April and May 2024.
- Hosting key international delegations including 20 delegates for the Victorian Consular Corps Regional Tour, for a two-day visit highlighting Geelong's advanced manufacturing and materials, energy, engineering and cleantech sectors; and 12 delegates from the Binh Duong Provincial Government, interested in Australia-Vietnam investment opportunities.
- Live streaming a performance of "Late, Late At Night – Rick Springfield" from the Potato Shed to thousands of homes in The United States of America.

Awards and recognition

- The City was recognised for its use of smart technologies to make the region more resilient to climate change by making the annual Australian Financial Review (AFR) BOSS Most Innovative Companies list in September 2023, the only local government authority across Australia and New Zealand to be make the list.
- Our specially designed smart sensors and irrigation infrastructure in Eastern Park for protecting Gray-headed Flying Foxes won the 'Emerging Technology' category and was also highly commended in the 'Collaboration or Partnership' category at the Municipal Association of Victoria (MAV) Technology Awards for Excellence.
- Tourism Greater Geelong and The Bellarine's Geelong & Bellarine Visitor Information Services team won gold at the Victorian Tourism Awards for 'Outstanding Contribution by Volunteers'.

Services

The following statement provides information in relation to the services funded in the 2023–24 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$000
Economic Strengthening Services	Supporting an environment that is attractive and conducive to business and investment leading to job creation for the community.	1,683 <u>2,230</u> 547
Events	Providing both a regulatory and a discretionary role in the support of events to be staged in the Geelong region.	2,134 <u>2,538</u> 403
Smart City	Supporting Geelong to embrace smart technology and be innovative.	888 <u>1,238</u> 350
Tourism	Growing and supporting the visitor economy through leadership, promotion and development.	2,265 <u>2,257</u> (8)

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION



STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION



4 Council meetings held outside of City Hall



27,512 visitors to Customer Service Centres



9,000 subscribers to the Events Geelong e-newsletter



171,167 visitors assisted at the Carousel



30,171 calls/enquiries recorded by Family Services administration



47,500 animal registration renewal notices distributed



981 new pools/spas registered



44,501 email enquiries handled by Customer Service Centres



64 new lifeguards recruited



3 arboriculture trainees graduated as qualified arborists



57 projects shared on the City's Have Your Say webpage



9,073 requests for building information

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 Foster excellence and equity in planning for our growing region
 - 4.4 Continue to strengthen our workforce capabilities and culture ★
 - 4.5 Create a more efficient and effective organisation
 - 4.6 Develop a digital core of brilliant basic technology that supports better ways of working
 - 4.7 Ensure that our employees are safe at work ★
 - 4.8 Focus on economic, social and environmental sustainability
- ★ Supports health and wellbeing

PROGRESS REPORT

Indicators

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Customer complaints resolution completed within 30 days Source: City of Greater Geelong	93% (2023–24) 87% (2022–23) 85% (April–June 2022)	The new process for triaging complaints has seen an improvement in complaint resolution for both internal and external stakeholders. Our website now provides concise information about what a complaint is and triages customers to different request types where appropriate. The reduction in complaints has meant that departments now find their allocated complaints more manageable and complete them within the required timeline as well as providing appropriate feedback to customers.
Community satisfaction with customer service Source: Local Government Community Satisfaction Survey	70 (2024) 73 (2023) 72 (2022) 77 (2021)	Our performance, unchanged from 2023, continued to be well regarded by our community with customer service among our top three rated services. Results are comparable with the statewide and Regional Centres group averages (67 and 68 respectively).
Community satisfaction with informing the community Source: Local Government Community Satisfaction Survey	53 (2024) 56 (2023) 58 (2022) 60 (2021)	There was no significant change in satisfaction from 2023. Our result was significantly lower than the statewide average (56) but comparable to the Regional Centres average (54).

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Community satisfaction with consultation and engagement Source: Local Government Community Satisfaction Survey	49 (2024) 52 (2023) 54 (2022) 57 (2021)	There was no significant change from 2023, with our score comparable with both statewide and Regional Centres averages (51 and 49 respectively).
Community satisfaction with overall council direction Source: Local Government Community Satisfaction Survey	40 (2024) 49 (2023) 52 (2022) 56 (2021)	Overall council direction was rated significantly lower compared with the previous year and is rated significantly lower than the statewide and Regional Centres group averages (45 respectively).
Community satisfaction with overall performance Source: Local Government Community Satisfaction Survey	49 (2024) 58 (2023) 63 (2022) 63 (2021)	Overall performance was rated significantly lower compared with the previous year. It is rated significantly lower than the statewide and Regional Centres group averages (54 respectively) both of which also have experienced significant declines in the past two years.
Community satisfaction with advocacy on behalf of the community Source: Local Government Community Satisfaction Survey	47 (2024) 50 (2023) 55 (2022) 57 (2021)	While there was no significant change from the previous year, satisfaction is significantly lower than both statewide and Regional Centres averages (50 respectively).
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) Source: City of Greater Geelong	<u>LTIFR</u> 25.9 (June 2024) 22.3 (June 2023) 26.5 (June 2022) 21.4 (June 2021) <u>TRIFR</u> 35.4 (June 2024) 29.4 (June 2023) 34.9 (June 2022) 24.9 (June 2021)	During the reporting period, the City experienced an increase in all reportable categories. A strong focus remains on completing incident investigations to determine the underlying cause of incidents and make sure that appropriate mitigation measures are implemented to manage and control hazards and risks.

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Gender breakdown of City employees Source: City of Greater Geelong	<p><u>Female</u></p> <p>65.00% (June 2024)</p> <p>65.69% (June 2023)</p> <p>64.32% (June 2022)</p> <p>64.12% (June 2021)</p> <p><u>Male</u></p> <p>34.82% (June 2024)</p> <p>34.13% (June 2023)</p> <p>35.64% (June 2022)</p> <p>35.85% (June 2021)</p> <p><u>Self-described gender</u></p> <p>0.18% (June 2024)</p> <p>0.17% (June 2023)</p> <p>0.04% (June 2022)</p> <p>0.04% (June 2021)</p>	Gender breakdown of City employees remains very consistent with last year. In 2024, the proportion of female employees declined 0.69%, the proportion of male employees increased 0.68% and the proportion of employees of self-described gender increased 0.01% on 2023 numbers.
Number of Aboriginal and Torres Strait Islander people employed at the City Source: City of Greater Geelong	<p>21 (June 2024)</p> <p>20 (June 2023)</p> <p>19 (June 2022)</p> <p>14 (June 2021)</p>	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. The City recruited four First Nations Trainees in partnership with employment and recruitment organisation, gforce.
Employee satisfaction and engagement Source: City of Greater Geelong Employee Experience Survey	<p>78% (2024)</p> <p>76% (2022)</p>	In 2022, the City shifted to measuring employee satisfaction and engagement using a 'Sustainable Engagement' score which has proven linkages to key performance outcomes. In March 2024, the biennial Employee Experience Survey was conducted. The response rate was 61% of the total workforce (increasing 7% since 2022), and 72% of the permanent workforce, (increasing 5% since 2022). The City's overall sustainable engagement score was 78%, increasing 2% since 2022; a pleasing result following a year of transformation in 2023.
Recurrent surplus / deficit Source: City of Greater Geelong	<p>\$(17.6) million (2023–24)</p> <p>\$4.7 million (2022–23)</p> <p>\$10.63 million (2021–22)</p>	The operating result is a deficit of \$17.6 million, being \$18.0 million unfavourable to budget. This is primarily driven by the timing of the Financial Assistance Grant which had an unfavourable impact of \$23.9 million.
Funds from sale of assets Source: City of Greater Geelong	<p>\$1.65 million (2023–24)</p> <p>\$31.1 million (2022–23)</p> <p>\$12.8 million (2021–22)</p>	Two of the City's assets held for sale, building (151 Mercer Street) and land (Forest Road, Lara) were sold, with further asset sales in progress in 2024–25 financial year.
Cost recovery of services and revenue growth from new sources (fees and charges) Source: City of Greater Geelong	<p>\$10.3 million (2023–24)</p> <p>\$9.9 million (2022–23)</p> <p>\$9.4 million (2021–22)</p>	An increase in the rates revenue stream due to increase of 3,620 rateable properties and supplementary rates during 2023–24 and the opening of two new aquatic centres North Bellarine and Norlane ARC (Aquatic Recreation Centre).

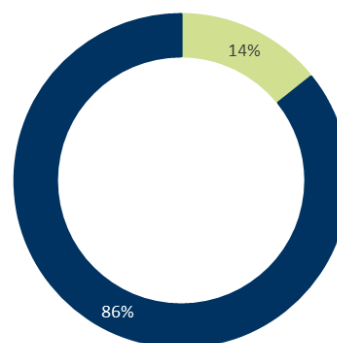
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
Efficiency target Source: City of Greater Geelong	\$7.1 million (2023–24) \$3.98 million (2022–23) \$2.965 million (2021–22)	The budget contained an efficiency target embedded in material and services; however, this was delivered through other savings, including reducing employee costs and other expenses.
Asset renewal gap and upgrade ratio Source: City of Greater Geelong	71.0% (2023–24) 61.8% (2022–23) 68.9% (2021–22) 51.9% (2020–21)	A strong focus from council to invest in asset renewal has seen the ratio increase in 2023–24 and will continue to increase in the forthcoming years.

Annual Action Plan 2023–24

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 2024:

- 86% (12) were 'complete'
- 14% (two) were 'ongoing'



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

Major budget initiatives

BUDGET INITIATIVE	ACTION 2023–24	STATUS	COMMENT
Cyber security	Protect the City's digital landscape from cyber security threats through implementation of the Cyber Security Strategy	Ongoing	A cyber strategy is currently being drafted and will be informed by the City's organisation strategy, alongside the new IT Strategy. Whilst work continues to develop an appropriate future state, two key cyber security initiatives were identified and endorsed to proceed to business case. To support these critical security program initiatives, a request for proposal was developed to seek submissions for a Managed Detection and Response service. Work to understand future state Identity and Access Management requirements also progressed.

BUDGET INITIATIVE	ACTION 2023–24	STATUS	COMMENT
Digital Innovation Program	Commence the detailed design of a digital innovation program across the organisation	Ongoing	<p>Following extensive stakeholder engagement, we completed the IT Strategy with a roadmap for delivery of prioritised business and technology capabilities. Several initiatives are already underway, including establishing the City's enterprise data foundations and upgrading a major Pathway product. Several other projects including a website refresh, are undergoing planning for future delivery.</p> <p>Phase 1 of the larger programs of work will undergo an extensive design and planning phase for the City's larger technology investments, which includes Enterprise Asset Management, Customer Relationship Management, and a new Enterprise Integration service.</p>
Future Ways of Working program	Deliver the City's Future Ways of Working program	Complete	<p>The Future Ways of Working program was concluded. The Future Ways of Working program aimed to enhance how we work together and design our organisation for the future. To create a place that serves our growing Greater Geelong community in the best possible way through the implementation of an agreed Target Operating Model co-designed with our employees focusing on decision making, accountability, structure, ways of working and capabilities.</p> <p>With this foundational work completed, the organisation has now moved into a period of organisation led continuous improvement to design and deliver on the benefits of our new ways of working.</p>

Other achievements in 2023–24 included:

- Concluding development of the City's new IT Strategy with a roadmap of business and technology capabilities which is focused on delivering our priority business and community outcomes over the next five years.
- Updating the Major Projects dashboard on the publicly accessible Geelong Data Exchange platform to feature data about capital works projects valued over \$10 million outside Greater Geelong in the Borough of Queenscliffe, Surf Coast Shire, Golden Plains Shire and Colac Otway Shire.
- Delivering our International Engagement Strategy, which outlines our objectives and the guiding principles against which we'll establish international relationships.
- Conducting the 2024 Geelong Calendar Competition which received 530 submissions and was voted on by over 15,000 unique voters.
- Completing installation of infrastructure required to provide free public Wi-Fi and enhanced broadband at Smarter Suburb sites including Leisuretime Sports Precinct, Goldsworthy Reserve and Hendy Reserve.
- Successfully securing funding through the state government's Business Acceleration Fund for the digitisation of more than 16,000 building permits, enabling us to respond more quickly to requests for this information.
- Continuing work to simplify and improve the customer service experience through implementation of a tiered service delivery model which aims to put our customers first in enquiries, so that they can get responses easily and consistently, in ways that best suit them.

- Providing the Green Card Accredited Training Program for 18 City employees, with a total of 60 employees having completed the training to date.
- Re-entering the G21 Alliance and establishing a new partnership with Wyndham Council for regional advocacy.

Awards and recognition

- We were recognised for our efforts to keep our employees active, receiving a silver prize for 'Active Community Connections' at the Active Geelong Awards in November 2023.
- The City has been awarded a coveted 6-Star NABERS waste rating for the Wurriki Nyal Civic Precinct, making it the second building in Victoria and the first among local governments across Australia to achieve the market leading 6-Star waste management rating.
- We were recognised as a finalist in the 2023 Australian Financial Review BOSS Most Innovative Companies (Government, Not for Profit and Academic Category).
- Mr John Carey, one of the City's many dedicated School Crossing Supervisors, was nominated for the prestigious School Crossing Victoria 'Supervisor of the Year Award 2024' for his commitment to ensuring the safety and wellbeing of children walking to school.
- Our Unlocking Data-Driven Transport Innovations project was highly commended in the 'Data and Insights' category at the Municipal Association of Victoria (MAV) Technology Awards for Excellence.

Services

The following statement provides information in relation to the services funded in the 2023–24 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$'000
Council & Organisational Services	Strategy and performance, service enablement, organisational governance and transformation.	60,026 <u>62,047</u> 2,022

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
	2021	2022	2023	2024	
Governance					
Transparency G1 Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of councillors] x100	8.03%	6.55%	14.41%	10.42%	The number of confidential reports decreased compared to the previous year, when the CEO recruitment process increased the number of meetings closed to the public.
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]	57	54	52	49.00	Satisfaction with consultation and engagement continued to decline. This trend is on par with regional centres, but lower than metro councils' decline. While there are broader factors negatively influencing people's satisfaction with council (financial sustainability, population growth, cost of living), we will focus on expanding feedback channels, and implementing more outreach initiatives to foster greater community involvement and build trust.
Attendance G3 Councillor attendance at council meetings [The sum of the number of councillors who attended each council meeting / (Number of council meetings) × (Number of councillors elected at the last Council general election)] x100	96.97%	98.70%	90.40%	95.15%	An increase in attendance numbers from the previous year was a result of resignations and the time required to fill vacancies.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Service cost G4 Cost of elected representation [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$45,711.91	\$47,697.36	\$60,073.35	\$52,495.45	The cost of elected representatives was similar to previous years with the exception of 2022–23 which saw an increase in the costs incurred as part of the CEO recruitment process.
Satisfaction G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	59	56	52	46.00	While there was a decrease in the score for council decisions for Geelong, Regional Centres and statewide also saw a decline. We will continue to engage with the community to raise awareness and provide transparency on decision making.
Statutory Planning					
Timeliness SP1 Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	78.00	80.00	91.00	91.00	The time taken to decide planning applications was unchanged from the previous year where the complexity in planning applications and the recurring employee shortages resulted in an increase in the median processing days.
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	80.90%	78.70%	75.05%	78.60%	There has been an improvement in the processing times based on the reduction in the overall planning permit applications received and the increased processing efficiencies of employees.
Service cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,304.98	\$2,260.19	\$3,250.96	\$4,026.43	An increase in the cost of the service is mostly due to the decrease in the number of planning applications received this financial year, which includes a reduction in the number of significant complex applications.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
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	71.79%	72.41%	64.00%	58.33%	The number of Council decisions affirmed is consistent with the previous year. It is also noted that Council had a further 20 decisions determined by consent orders at VCAT and 5 decisions were withdrawn.

GOVERNANCE

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.

The formal decision-making process of a Council occurs via Council Meetings, which councillors are required to attend. The Chief Executive Officer and members of our Executive Leadership Team also attend the meetings to provide information or advice when called upon by the Mayor. Ordinary meetings of Council are generally held on the fourth Tuesday of each month except in January, September and December. Public attendance at Council meetings is welcome and meetings continue to be live streamed.

On occasion Council may also call for a meeting not fixed by Council, these are also known as special Council meetings and occur to deal with urgent items that cannot wait until the next Ordinary Council meeting.

TABLE 5: Council meetings in 2023–24

MEETING TYPE	NUMBER HELD	HELD AT
Council Meetings	12	8 meetings conducted at City Hall 4 meetings conducted offsite
Meetings not fixed by Council	3	Meetings were held to consider Urgent or Confidential matters and the Annual Report

TABLE 6: Councillor attendance for 2023–24*

COUNCILLOR	LEAVE OF ABSENCE *	APOLOGY	COUNCIL MEETING ATTENDANCE
Cr Anthony Aitken (Deputy Mayor)	-	-	15
Cr Stephanie Asher (resigned 29 July 2023)	-	-	1
Cr Melissa Cadwell	-	-	15
Cr Bruce Harwood	1	-	15
Cr Sarah Hathway	-	-	15
Cr Eddy Kontelj	2	1	14
Cr Jim Mason	2	-	15
Cr Belinda Moloney	-	2	13
Cr Peter Murrhy	-	-	15
Cr Ron Nelson	1	3	12
Cr Trent Sullivan (Mayor)	-	-	15
Cr Elise Wilkinson (Affirmation of Office 1 September 2023)^	-	1	12

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

^Elise Wilkinson was declared elected to fill an extraordinary vacancy in the Bellarine Ward within the Greater Geelong City Council by the VEC's Notice of Result and Countback distribution report on 31 August 2023.

Committees

Council has a variety of working groups, advisory and planning committees to meet its legislative obligations, enhance its involvement in community activities and to advocate on behalf of the community.

TABLE 7: Committees in 2023–24

COMMITTEE	COUNCILLORS APPOINTED
Access and Inclusion Advisory	Cr Anthony Aitken
Ageing-Well Advisory	Cr Belinda Moloney (Chair)
Association of Bayside Municipalities	Cr Jim Mason, Cr Belinda Moloney
Audit and Risk	Cr Trent Sullivan, Cr Ron Nelson
CEO Employment and Remuneration	Cr Trent Sullivan, Cr Anthony Aitken, Cr Melissa Cadwell, Cr Jim Mason, Cr Elise Wilkinson, Cr Peter Murrhly
G21 Pillar – Health and Wellbeing	Cr Peter Murrhly
G21 Pillar – Cultural and Economic Development	Cr Melissa Cadwell
G21 Pillar – Sustainability	Cr Peter Murrhly, Cr Bruce Harwood (agreed delegate)
G21 Managing Growth Advisory Group	Cr Jim Mason, Cr Melissa Cadwell (agreed delegate)
Geelong Art Gallery	Cr Melissa Cadwell
Geelong Heritage Advisory	Cr Jim Mason (Chair), Cr Melissa Cadwell
Geelong Regional Library Corporation	Cr Trent Sullivan, Cr Anthony Aitken, Cr Melissa Cadwell, Cr Belinda Moloney
Kilangiti Aboriginal Advisory	Cr Trent Sullivan (Chair)
LGBTQIA+ Advisory Committee	Cr Sarah Hathway (Chair)
Municipal Association of Victoria delegate	Cr Belinda Moloney Cr Jim Mason (agreed delegate)
Multicultural Action Plan	Cr Belinda Moloney
Regional Cities Victoria	Cr Trent Sullivan
Regional Capitals Australia	Cr Trent Sullivan
Rural and Peri-Urban Advisory	Cr Jim Mason (Chair), Cr Anthony Aitken
Submissions Review Panel	Cr Bruce Harwood (Chair), Cr Trent Sullivan, Cr Anthony Aitken (Alt), Cr Melissa Cadwell, Cr Sarah Hathway, Cr Eddy Kontelj, Cr Jim Mason, Cr Belinda Moloney, Cr Peter Murrhly, Cr Ron Nelson, Cr Elise Wilkinson
Sustainability Advisory	Cr Peter Murrhly (Chair), Cr Bruce Harwood
Tourism Greater Geelong and The Bellarine Inc	Cr Trent Sullivan

Women in Community Life Advisory Cr Melissa Cadwell (Chair)

Delegated Committees

TABLE 8: s 63 & s 65 Delegated and Community Asset Committee Committees in 2023–24

COMMITTEE	PURPOSE AND APPOINTMENT	APPOINTED COUNCILLOR(S)
Geelong Major Events Delegated Committee	Appointed under section 63 of the Act To coordinate how we attract, assist and fund events.	Cr Anthony Aitken (Chair), Cr Melissa Cadwell, Cr Jim Mason, Cr Ron Nelson
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.	Cr Jim Mason (Chair)
Planning Committee	Appointed under section 63 of the Act To consider and determine planning permit applications that have been called in by a councillor.	Cr Jim Mason (Chair), Cr Trent Sullivan, Cr Anthony Aitken, Cr Melissa Cadwell (Alt), Cr Sarah Hathway, Cr Bruce Harwood, Cr Eddy Kontelj, Cr Belinda Moloney, Cr Peter Murrhhy, Cr Ron Nelson, Cr Elise Wilkinson

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 30 June 2023, in accordance with section 23B (1) of *the Victorian Independent Remuneration Tribunal and Improving Parliament Standards Act 2019 (Vic)* (VIRTIPS Act), the Tribunal made the Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Annual Adjustment Determination 2023. The Determination, which applies to all Mayors, Deputy Mayors and Councillors (Council members) in all Victorian Councils, took effect from 1 July 2023. The Tribunal determined the City of Greater Geelong as a Category 3 Council.

TABLE 9: Current annual allowance from 1 July 2023 – 30 June 2024

	ALLOWANCE (\$)	
	1 JULY 2023 – 17 DECEMBER 2023	18 DECEMBER 2023 – 30 JUNE 2024
Councillor	38,316	39,390
Deputy Mayor	63,480	65,195
Mayor	126,958	130,390

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 10: Details of reimbursements and expenses paid 1 July 2023 – 30 June 2024

NAME	COUNCILLOR EXPENDITURE				
	TRAVEL (\$*)	PROFESSIONAL DEVELOPMENT (\$)	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE (\$^)	ALLOWANCES (\$)	GRAND TOTAL (\$)
Cr Anthony Aitken	-	-	402	64,402	64,804
Cr Belinda Moloney	-	-	356	38,893	39,249
Cr Bruce Harwood	(21)	-	381	38,893	39,254
Cr Eddy Kontelj	-	-	1,343	38,893	40,236
Cr Jim Mason	4,124	-	521	38,893	43,539
Cr Kylie Grzybek	-	-	(97)	-	-97
Cr Melissa Cadwell	1,003	-	1,107	38,893	41,004
Cr Peter Murrily	-	-	627	38,893	39,520
Cr Ron Nelson	(87)	-	515	38,893	39,321
Cr Sarah Hathway	-	-	623	39,206	39,830
Cr Stephanie Asher	-	-	106	2,987	3,093
Cr Elise Wilkinson	-	454	484	32,507	33,445
Cr Trent Sullivan	22,259	1,436	1,753	128,803	154,251
Total Councillor Expenses	27,278	1,890	8,121	540,160	577,450

*including mileage

^including Information Technology and Communication

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 of 30 June 2024.

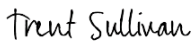
GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC1	Community engagement policy (Under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 23 February 2021
GC2	Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of commencement of current guidelines: 18 May 2021 Quarterly reviews conducted in 2023.
GC3	Financial Plan (Under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 26 October 2021
GC4	Asset Plan (Under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 28 June 2022
GC5	Revenue and Rating Plan (Under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 25 June 2024
GC6	Annual budget (Under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 25 June 2024
GC7	Risk policy (Outlining council's commitment and approach to minimising the risks to council operations)	Policy Date of commencement of current policy: 20 November 2019 Has been reviewed and is to be presented to the Audit and Risk Committee in August 2024.
GC8	Fraud policy (Outlining Council's commitment and approach to minimising the risk to council operations)	Policy Date of commencement of current policy: 17 February 2021 We will review the policy in 2024–25 as part of our overall risk management framework.
GC9	Municipal emergency management planning (Participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC).)	Undertake chair duties and attend MEMPC meetings Dates of the MEMPC meetings attended: <ul style="list-style-type: none"> • 10/08/23 • 09/11/23 • 08/02/24 • 09/05/24
GC10	Procurement 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)	Adopted in accordance with section 108 of the Act Date of adoption: 27 February 2024


GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC11	Business continuity plan (Setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plans Date of commencement of current plans: 2023/2024 The Business Continuity Plans were established in FY 2023–2024.
GC12	Disaster recovery plan (Setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of commencement of current plan: 1 July 2020
GC13	Complaint policy (Under section 107 of the Act outlining Council’s commitment and approach to managing complaints.)	Adopted in accordance with section 108 of the Act Date of adoption: 31 October 2022
GC14	Workforce Plan (outlining Council’s commitment and approach to planning the current and future workforce requirements of the organisation.)	Adopted in accordance with section 46 of the Act Date of adoption: 24 November 2021
GC15	Payment of rates and charges hardship policy (outlining Council’s commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.)	Policy Date of commencement of current policy: 23 November 2021
GC16	Risk management framework (Outlining council's approach to managing risks to the council operations)	Framework Date of commencement of current framework: 21 October 2021. Currently under review.
GC17	Audit and Risk Committee (See sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 1 September 2020
GC18	Internal audit (Independent accounting professionals engaged by the City to provide analyses and recommendations aimed at improving our governance, risk and management controls)	Engaged Date of engagement of current provider: 1 January 2022
GC19	Performance reporting framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework Date of adoption of current framework: 20 May 2020 We reviewed and updated the framework in 2022–23 in line with the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i> .
GC20	Council Plan 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)	Report Date of report: 12 December 2023, 26 March 2024, 25 June 2024 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> .
GC21	Quarterly budget reports (Quarterly statements to 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: 28 November 2023, 27 February 2024, 25 June 2024

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<p>GC22 Risk reports (Six-monthly reports of strategic risks to our operations, the likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Dates of reports: 30 August 2023, 6 December 2023, 7 March 2024 and 6 June 2024 Risk reports are provided to the Executive Leadership Team and Audit and Risk Committee. A Strategic Risk Review is provided every six months as part of this report.</p>
<p>GC23 Performance reports (Six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p>	<p>Report Dates of reports: 24 October 2023 and 26 February 2024 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>.</p>
<p>GC24 Annual Report (Under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the Act Date of presentation: 24 October 2023</p>
<p>GC25 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act Date reviewed and adopted: 23 February 2021</p>
<p>CG26 Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Council to CEO section 11(1)(b): reviewed 28 March 2023 CEO to Staff sub delegation section 47(1): reviewed 20 May 2024</p>
<p>GC27 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 23 August 2022</p>

CERTIFICATION OF THE GOVERNANCE AND MANAGEMENT CHECKLIST

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

Signed by:

 C4C3FDC864744DD...
 Cr Trent Sullivan
 Mayor
 Dated: 11-Oct-2024 | 1:39 PM AEDT

DocuSigned by:

 B4D69E5EABCC46E...
 Troy Edwards
 Acting Chief Executive Officer
 Dated: 09-Oct-2024 | 4:54 PM AEDT

STATUTORY INFORMATION

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

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.

Publicly available information

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
- Freedom of Information (FOI) Part II Statement.

Access to information

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 that are not publicly available 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 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 [ovic.vic.gov.au/freedom-of-information](https://www.vic.gov.au/freedom-of-information) and on our website (www.geelongaustralia.com.au/governance).

Public interest disclosure procedures

In accordance with section 69 of the *Public Interest Disclosure Act 2012* (the Act), our website (www.geelongaustralia.com.au/governance) 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.

Contracts

During 2023–24, 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 11: 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
C2400092	Geelong Preventative Health Survey	C2300109	Event Producer Surround Sounds 2024
C2400087	Geelong Cricket Ground Kardinia Park	C2300136	The Basin Boardwalk Project
C2400084	Enterprise Storage Solution	C2300134	Hard surface Program Contractor Panel
C2400077	Supply and Delivery of Janitorial & Cleaning Products	C2300132	Mobile Garbage Bin Cleaning
C2400066	Geelong Youth Hub Construction	C2300131	Bell Park Changerooms Redevelopment
C2400062	Early Intervention Program	C2300129	Poppy Kettle Playground Upgrade
C2400059	New Drysdale Depot Sheds Project	C2300133	Provision of General Maintenance to Council Owned Buildings
C2400058	Eastern Beach Promenade Pile Wrapping	C2300125	Street Sweeper Waste Disposal
C2400061	Road Condition Data Capture	C2300124	Baanip Boulevard Boundary Road Intersection - Construction Services
C2400055	Wallington Reserve Cricket Practice Redevelopment	C2300123	Flood Assessment Support
C2400054	Seawall Renewal - Bob McGovern Path, Geelong	C2300120	Tree Maintenance Services
C2400053	Landy Field Track Replacement	C2300119	Tree Planting and Establishment
C2400052	Recycled Asphalt Crushing	C2300118	Norlane Bowling Club -Bowling Green Remediation Project
C2400047	Integrated Planning and Performance Reporting Software	C2300117	Central Geelong Stormwater Management Strategy
C2400051	Server Hardware	C2300121	Provision of Laboratory and Analytical Services
C2400046	Family Services Review & Strategic Workforce Planning	C2300116	Grinding and Decontamination Services
C2400045	Old Court House - Passenger Lift Replacement	C2300115	Leopold Tennis Pavilion Design and Construct Project
C2400048	Open Space – Fencing	C2300111	Geelong Arena - HVAC Works
C2400044	St Helens Park Shelter Upgrade	C2300110	Geelong Arena Roof Drainage Works
C2400043	South Geelong Stormwater Management Strategy	C2300108	Lara Recreation Reserve - Baseball Field Construction Services
C2400042	Quantity Surveying - Horseshoe Bend Hub	C2300107	St Leonards Foreshore Pavilion & Public Toilet
C2400041	Design Services - Horseshoe Bend Community Hub	C2300105	Kevin Hoffman Walk Boardwalk Construction
C2400040	Grinter Reserve Cricket Practice Redevelopment	C2300101	Temporary Disposal of Green Waste
C2400038	Geelong Resource Recovery Centre & Transfer Station	C2300100	Lookout Road Construction Works, Ocean Grove
C2400036	Accessibility Improvements - Grovedale Hall	C2300095	Integrated Planning and Performance Reporting Software
C2400037	Anakie Reserve Netball Court and Sports Lighting Construction	C2300094	Steampacket Gardens Public Lighting
C2400032	Open Drain Condition Data Capture	C2300092	Cricket Practice Net Construction – Osborne Park and Hurst Reserve
C2400031	Executive Recruitment Services	C2300093	Shared Path Construction - Edge Water Drive / Beacon Point Reserve, Clifton Springs
C2400030	Provision of Debt Collection Services	C2300091	Provision of Cleaning Services for Geelong Library & Heritage Centre
C2400026	Geelong Arena Electrical Upgrade	C2300090	Cleaning Services for Leisure Centres, Outdoor Pools and The Arena
C2400024	Lift Maintenance	C2300087	Collins Street Kerb & Channel and Footpath, Drysdale

Contract No	Contract Title	Contract No	Contract Title
C2400023	Elcho Road East Precinct Structure Plan Trans Network	C2300086	Tower Road Construction, Portarlinton
C2400022	Gravel Resheeting Trials 23/24	C2300077	Cricket Practice Net Construction - St Leonards Lake Reserve
C2400014	100783 - Grovedale Sports Club - LED Scoreboard	C2300079	Barrands Lane Drainage Flood Mitigation, Drysdale
C2400013	Graffiti Removal	C2300078	Stephenson Street, Lara - Road Construction
C2400028	23-24 Bus Shelter Program - Design and Construct	C2300073	Business Case - Regional Livestock and Rural Info Exchange Hub
C2400008	2023 Dust Suppression Program	C2300070	Public Lighting Electrical Services
C2400004	Annual Supply of Bituminous Spray Sealing Works	C2300063	Sparrow Park Playground Renewal
C2400003	Floating Christmas Tree - Lighting and Music Services	C2300064	Skate Park Facility Repair Project
C2400002	High Street and Barrands Lane Drainage Works, Drysdale	C2300061	Provision of Fleet Telematics Services
C2400001	Drysdale Sports Precinct Drainage	C2300057	Lara to You Yangs Shared Trail
C2400005	Building HVAC Maintenance	C2300055	Seagull Paddock Footbridge Replacement - Design and Construct
C2300017	St Leonards Skate Park - Construction Works	C2300047	Request for Proposal - Aquatic Concourse Solution
C2300028	Surround Sounds 2023	C2300046	Anakie Reserve Netball Court and Sports Lighting Construction
C2300027	Supply & Installation of Gymnasium Equipment for Leisure Centres	C2300039	Bell Park Sports Club (Pitch 2) - Lights and Electrical Upgrade
C2300031	Aphrasia Street, Newtown Directional Drilling	C2300032	Hard surface Program Contractor Panel
C2300023	100113 - Grovedale Kinder Upgrade	C2300045	Provision of Laboratory Sampling and Analytical Services
C2300022	Destination Charging Across Victoria Electric Vehicle Charger Stations - Electrical installation	C2300024	Chilwell Library Upgrade

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

TABLE 12: Contracts that met the criteria for competitive processes but were signed off as exempt (sole source)

Contract No:	Description
T2400094	Delivered Meals

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 2023–24.

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.

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

Greater Geelong has one of the largest dog and cat populations of any Victorian municipality, with 35,909 registered dogs and 10,831 registered cats.

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. Our 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:

- Completing a review of the Dog Controls in Public Places Policy. New Dog Control Orders endorsed by Council on 22 August 2023 with changes made to eight locations in the municipality aimed at fairer access to public open spaces for the entire community with consideration to usage and safety.
- Completing a comprehensive review of cat confinement, following robust community consultation. A 24-hour confinement order was recommended however was not supported by Council. This project is now complete.
- Expanding our discount cat desexing program delivered from Geelong Animal Welfare Society (GAWS) including removing concession requirements and extending timeframes to ensure greater participation and support during a feline vaccine shortage.
- Commencing construction of a new dog park at Aldershot Reserve in St Albans Park, due for completion in July 2024. We also received state government funding for the development of a dog park in Sparrovale Reserve, Charlemont.
- Completing a redesign of all marketing material to ensure up to date, best practice information is readily available through all of our customer service centres and via our website.
- Participating 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).
- Participating in an ERC training exercise to test our recently endorsed Animal Emergency Welfare Plan and ensure preparedness in the event of a municipal emergency.
- Participating in an on-call emergency response roster when extreme weather events were forecast.
- Completing the transfer to a digital platform for the impounding of animals at GAWS.
- Maintaining and updating 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.
- Renewing our safety equipment for animal management employees and fleet.
- Embedding the use of safety lighting and variable scrolling messaging signs for our animal management fleet.

- Rebranding our animal management fleet, aligning messaging on the rear of all vehicles to reflect key 'on leash' messaging.
- Maintaining the use of a Patrol Survey for our employees to complete upon conclusion of each patrol, allowing for greater data collection and analysis.
- Refining the operations and use of noise monitoring devices in barking dog investigations.
- Completing a review and designing new signage in support of finalised dog control orders on land managed by Barwon Coast Committee of Management.
- Using both cat and dog mascot costumes at internal and community facing events, to garner greater engagement and interest, equally representing the domestic animal breeds we manage.
- Developing an annual marketing plan outlining key messages and projects to be promoted each month of the year through multiple media channels. These messages are planned to align with key dates in animal management such as annual registration, seasonal dog control orders changes and cat desexing promotions.
- Attending animal related and City run community events to promote responsible pet ownership.
- Renewing the authorisation of our Senior Animal Management employees for the administration of POCTA (Prevention of Cruelty to Animals) legislation.
- Participating in early career expos for City employees to promote employment pathways.
- Participating in information sessions for new immigrants to support their understanding of animal legislation and responsible pet ownership in Australia.
- Continuing development of relationships with community-based organisations for the welfare of animals in crisis situations.
- Ensuring the continued delivery of pound services through partnership with GAWS.
- Supporting the introduction of the Very Important Pooch Program, an initiative aimed at encouraging greater office attendance by City employees; recognising the health and wellbeing benefits dogs can bring to an office environment.
- Maintaining delivery of a 24-hour, seven day a week service to the community, despite population growth and resource challenges.
- Successfully prosecuting all animal management matters presented to the Magistrates Court.
- Commencing planning for community engagement in preparation for our next DAMP.

ACCESS AND INCLUSION ACTION 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 2018–23* provides information on ways the City continues to work on building an accessible and inclusive community for all.

The plan, which was extended to 2023, aligns to the community's 30-year vision, which includes the aspiration of being 'An inclusive, diverse, healthy and socially connected community'. It also contributes to and supports Geelong's UNESCO City of Design designation.

A final report, which outlines our progress against the goals and measures across the five years of the plan is available on the City of Greater Geelong website.

In 2023, the City conducted extensive community engagement to develop the next action plan. A draft Disability Access and Inclusion Plan 2024–28 was made available for public exhibition during June–July 2024.

TABLE 13: Key projects undertaken in 2023–24

KEY AREA	EXAMPLES OF 2023–24 ACTIONS
ACCESS Improving access to places and spaces	<p>Construction of the Norlane ARC (Aquatic Recreation Centre) which includes a Changing Places facility, accessible lifts to the performance stage, ramp access and hoist access to pools.</p> <p>Completed accessibility upgrades at Drysdale Community Hub, St Stephens Tennis/Croquet Club, Anakie Reserve Social Room and Shell Reserve Changerooms.</p> <p>Completed new accessible parking bays at Thomson Street (Belmont), The Terrace (Ocean Grove) and Shell Road (Ocean Grove).</p> <p>Progressed planning for the new Rippleside Inclusive Playspace to the detailed design and tender stage.</p> <p>Provided the Marveloo, a mobile accessible changing places facility, for use at a Give Where You Live fundraiser, Beyond the Valley Festival and Pitch Festival.</p>
INCLUSION Promoting inclusion and participation	<p>Convened 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, projects and facility upgrades.</p> <p>Engaged Access and Inclusion Advisory Committee members in 10 consultations including the Geelong Youth Hub, Horseshoe Bend Community Hub, Geelong Conference Centre and Eastern Beach Conservation Plan.</p> <p>Developed and piloted an Accessible Events Checklist for City-run events.</p> <p>Established sensory quiet time at Leisurelink.</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>Conducted extensive community engagement to inform the development of the draft Disability Access and Inclusion Plan 2024–28. A total of 226 responses were received via online and hard copy surveys, community workshops and interviews. Of the 128 survey respondents, 48 per cent identified as people with disability, 39 per cent were carers or family members of people with disability, and 25 per cent worked in the disability sector. The Access and Inclusion Advisory Committee provided advice through this process.</p> <p>Developed the new Reasonable Adjustment and Support Guide for community engagement to provide a consistent approach to accessible engagement and removing barriers to participation.</p>

KEY AREA	EXAMPLES OF 2023–24 ACTIONS
<p>EMPLOYMENT</p> <p>Reducing barriers to obtaining and maintaining employment</p>	<p>Offered employees e-learning on Disability Awareness and Creating Value through Inclusion & Diversity.</p> <p>Initiated a new Access and Inclusion Employee Network.</p> <p>Embedded reasonable adjustment provisions in employee onboarding.</p>
<p>INCLUSIVE ATTITUDES</p> <p>Achieving tangible changes in attitudes and practices that discriminate against persons with a disability</p>	<p>Delivered an International Day of People with Disability event at the Geelong Library & Heritage Centre which included presentation of the 2023 Geelong Awards for People with Disability. Attended by more than 100 people, award categories included Achievement, Volunteering, and Leadership and Advocacy.</p> <p>Conducted engagement and awareness raising activities for the development of the Disability 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 2023–24, the following information about infrastructure and development contributions has been disclosed.

Development contributions

TABLE 14: Total DCP levies received in 2023–24

DCP NAME	YEAR APPROVED	LEVIES RECEIVED IN 2023–24 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	\$7,688,002.65
DCP04 Armstrong Creek West Precinct	2013	\$507,306.27
DCP05 Armstrong Creek Horseshoe Bend Precinct	2014	\$7,446,518.75
DCP06 Armstrong Creek Town Centre Precinct	2014	\$0.00
DCP07 Lara West Urban Growth Area	2014	\$6,760,174.75
DCP08 Central Road Drysdale	2022	\$0.00
Total		\$22,402,002.42

TABLE 15: DCP land, works, services or facilities accepted in-kind in 2023–24

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
DCP03 Armstrong Creek East Precinct 2012	DI_DR_1	Armstrong Creek Drainage and Waterway Improvement Works - Section 1 (Barwon Heads Road to precinct boundary)	Drainage	\$6,355,408.35
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	\$211,764.87
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	\$80,518.99
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	\$118,424.98
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	\$302,187.89
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	\$77,588.78
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	\$640,165.00
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	\$1,259,679.52
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_LA_11	Community Complex - NAC - Land	Land	\$1,375,000.00
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_OS_5	Playground Equipment - Local Parks x 6	Open Space	\$168,115.08
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	\$15,973.56
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	\$89,925.22
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	\$43,187.77
DCP04 Armstrong Creek West Precinct 2013	DI_DR_07	Drainage Works - Wetland retarding Basins (WLRB1) - construction	Drainage	\$2,903,628.61
DCP04 Armstrong Creek West Precinct 2013	DI_OS_6	Playground Equipment - Local parks (5 no.)	Open Space	\$146,794.87
DCP04 Armstrong Creek West Precinct 2013	DI_TR_2	Shared Path network - Offroad	Trails	\$46,703.36
DCP04 Armstrong Creek West Precinct 2013	DI_TR_2	Shared Path network - Offroad	Trails	\$58,802.00
DCP04 Armstrong Creek West Precinct 2013	DI_TR_2	Shared Path network - Offroad	Trails	\$52,297.35
Total				\$13,946,166.20

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	\$1,276,095.64	\$0.00	\$0.00
Total	\$0.00	\$1,276,095.64	\$0.00	\$0.00

TABLE 17: Land, works, services or facilities delivered in 2023–24 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	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$225,359.70				\$225,359.70	1.11%
Sparrovale Wetlands - Management Plan	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$377,023.29				\$377,023.29	5.72%
Land Acquisition - Horseshoe bend Road Section 3 (Boundary Road - Catholic school northern limit)	DI_LA_06	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$505.12				\$505.12	0.07%
Drainage Works - Barwon Heads Road South Retarding Basin - Land	DI_LA_17	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$1,453,393.58				\$1,453,393.58	71.80%
Drainage Works - Barwon Heads Road to Harriot Road - Land	DI_LA_18	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$267,721.48				\$267,721.48	9.81%
Sparrovale Wetlands - Land (1 - 87 Grove Road, Armstrong Creek)	DI_LA_22	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$194,843.46				\$194,843.46	9.02%
Land Acquisition - Boundary Road (Surf Coast Highway to Barwarre Road) - 412 Torquay Road	DI_LA_09a	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$44,519.09				\$44,519.09	7.77%
Sparrovale Wetlands - Land (109 - 215 Sparrovale Road Charlemont)	DI_LA_23	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$358,801.50				\$358,801.50	4.29%
Library - Construction (contribution)	CI_CF_1	DCP06 Armstrong Creek Town Centre Precinct 2014	\$14,151,667.51				\$14,151,667.51	69.69%

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 - Boundary Road - 412 Torquay Road Armstrong Creek	DI_LA_3a	DCP06 Armstrong Creek Town Centre Precinct 2014	\$44,519.09				\$44,519.09	13.80%
Intersection - Surf Coast Highway and Boundary Road	DI_RO_01	DCP06 Armstrong Creek Town Centre Precinct 2014	\$83,760.33				\$83,760.33	6.77%
Community Complex - NAC - Construction	DI_C_1	DCP04 Armstrong Creek West Precinct 2013	-\$839,870.49			\$900,000.00	-\$839,870.49	0.00%
Intersection - GRR-4c and Connector (west of Airport Road)	DI_RO_01	DCP04 Armstrong Creek West Precinct 2013	\$1,607,374.44		\$1,012,831.74		\$2,620,206.18	33.83%
Regional Community and Learning Hub	CI_CF_01	DCP08 Central Road Drysdale 2022	\$20,372.64				\$20,372.64	3.92%
Regional Community and Learning Hub	C003	DCP02 Jetty Road Urban Growth Area Stage 1 2012	\$133,591.07		\$180,013.96		\$313,605.03	3.92%
Library - Construction	CI_C_1	DCP07 Lara West Urban Growth Area 2014	\$6,200.00				\$6,200.00	0.02%
Patullos Road (east) - road widening	DI_RO_7	DCP07 Lara West Urban Growth Area 2014	\$714,439.25				\$714,439.25	14.36%
Armstrong Creek Drainage and Waterway Improvement Works - Section 1 (Barwon Heads Road to precinct boundary)	DI_DR_1	DCP03 Armstrong Creek East Precinct 2012		\$6,355,408.35			\$6,355,408.35	75.23%
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		\$211,764.87			\$211,764.87	3.63%

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
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		\$80,518.99			\$80,518.99	1.58%
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		\$118,424.98			\$118,424.98	2.03%
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		\$302,187.89			\$302,187.89	5.18%
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		\$77,588.78			\$77,588.78	1.33%
Drainage Works - Boundary Road Pipeline to the crossing of the Transit Corridor - Construction of Pipeline	DI_DR_01b	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$640,165.00			\$640,165.00	31.00%
Drainage Works - Boundary Road Pipeline to the crossing of the Transit Corridor - Construction of Pipeline	DI_DR_01b	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$1,259,679.52			\$1,259,679.52	61.00%
Community Complex - NAC - Land	DI_LA_11	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$1,375,000.00			\$1,375,000.00	100.00%
Playground Equipment - Local Parks x 6	DI_OS_5	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$168,115.08			\$168,115.08	16.67%
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$15,973.56			\$15,973.56	0.27%
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$89,925.22			\$89,925.22	1.52%

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
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$43,187.77			\$43,187.77	0.73%
Drainage Works - Wetland retarding Basins (WLRB1) - construction	DI_DR_07	DCP04 Armstrong Creek West Precinct 2013		\$2,903,628.61			\$2,903,628.61	77.59%
Playground Equipment - Local parks (5 no.)	DI_OS_6	DCP04 Armstrong Creek West Precinct 2013		\$146,794.87			\$146,794.87	20.00%
Shared Path network - Offroad	DI_TR_2	DCP04 Armstrong Creek West Precinct 2013		\$46,703.36			\$46,703.36	1.82%
Shared Path network - Offroad	DI_TR_2	DCP04 Armstrong Creek West Precinct 2013		\$58,802.00			\$58,802.00	2.26%
Shared Path network - Offroad	DI_TR_2	DCP04 Armstrong Creek West Precinct 2013		\$52,297.35			\$52,297.35	2.01%
Total			\$18,844,221.06	\$13,946,166.20	\$1,192,845.71	\$900,000.00	\$33,983,232.97	

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2024

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 the 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.

Understanding the Financial Report and Financial Statements

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

The five financial statements are:

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

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

Comprehensive income statement

The comprehensive income statement measures performance over the year.

It lists revenue sources under various income headings, as well as the expenses 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 include an item for depreciation, which is the value of the assets depleted during the year.

Balance sheet

The balance sheet shows the assets owned and what is owed (liabilities) as of 30 June 2024.

The bottom line of the balance sheet is net assets, which is the net worth built up over time.

Assets and liabilities are separated into current and non-current. Current refers to assets or liabilities falling 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 reserves, and
- a change in the value of non-current assets, resulting from a revaluation of these assets.

Cash flow statement

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

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

Cash arises from, and is used in, three main areas:

- Cash flows from operating activities summarises all income and expenses relating to 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, and
- 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 user 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 which has impacted on how the standards were prepared.

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

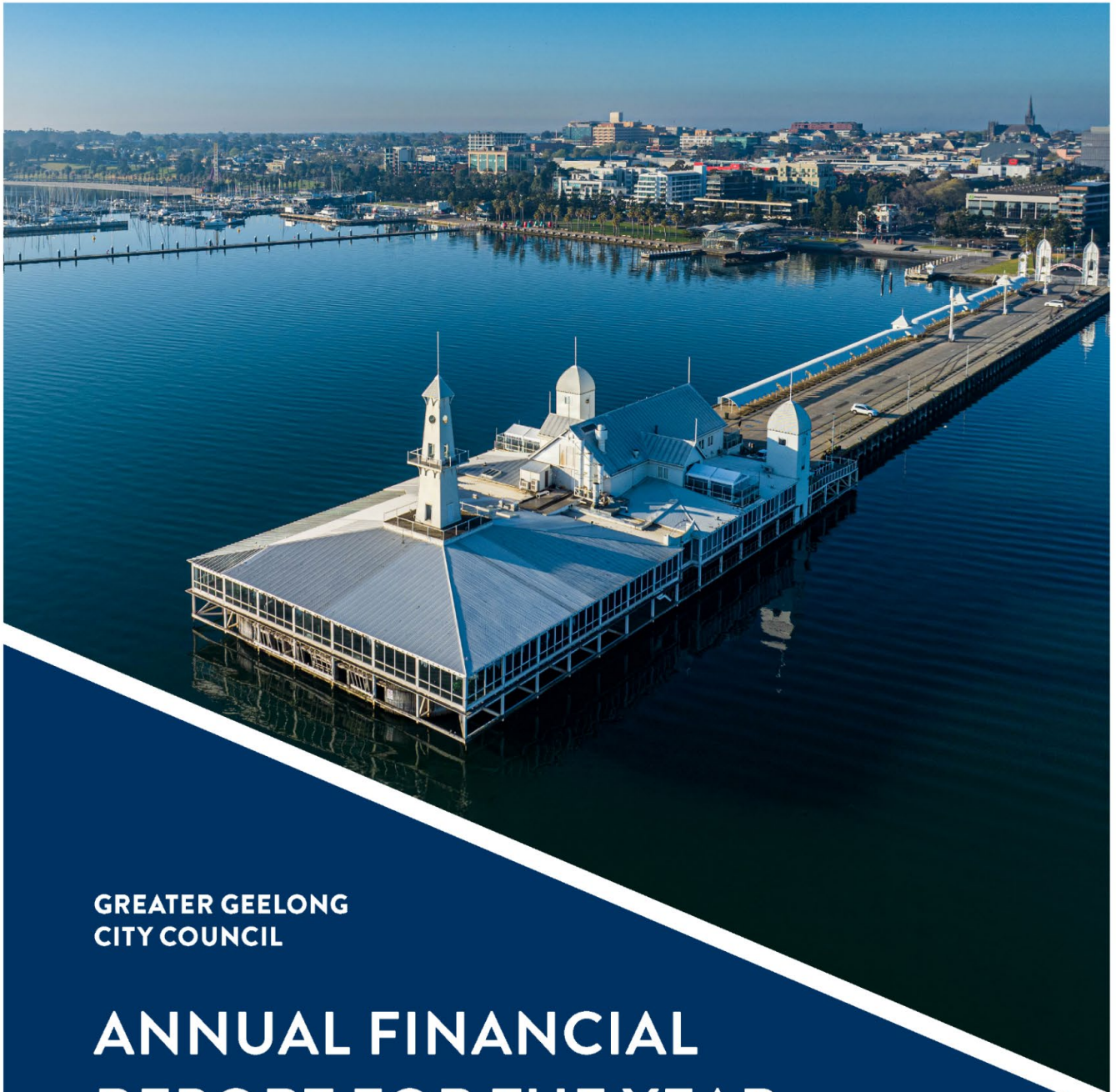
Statements by the Principal Accounting Officer, Chief Executive Officer and councillors

The Financial Statements and the Performance Statement require certification under the *Local Government Act 2020*. The certifications are made by a combination of the Principal Accounting Officer, the Chief Executive Officer and two councillors, on behalf of the Council, as a written undertaking to the statements being correct and not misleading.

Victorian Auditor-General's report

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

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



**GREATER GEELONG
CITY COUNCIL**

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2024

ABN: 18 374 210 672



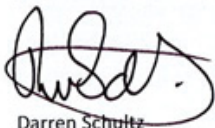
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Greater Geelong City Council

Certification of 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.

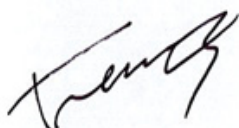


Darren Schultz
Principal Accounting Officer
Dated: 8 October 2024

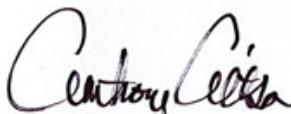
In our opinion, the accompanying financial statements present fairly the financial transactions of the Greater Geelong City Council for the year ended 30 June 2024 and the financial position of the Council as at that date.

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.

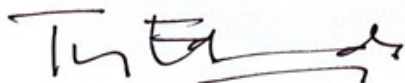
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Cr T Sullivan
Mayor
Dated: 8 October 2024
Geelong



Cr A Aitken
Deputy Mayor
Dated: 8 October 2024
Geelong



Troy Edwards
Acting Chief Executive Officer
Dated: 8 October 2024
Geelong

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Independent Auditor's Report

To the Councillors of Greater Geelong City Council

Opinion	<p>I have audited the financial report of Greater Geelong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2024 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2024 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 Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<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 Local Government (Planning and Reporting) Regulations 2020, 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	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>
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MELBOURNE
15 October 2024



Travis Derricott
as delegate for the Auditor-General of Victoria

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Greater Geelong City Council

FINANCIAL STATEMENTS

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Greater Geelong City Council
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
Income			
Rates and charges	B 1.1	305,578	286,177
Fees and Fines	B 1.2-1.3	80,350	80,374
Grants	B 1.4	71,296	100,542
Contributions	B 1.5	115,301	129,950
Other income	B 1.6	7,826	4,954
Net gain/(loss) on disposal of non-financial assets	B 1.7	(43,774)	17,205
Total income		536,577	619,202
Expenses			
Employee costs	B 2.1	190,248	187,407
Materials and services	B 2.2	125,760	144,778
Depreciation and amortisation	C 2.1-2.3	93,720	82,255
Allowance for impairment losses		1,332	1,066
Other expenses	B 2.3	43,813	49,044
Total expenses		454,873	464,550
Surplus for the year		81,704	154,652
Items that will not be reclassified subsequently to operating result			
Net asset revaluation gain	F1.1	98,257	218,933
Total other comprehensive income		98,257	218,933
Total comprehensive result		179,961	373,585

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

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Greater Geelong City Council
STATEMENT OF FINANCIAL POSITION
As at 30 June 2024

	Notes	2024 \$'000	2023 \$'000 *Restated
ASSETS			
Current assets			
Cash and cash equivalents	C 1.1	95,839	87,244
Trade and other receivables	C 1.2	31,294	16,651
Other financial assets	C 1.3	75,676	50,860
Inventories		1,253	1,291
Prepayments		2,311	4,761
Assets held for sale	C 2.4	9,479	11,439
Total financial assets		215,852	172,247
Non-current assets			
Trade and other receivables	C 1.2	14,782	12,434
Investments	C 1.4	10,586	9,629
Property, infrastructure, plant and equipment	C 2.1, G1	4,872,142	4,683,579
Intangible assets	C 2.2	12,010	12,176
Right-of-use assets	C 2.3	5,810	7,229
Total non-financial assets		4,915,330	4,725,048
Total assets		5,131,182	4,897,295
LIABILITIES			
Current liabilities			
Trade and other payables	C 3.1	31,300	37,554
Unearned Income	C 3.2	20,564	21,724
Trust funds and deposits	C 3.3	16,926	14,050
Interest bearing liabilities	C 3.4	21,110	13,024
Provisions	C 4.1, G1	41,366	40,095
Lease liabilities	C 2.3	1,334	1,284
Total current liabilities		132,600	127,733
Non-current liabilities			
Interest bearing liabilities	C 3.4	163,957	114,036
Provisions	C 4.1, G1	32,927	32,479
Lease liabilities	C 2.3	4,823	6,132
Total non-current liabilities		201,707	152,647
Total liabilities		334,307	280,380
Net assets		4,796,875	4,616,915
EQUITY			
Accumulated surplus		2,157,687	2,028,166
Asset revaluation reserve		2,566,358	2,468,101
Other reserves		72,830	120,647
Total equity		4,796,875	4,616,915

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

*For details regarding restated balances please refer to Note G

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Greater Geelong City Council
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2024

	Notes	Accumulated surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000	Total \$'000
2024					
Opening balance					
Balance at beginning of reporting period		2,028,166	2,468,101	120,647	4,616,914
Surplus for the year		81,704	-	-	81,704
Net asset revaluation gain/(loss)	F 1.1	-	98,257	-	98,257
Transfers to/from	F 1.2	(21,658)	-	21,658	-
Transfers from/to	F 1.2	69,475	-	(69,475)	-
Balance at the end of reporting period		2,157,687	2,566,358	72,830	4,796,875

	Notes	Accumulated surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000	Total \$'000
Restated statement of changes in equity					
2023					
Balance at beginning of the financial year		1,919,696	2,249,168	108,134	4,276,998
Prior Period Adjustment	G1	(33,669)	-	-	(33,669)
Restated balance at the beginning of the year		1,886,027	2,249,168	108,134	4,243,329
Surplus for the year		154,652	-	-	154,652
Net asset revaluation gain/(loss)		-	218,933	-	218,933
Transfers to/from		(50,952)	-	50,952	-
Transfers from/to		38,439	-	(38,439)	-
Restated balance at end of the financial year		2,028,166	2,468,101	120,647	4,616,914

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

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Greater Geelong City Council
STATEMENT OF CASH FLOWS
for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
OPERATING ACTIVITIES			
Cash received			
Rates and charges		268,023	286,177
Fees and fines		80,350	80,374
Grants - operating		45,918	77,763
Grants - capital		25,378	22,779
Contributions - monetary		28,991	38,131
Interest		5,888	4,035
Trust funds and deposits		2,769	1,179
Net GST refund		24,629	24,387
Cash used			
Employee costs		(190,937)	(190,045)
Materials and services		(174,744)	(191,262)
Short term low value leases		(337)	(1,448)
Net cash provided by/(used in) operating activities		115,929	152,070
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of property, plant and equipment		2,473	31,095
Proceeds from sale of investments		97,878	70,773
Cash used			
Payments for property, plant and equipment		(139,572)	(173,914)
Payments for investments		(122,754)	(76,602)
Net cash provided by/(used in) investing activities		(161,975)	(148,648)
FINANCING ACTIVITIES			
Cash received			
Proceeds from borrowings		70,000	-
Cash used			
Finance costs		(1,841)	(2,375)
Repayment of borrowings		(11,993)	(13,032)
Interest paid - lease liability		(216)	(186)
Repayment of lease liabilities		(1,309)	(1,040)
Net cash provided by/(used in) financing activities		54,641	(16,633)
Net increase/(decrease) in cash and cash equivalents		8,594	(13,211)
Cash and cash equivalents at the beginning of the financial year		87,244	100,455
Cash and cash equivalents at the end of the financial year	C 1.1	95,839	87,244

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

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Greater Geelong City Council
STATEMENT OF CAPITAL WORKS
for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
Property			
Land		5,695	6,950
Buildings		47,437	87,372
Heritage buildings		88	9
Total property		53,220	94,331
Plant and equipment			
Plant, machinery and equipment		5,099	4,922
Fixtures, fittings and furniture		230	-
Computers and telecommunications		3,403	5,987
Total plant and equipment		8,732	10,909
Infrastructure			
Roads		25,374	20,929
Footpaths and cycleways		6,184	8,185
Drainage		3,372	6,140
Recreational, leisure and community facilities		2,607	15,629
Waste management		1,915	1,269
Parks, open spaces and streetscapes		23,381	2,798
Other infrastructure		14,787	14,064
Total Infrastructure		77,620	69,014
Total capital works expenditure		139,572	174,254
Represented by:			
New asset expenditure		75,192	122,007
Asset renewal expenditure		51,605	43,913
Asset upgrade expenditure		12,775	8,334
Total capital works expenditure		139,572	174,254

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Notes to the financial statements**ABOUT THIS REPORT**

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 Statement of Comprehensive Income, Statement of Financial Position, 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.

Basis of preparation

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. Specific 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.

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

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Greater Geelong City Council**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Significant accounting judgements and estimates**

Revisions to accounting estimates are recognised in the period in which the estimate is revised and 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 determination of landfill provisions (C 4.3).
- The determination of whether performance obligations are sufficiently specific 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 (B1.4).
- The determination of employee provisions (C 4.2).
- The fair value of land, buildings, infrastructure, plant and equipment (C 2.1).
- The determination of depreciation for buildings, infrastructure, plant and equipment (C 2.1).
- The determination, in accordance with AASB 16 Leases, 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 (C 2.3).
- Assets held for sale (C 2.4).
- 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.

Taxation

The Council is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the 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.

Events after the reporting period

There have been no events after balance date that have the potential to significantly affect the ongoing structure and financial activities of the Council.

Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council will assess any impact of the modifications to AASB 13 ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants. AASB 2022-6 amends AASB 101 Presentation of Financial Statements to improve the information an entity provides in its financial statements about long-term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in AASB 2022-6 are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to AASB 101 ahead of the 2024-25 reporting period.

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

A. ANALYSIS OF RESULTS**A1: Budget Variance**

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 for variance explanations based on movement percentage of the greater than 10 percent and a variance movement of \$14.9 million 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.

A 1.1: Income and expenditure

	Actual 2024 \$'000	Budget 2024 \$'000	Variance \$'000	Variance %
NET COST OF SERVICES				
Income				
Rates and charges	305,578	305,288	290	0%
User fees	80,350	75,943	4,407	6%
Grants	71,296	86,406	(15,110)	-17%
Contributions	115,301	118,283	(2,982)	-3%
Net gain/(loss) on disposal of non-financial assets	(43,774)	(1,685)	(42,089)	-2,498%
Other income	7,826	9,405	(1,579)	-17%
Total income	536,577	593,641	(57,064)	-10%
Expenses				
Employee costs	190,248	200,660	10,412	5%
Materials and services	125,760	119,196	(6,564)	-6%
Depreciation and amortisation	93,720	87,250	(6,470)	-7%
Allowance for impairment Losses	1,332	1,038	(294)	-28%
Other expenses	43,813	50,088	6,275	13%
Total expenses	454,873	458,232	3,359	1%
Surplus for the year	81,704	135,409	(53,705)	-40%

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Budget variance commentary

1	Grants	<p>Consistent with the prior year, budget assumed that 75% of the FY24-25 Financial Assistance Grant would be received in FY23-24. No component of the Federal Assistance grant for FY24-25 was received in FY23-24, resulting in an unfavourable impact of (\$23.9m).</p> <p>Several grants were received for capital projects that were not anticipated in budget including \$1.6m for Avalon Beach Boat Ramp and Car Park Upgrades, \$1.5m for Limeburners Point Boat Ramp and Car Park and \$1.4m for North Bellarine Aquatic Centre.</p> <p>Grants received in Family Services were \$2.0m favourable due to the utilisation of kindergarten services exceeding expectations and the Federal Government funding a higher portion of childcare costs, subsequently reducing the user fees collected from parents.</p>
2	Net gain/(loss) on disposal of non-financial assets	<p>The disposal of the Waterworld Building upon completion of the Northern Aquatic and Community Hub resulted in a loss of \$24.3 million.</p> <p>Disposal of assets were higher than expected with unfavourable adjustments eventuating from asset register reconciliations.</p>
3	Employee costs	<p>Savings in salaries and wages resulted from high levels of vacancy, assisted by strategic recruitment reviews.</p>
4	Materials and services	<p>The budget contained an efficiency target of \$7.1 million, which was expected to come from Material and Services, however this was delivered through other savings, including reducing Employee Costs and Other Expenses.</p>
5	Other expenses	<p>Capitalisation of interest costs and delays in borrowing have resulted in operational interest savings of \$4.4 million.</p> <p>Expenditure on computer software was \$2.1m lower than expected due to timing delays of new software implementation and costs being lower than expected for existing software products.</p>

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

A 1.2: Statement of capital works

		Actual 2024 \$'000	Budget 2024 \$'000	Variance \$'000	Variance %
Property	Ref				
Land	1	5,695	40,006	34,311	86%
Buildings	2	47,437	35,567	(11,870)	-33%
Heritage buildings		88	2,050	1,962	96%
Total property		53,220	77,623	24,403	31%
Plant and equipment					
Plant, machinery and equipment		5,099	5,432	333	6%
Fixtures and fittings		230	490	260	53%
Computers and telecommunications	3	3,403	8,954	5,551	62%
Total plant and equipment		8,732	14,876	6,144	41%
Infrastructure					
Roads	4	25,374	29,496	4,122	14%
Footpaths and cycleways	5	6,184	8,833	2,649	30%
Drainage	6	3,372	6,019	2,647	44%
Recreational, leisure and community facilities		2,607	1,620	(987)	-61%
Waste management		1,915	2,229	314	14%
Parks, open spaces and streetscapes	7	23,381	31,708	8,327	26%
Other infrastructure	8	14,787	23,481	8,694	37%
Total Infrastructure		77,620	103,386	25,766	25%
Total capital works expenditure		139,572	195,885	56,313	29%
Represented by:					
New asset expenditure		75,192	129,352	54,160	42%
Asset renewal expenditure		51,605	52,618	1,013	2%
Asset upgrade expenditure		12,775	13,915	1,140	8%
Total capital works expenditure		139,572	195,885	56,313	29%

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Budget variance commentary

1	Land	Delays in the settlement of land purchases to support future DCP projects in Armstrong Creek.
2	Buildings	Expenditure for Armstrong Creek Library and Northern Aquatic Community Hub that was forecast to be incurred in FY23 was delayed and fell into FY24 - Projects still on track to meet total approved project budget.
3	Computers and telecommunications	Favourable variance to budget relates to delays while IT strategy is being finalised with expenditure now expected in future financial years.
4	Roads	Delays in key projects (Intersection works Surf Coast Highway/Boundary Rd and Reserve Rd/Horseshoe Bend Rd) with costs now expected to fall in future financial years.
5	Footpaths and cycleways	Special rates and charges projects delayed with costs now expected to fall in future financial years.
6	Drainage	Delays in FY24 renewal program due to contract negotiations with main contractor and unexpected cultural heritage constraints.
7	Parks, open space and streetscapes	Delays in key projects (Drysdale Sporting Precinct and Rippleside Playground) with costs now expected to fall in future financial years.
8	Other infrastructure	Delays in key project (Traffic Signals at Boundary Rd/Baanyip Boulevard) with costs now expected to fall in future financial years. Externally funded project (Limeburners Point Boat Ramp and Car Park) that was approved after budget was endorsed.

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

A2: Summary of income, expenses, net result, grant income and assets by Business Unit**A 2.1: Analysis of Council results by Business Unit**

Council delivers its functions and activities through the following Business Units. The organisation went through a restructure in 2023-24, resulting in five Directorates instead of six.

Chief Executive

Administration of the office of the Chief Executive provides effective oversight of the organisation.

Corporate Services

Corporate services provide 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, legal services, customer service, digital information and technology, people culture and governance and risk.

City Infrastructure

City infrastructure 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 major projects, asset management, civil infrastructure, waste services and parks and natural assets.

City Life

City life provides high quality community focused programs, service delivery and communication to residents. City life is comprised of community care, family services, community strengthening, swim, sport and leisure and community safety and regulations.

Placemaking

The placemaking includes business and industry experience, planning and growth, city development, government relations and advocacy and urban design.

A 2.2: Summary of income, expenses, assets and capital expenses by Business Unit

	Income \$'000	Expenses \$'000	Surplus / (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
2024					
Chief Executive	-	2,030	(2,030)	-	-
Corporate Services	250,683	63,073	187,610	1,465	498,024
City Infrastructure	175,687	206,808	(31,121)	21,588	3,552,572
City life	70,753	150,675	(79,922)	45,548	909,910
Placemaking	39,454	32,287	7,167	2,695	170,676
	536,577	454,873	81,704	71,296	5,131,182
2023					Restated*
Customer and corporate services	15,122	53,381	(38,259)	-	378,949
City planning and economy	47,224	56,042	(8,817)	88	152,412
Community life	82,145	104,801	(22,656)	48,334	880,275
City services	147,461	202,420	(54,959)	18,140	3,485,660
Chief executive	147	4,700	(4,553)	-	-
Strategy, people and performance	327,104	43,206	283,898	33,980	-
	619,203	464,550	154,654	100,542	4,897,295

*For details regarding restated balances please refer to Note G

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B. FINANCIAL PERFORMANCE		
B1: Income		
	2024	2023
	\$'000	\$'000
Note B 1.1: Rates and charges		
General rates	245,416	230,958
Waste management charge	58,893	53,892
Other rates and charges	1,269	1,327
Total rates and charges	305,578	286,177

Accounting policy

Council uses Capital Improved Value as the basis of valuation of all properties within the municipality. The Capital Improved Value of a property is the total market value of land plus buildings and other improvements. The valuation base used to calculate general rates for FY23/24 was \$ 115.47 million (FY22/23 103.33 million). The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2023 and the valuation was first applied in the rating year commencing 1 July 2023. Annual Rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed, and supplementary rates notice issued.

Note B 1.2: User Fees

Leisure centre and recreation	21,421	19,654
Waste management services	14,547	16,159
Childcare / children's programs	5,162	6,562
Parking	7,669	7,668
Aged and health services	2,256	2,606
Building service	5,356	3,473
Rental and leasing	2,887	2,933
Other user fees	4,663	5,757
Total user fees	63,961	64,812
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	63,961	64,810
Total goods and services supplied or rendered	63,961	64,810

Accounting policy

User fees are recognised as revenue at point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms. Statutory 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 occurs first.

Note B 1.3: Statutory Fees and fines

Infringements and costs	3,972	3,388
Town planning fees	2,944	3,208
Permits	5,954	6,334
Other statutory fees and fines	3,519	2,632
Total statutory fees and fines	16,389	15,562

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Grants were received in respect of the following:

	2024	2023
	\$'000	\$'000
Note B 1.4: Funding from other levels of Government		
Commonwealth funded grants	43,446	73,228
State funded grants	27,850	27,314
Total grants received	71,296	100,542
Operating grants		
<i>Recurrent - Commonwealth Government</i>		
Financial assistance grants	1,204	33,298
Aged care	10,005	-
Family day care	11,211	10,514
General home care	8,530	17,981
Other	(319)	1,036
<i>Recurrent - State Government</i>		
Aged care	968	1,744
School crossing supervisors	1,119	1,079
Family services	11,243	9,311
Community development	314	1,315
Other	585	1,485
Total recurrent operating grants	44,860	77,763
<i>Non-recurrent - Commonwealth Government</i>		
Other	27	-
<i>Non-recurrent - State Government</i>		
Other	1,031	-
Total non-recurrent operating grants	1,058	-
Total operating grants	45,918	77,763
Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	2,184	2,184
Total recurrent capital grants	2,184	2,184
<i>Non-recurrent - Commonwealth Government</i>		
Roads	218	956
Recreation	10,386	7,058
Other	-	200
<i>Non-recurrent - State Government</i>		
Roads	2,360	1,377
Recreation	6,984	9,706
Other	3,246	1,298
Total non-recurrent capital grants	23,194	20,595
Total capital grants	25,378	22,779
Total grants	71,296	100,542

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The following table provides a summary of the accounting framework under which grants are recognised.

	2024 \$'000	2023 \$'000
Income recognised under AASB 1058		
General purpose	1,204	33,299
Specific purpose grants to acquire non-financial assets	25,378	22,779
Other specific purpose grants	26,023	31,293
Revenue recognised under AASB15 Revenue from Contracts with customers		
Specific purpose grants	18,691	13,171
	71,296	100,542

	2024 \$'000	2023 \$'000
Unspent grants received on condition that they be spent in a specific manner		

Operating		
Balance at start of year	8,929	7,281
Received during the financial year and remained unspent at balance date	4,555	4,182
Received in prior years and spent during financial year	(4,623)	(2,534)
Balance at end of year	8,861	8,929
Capital		
Balance at start of year	12,542	17,101
Received during the financial year and remained unspent at balance date	6,364	4,236
Received in prior years and spent during financial year	(7,550)	(8,795)
Balance at end of year	11,356	12,542

Accounting policy

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 point in 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.

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	2024 \$'000	2023 \$'000
Note B 1.5: Contributions		
Monetary	28,991	38,131
Non-monetary	86,310	91,819
Total contributions	115,301	129,950

(a) Contributions of non-monetary assets were received in relation to the following asset classes

Land	8,941	22,923
Roads	17,817	21,099
Other infrastructure	59,552	47,797
Total non-monetary contributions	86,310	91,819

Accounting policy

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

Note B 1.6: Other income

Interest	5,888	4,039
Share of net profits from associates	958	510
Other	980	405
Total other income	7,826	4,954

Note B 1.7: Net gain on disposal of non-financial assets

Proceeds of sale	2,473	31,095
Written down value of assets disposed	(46,247)	(13,890)
Total net gain/(loss) on disposal of non-financial assets	(43,774)	17,205

Accounting policy

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.
Interest is recognised as it is earned.

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

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B2: Expenses

	2024 \$'000	2023 \$'000
Note B 2.1: Employee costs		
Wages and salaries	165,445	165,705
Superannuation	17,787	16,024
Other employee costs	7,016	5,678
Total employee costs	190,248	187,407

Superannuation

Council made contributions to the following funds:

Defined benefits

Local Authorities Superannuation Fund (Vision Super)	611	654
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Accumulation funds

Local Authorities Superannuation Fund (Vision Super)	8,724	9,038
Other	8,724	7,353
	18,059	17,045

Accounting policy

Contributions made exclude amounts accrued at balance date. Refer to note F 3.1 for further information regarding the Council's superannuation obligations.

Note B 2.2: Materials and services

Contract payments	57,977	58,587
Utilities	11,358	9,401
Levies	9,667	10,307
Consultants	7,587	8,458
Capital works reclassified as expense	-	19,848
Other materials and services	39,171	38,177
Total materials and services	125,760	144,778

Accounting policy

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

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	2024 \$'000	2023 \$'000
Note B 2.3: Other expenses		
Borrowing costs	1,835	2,561
Contributions	3,352	4,497
Geelong Regional Library Corporation Collection Services Expenses	12,600	12,002
Waste disposal and recycling	15,407	16,710
Grants	1,747	3,083
Other	8,872	10,191
Total other expenses	43,813	49,044

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C. FINANCIAL POSITION**C1: Financial assets**

	2024	2023
	\$'000	\$'000
Note C 1.1: Cash and cash equivalents		
Cash on hand	134	130
Cash at bank	95,705	87,114
Total cash and cash equivalents	95,839	87,244

Accounting policy

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.

Note C 1.2: Trade and other receivables**Current***Statutory receivables*

Rates	5,066	4,396
Provision for doubtful debts -rates	(312)	(472)
Infringements	14,921	13,681
Provision for doubtful debts - infringements	(13,075)	(12,264)
Net GST receivables	2,684	2,928

Non-statutory

Other debtors	19,985	11,923
Provision for doubtful debts – other debtors	(6,439)	(5,754)
Accrued income	8,464	2,211

Total current trade and other receivables

31,294	16,651
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Non-current*Statutory receivables*

Special rate scheme	2,493	3,371
Long term rates	12,289	8,966

Non-statutory

Loans and advances	-	97
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Total non-current trade and other receivables

14,782	12,434
---------------	---------------

Total trade and other receivables

46,076	29,085
---------------	---------------

Accounting policy

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

Receivables are due for settlement in 30 days and are recognised at the amounts due. The collectability of debts is assessed on an ongoing basis with an allowance being made for impairment. All known bad debts are written off during the year. If an amount is recovered in a subsequent period, it is recognised as revenue.

The ageing of non-statutory receivables is \$10.932 million under 30 days, \$0.468 million between 30 and 180 days, and \$8.584 million over 180 days.

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	2024 \$'000	2023 \$'000
Note C 1.3: Other financial assets		
Term deposits – current	75,676	50,860
Total current other financial assets	75,676	50,860
Total other financial assets	75,676	50,860

Accounting policy

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.

Note C 1.4: Investments

Geelong Regional Library Corporation	10,586	9,629
Total investments	10,586	9,629
Council's share of accumulated surplus / (deficit)		
Council's share of accumulated surplus / (deficit) at the start of the year	6,293	5,783
Reported surplus / (deficit) for the year	958	510
Council's share of accumulated surplus / (deficit) at end of year	7,251	6,293
Movement in carrying value of specific investment		
Carrying value of investment at start of the year	9,628	9,119
Share of surplus / (deficit) for the year	958	510
Carrying value of investment at end of year	10,586	9,629

Principal activity is to provide Library Services to member municipalities. Council holds 88.2% (2022-23 88.8%) 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.

Accounting policy

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.

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C2: Non-financial assets

Note C 2.1 Summary of property, infrastructure, plant and equipment for 2024

*Restated

As at 1 July 2023

At fair value 1 July 2023 - Restated

Accumulated depreciation at 1 July 2023 - Restated

Total as at 1 July 2023

Additions

Contributions

Revaluations

Disposals

Write-offs and adjustments

Transfers – work in progress

Total as at 30 June 2024

Movements in accumulated depreciation

Depreciation and amortisation

Accumulated depreciation of disposals

Total as at 30 June 2024 represented by:

At fair value at 30 June 2024

Accumulated depreciation at 30 June 2024

Total as at 30 June 2024

	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Infrastructure \$'000	Work in progress \$'000	Total \$'000
At fair value 1 July 2023 - Restated	1,182,819	804,331	95,717	3,646,564	166,656	5,896,087
Accumulated depreciation at 1 July 2023 - Restated	-	(160,444)	(69,678)	(982,384)	-	(1,212,508)
Total as at 1 July 2023	1,182,819	643,887	26,039	2,664,180	166,656	4,683,579
Additions	-	-	-	-	139,572	139,572
Contributions	8,941	-	-	77,369	-	86,310
Revaluations	(86,385)	111,794	-	72,849	-	98,257
Disposals	(866)	(43,460)	(3,290)	(23,041)	-	(70,658)
Write-offs and adjustments	-	-	-	(371)	1,200	830
Transfers – work in progress	7,431	100,509	10,163	133,725	(253,215)	(1,387)
Total as at 30 June 2024	(70,879)	168,843	6,873	260,531	(112,443)	252,925
Movements in accumulated depreciation	-	(11,823)	(5,094)	(73,817)	-	(90,733)
Depreciation and amortisation	-	11,437	2,838	12,098	-	26,373
Accumulated depreciation of disposals	-	(386)	(2,255)	(61,719)	-	(64,360)
Total as at 30 June 2024 represented by:						
At fair value at 30 June 2024	1,111,940	973,173	102,590	3,907,095	54,215	6,149,011
Accumulated depreciation at 30 June 2024	-	(160,831)	(71,934)	(1,044,103)	-	(1,276,869)
Total as at 30 June 2024	1,111,940	812,344	30,656	2,862,992	54,215	4,872,142

C2.1: Property, infrastructure plant and equipment (continued)

Note C 2.1: Property

	Land - Specialised \$'000	Land - non specialised \$'000	Land under roads \$'000	Total land and land improvements \$'000	Heritage buildings \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Leasehold improvements \$'000	Total buildings \$'000	Work in progress \$'000	Total property \$'000
As at 1 July 2023											
At fair value 1 July 2023 - Restated	1,094,626	40,813	47,380	1,182,819	94,328	704,644	4,820	539	804,331	79,723	2,066,873
Accumulated depreciation at 1 July 2023 - Restated	-	-	-	-	(32,969)	(126,218)	(945)	(312)	(160,444)	-	(160,444)
Total as at 1 July 2023	1,094,626	40,813	47,380	1,182,819	61,359	578,426	3,875	227	643,887	79,723	1,906,429

Additions	-	-	-	-	-	-	-	-	-	55,370	55,370
Contributions	4,013	-	4,929	8,942	-	-	-	-	-	-	8,941
Revaluations	(97,977)	10,069	1,522	(86,385)	12,174	100,978	(1,358)	-	111,794	-	25,408
Disposals	(866)	-	-	(866)	-	(43,460)	-	-	(43,460)	-	(44,326)
Write-offs and adjustments	-	-	-	-	-	-	-	-	-	3,696	3,697
Transfers - work in progress	7,431	-	-	7,431	133	91,836	8,539	-	100,509	(107,939)	-
Other movements	(313)	-	313	-	-	-	-	-	-	-	-
Movements in fair value	(87,712)	10,069	6,764	(70,879)	12,306	149,354	7,182	-	168,842	(48,873)	49,090

Movements in accumulated depreciation

Depreciation and amortisation	-	-	-	-	(1,191)	(10,433)	(48)	(150)	(11,823)	-	(11,823)
Accumulated depreciation of disposals	-	-	-	-	-	11,437	-	-	11,437	-	11,437
	-	-	-	-	(1,191)	1,004	(48)	(150)	(386)	-	(386)

Total as at 30 June 2024 represented by:

At fair value at 30 June 2024	1,006,914	50,882	54,144	1,111,939	106,634	853,998	12,002	539	973,173	30,850	2,115,962
Accumulated depreciation at 30 June 2024	-	-	-	-	(34,160)	(125,214)	(994)	(463)	(160,830)	-	(160,830)
Total as at 30 June 2024	1,006,914	50,882	54,144	1,111,939	72,474	728,784	11,009	77	812,344	30,850	1,955,133

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C 2.1: Property, plant and equipment (continued)

Note C 2.1: Plant and equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecommunications	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2023					
At fair value 1 July 2023	39,452	16,706	39,559	6,249	101,966
Accumulated depreciation at 1 July 2023	(18,893)	(14,343)	(36,442)	-	(69,678)
Total as at 1 July 2023	20,559	2,363	3,117	6,249	32,288
Additions	-	-	-	8,733	8,733
Disposals	(2,221)	(170)	(899)	-	(3,291)
Write-offs and adjustments	-	-	-	(2,425)	(2,425)
Transfers - work in progress	5,231	617	4,315	(10,163)	-
Transfers - work in progress to intangibles	-	-	-	(1,387)	(1,387)
Movements in fair value	3,010	447	3,416	(5,242)	(1,629)
Movements in accumulated depreciation					
Depreciation and amortisation	(2,852)	(632)	(1,609)	-	(5,093)
Accumulated depreciation of disposals	1,764	155	920	-	2,839
	(1,089)	(477)	(690)	-	(2,255)
Total as at 30 June 2024 represented by:					
At fair value at 30 June 2024	42,462	17,154	42,974	1,007	103,597
Accumulated depreciation at 30 June 2024	(19,982)	(14,821)	(37,132)	-	(71,934)
Total as at 30 June 2024	22,480	2,333	5,843	1,007	31,664

C 2.1: Property, plant and equipment (continued)

Note C 2.1: Infrastructure

	Road seal and road pavement \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and community facilities \$'000	Kerb and channel \$'000	Other roads infrastructure \$'000	Other infrastructure \$'000	Work in progress \$'000	Total infrastructure \$'000
*Restated									
As at 1 July 2023									
At fair value 1 July 2023 - Restated	991,893	633,826	968,266	419,195	287,200	227,224	118,961	80,685	3,727,249
Accumulated depreciation at 1 July 2023 - Restated	(247,200)	(181,033)	(216,723)	(124,329)	(44,256)	(91,454)	(77,389)	-	(982,384)
Total as at 1 July 2023	744,692	452,793	751,542	294,866	242,943	135,770	41,573	80,685	2,744,865
Additions	-	-	-	-	-	-	-	75,469	75,469
Contributions	17,817	18,513	32,973	690	5,777	1,600	-	-	77,369
Revaluations	31,227	20,033	5,855	597	9,216	5,006	914	-	72,849
Disposals	(8,790)	(3,970)	(2,155)	(5,407)	(753)	(1,638)	(328)	-	(23,041)
Write-offs and adjustments	(4,372)	2,223	1,641	(2,764)	(338)	3,208	30	(71)	(442)
Transfers - work in progress	42,771	14,945	9,111	37,507	2,994	21,032	5,365	(133,725)	-
Movements in Fair Value	78,653	51,744	47,424	30,623	16,896	29,209	5,982	(58,326)	202,204
Movements in accumulated depreciation									
Depreciation and amortisation	(20,501)	(14,773)	(11,299)	(14,711)	(3,841)	(4,536)	(4,155)	-	(73,816)
Accumulated depreciation of disposals	3,874	1,927	432	4,478	96	1,095	196	-	12,098
	(16,628)	(12,847)	(10,867)	(10,233)	(3,745)	(3,441)	(3,959)	-	(61,719)
Total as at 30 June 2024 represented by:									
At fair value at 30 June 2024	1,070,546	685,569	1,015,690	449,818	304,096	256,433	124,943	22,359	3,929,454
Accumulated depreciation at 30 June 2024	(263,828)	(193,880)	(227,590)	(134,562)	(48,001)	(94,894)	(81,347)	-	(1,044,103)
Total as at 30 June 2024	806,718	491,689	788,100	315,256	256,095	161,538	43,596	22,359	2,885,351

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C 2.1: Property, plant and equipment (continued)

Accounting policy**Depreciation**

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 potentially 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.

Acquisition of assets

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 (E 3.2).

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

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

Asset recognition thresholds	Depreciation period	Threshold limit
Land	-	\$1,000
Buildings	10-150 years	\$1,000
Plant and equipment	3-10 years	\$1,000
Road seal and road pavement	40-250 years	\$1,000
Footpaths and cycleways	50-60 years	\$1,000
Drainage	40-100 years	\$1,000
Recreational, leisure and community facilities	70-80 years	\$1,000
Kerb and channel	60 years	\$1,000
Other roads	10-80 years	\$1,000
Other infrastructure	7-100 years	\$1,000
Right of use assets	As per lease term	\$1,000
Software	10 years	\$1,000

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Land under roads

Council recognises land under roads it controls at fair value.

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C 2.1: Property, plant and equipment (continued)**Valuation of land and buildings**

The valuation of land and buildings were undertaken by a qualified independent valuer. Land and Land Under Roads (LUR) were revalued by Opteon Solutions. Buildings (Specialised, Heritage and Non-Specialised) were revalued by APV Valuers & Asset Management. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of valuation
Non-specialised land	-	50,882	-	Jun-24	Full
Specialised land	-	-	1,006,914	Jun-24	Full
Land under roads	-	-	54,144	Jun-24	Full
Heritage buildings	-	-	72,475	Jun-24	Full
Specialised buildings	-	-	728,783	Jun-24	Full
Non-specialised buildings	-	11,008	-	Jun-24	Full
Leasehold improvements	-	-	76	Jun-24	Cost
Total	-	61,890	1,862,392		

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C 2.1: Property, plant and equipment (continued)

Valuation of infrastructure

An index-based revaluation was conducted in the current year, this valuation was based on reference to Rawlinson's index, ABS index and market research by the valuers.

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 2024 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of valuation
Roads (pavement and seal)	-	-	806,718	Jun-24	Index
Footpaths and cycleways	-	-	491,691	Jun-24	Index
Drainage	-	-	788,100	Jun-24	Index
Recreation, leisure and community	-	-	315,256	Jun-24	Index
Kerb and channel	-	-	256,094	Jun-24	Index
Other roads	-	-	161,538	Jun-24	Index
Other infrastructure	-	-	43,594	Jun-24	Index
Total	-	-	2,862,991		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads 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 between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$64,500 per square metre.

Specialised buildings are valued using a current replacement cost. 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 \$334 to \$39,937 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.

	2024 \$'000	2023 \$'000
Reconciliation of specialised land		
Land under roads	54,144	47,380
Parks and reserves	1,006,914	1,094,626
Total specialised land	1,061,058	1,142,006

Plant and equipment WIP balance in the Plant and equipment table includes WIP relating to software and intangibles.

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C 2.2: Intangible assets

	Software \$'000	Landfill airspace \$'000	Total \$'000
As at 1 July 2023			
Balance at 1 July 2023	11,667	3,777	15,444
Accumulated impairment and Amortisation	(1,167)	(2,101)	(3,268)
Carrying amount as at 1 July 2023	10,500	1,676	12,176
Additions from internal development	-	-	-
Amortisation	(1,166)	(387)	(1,553)
Transfer from WIP	1,387	-	1,387
Net value as at 30 June 2024	10,721	1,289	12,010

Accounting policy**Impairment**

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life (C 2.1). 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.

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C 2.3: Right of use assets

	Property \$'000	Vehicles \$'000	Other \$'000	Total \$'000
As at 1 July 2023				
Balance at 1 July 2023	7,902	-	740	8,642
Accumulated Depreciation	(952)	-	(461)	(1,413)
Net value as at 1 July 2023	6,950	-	279	7,229
Additions				
Depreciation	(1,299)	(51)	(145)	(1,495)
Net value as at 30 June 2024	5,651	25	134	5,810
Net value as at 30 June 2024 represented by				
Gross book value	7,902	76	740	8,718
Accumulated Depreciation	(2,251)	(51)	(606)	(2,908)
Net value as at 30 June 2024	5,651	25	134	5,810

	2024 \$'000	2023 \$'000
Lease liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,507	1,522
One to five years	4,253	4,952
More than five years	950	1,745
Total	6,710	8,219
Lease liabilities expected to be settled in:		
Lease liabilities - current	1,334	1,284
Lease liabilities - non-current	4,823	6,132

Accounting policy

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.

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C 2.3: Right of use assets (continued)

Accounting policy (continued)

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 is 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 of these assets, it is difficult to estimate the value on these right of use assets.

Council has chosen to take up the option of measuring peppercorn leases as cost (actual payments) rather than fair value.

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	2024 \$'000	2023 \$'000
Note C 2.4: Assets held for sale		
Cost of acquisition	9,479	11,439
Total assets held for sale	9,479	11,439
Capitalisation rate used in the allocation of borrowing costs	0%	0%

Accounting policy

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of the 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.

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C3: Financial liabilities, unearned income, interest bearing liabilities and financing arrangements

	2024 \$'000	2023 \$'000
Note C 3.1: Trade and other payables		
<i>Non-statutory payables</i>		
Trade payables	14,257	16,356
Prepaid income	1,415	1,214
Accrued expenses	15,628	19,984
	31,300	37,554
Note C 3.2: Unearned Income		
<i>Unearned income/revenue</i>		
Grants received in advance – Operating	8,861	8,929
Grants received in advance - Capital	11,356	12,542
Other	347	253
	20,564	21,724

Accounting policy

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

Grant funding is received from State and Federal government to support the construction of key community infrastructure. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

Note C 3.3: Trust funds and deposits

Refundable deposits	14,157	11,353
Fire services levy	2,769	2,697
Total trust funds and deposits	16,926	14,050

Accounting policy

Trust funds and deposits

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

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. 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.

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	2024 \$'000	2023 \$'000
Note C 3.4: Interest bearing liabilities		
Borrowings – current	21,110	13,024
Borrowings – non-current	163,957	114,036
Total interest bearing liabilities	185,067	127,060
Maturity analysis - contractual undiscounted cash flows		
Within one year	21,110	13,024
Between one to five years	99,021	114,036
More than five years	64,936	-
Total interest bearing liabilities	185,067	127,060

Accounting policy

Borrowings are secured by general rates.

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 based on contractual repayment terms at every balance date.

Note C 3.5: Financing arrangements

Borrowings	185,067	127,060
Bank overdraft	5,000	5,000
Credit card facilities	550	550
Total facilities	190,617	132,610
Unused facilities	5,453	5,452
Used facilities	185,164	127,158

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C4: Provisions

Note C 4.1: Provisions	Landfill			Total \$'000
	Employee \$'000	restoration \$'000	Other \$'000	
2024				
Balance at beginning of the financial year	36,032	30,487	6,056	72,575
Additional provisions	23,102	-	62,485	85,587
Amounts used	(22,953)	-	(60,916)	(83,869)
Balance at end of the financial year	36,181	30,487	7,625	74,293
Current	33,658	151	7,557	41,366
Non-current	2,523	30,336	68	32,927
2023 *Restated				
Balance at beginning of the financial year	36,393	16,683	4,358	57,434
Additional provisions	22,966	13,804	1,698	38,468
Amounts used	(23,327)	-	-	(23,327)
Balance at end of the financial year	36,032	30,487	6,056	72,575
Current	33,984	124	5,988	40,096
Non-Current	2,048	30,363	68	32,479

	2024 \$'000	2023 \$'000
Note C 4.2: Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	12,482	12,109
Long service leave	2,587	2,127
Other	142	140
	15,211	14,376
Current provisions expected to be wholly settled after 12 months		
Annual leave	663	919
Long service leave	17,784	18,689
	18,447	19,608
Total current employee provisions	33,658	33,984
Non-current		
Long service leave	2,523	2,048
Total non-current employee provisions	2,523	2,048
Total employee provisions	36,181	36,032
Aggregate carrying amount of employee provisions		
Current	33,658	33,984
Non-current	2,523	2,048
	36,181	36,032

Accounting policy

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

*For details regarding restated balances please refer to Note G

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C 4.2: Employee provisions (continued)

Accounting policy		
Annual leave		
<p>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:</p> <ul style="list-style-type: none"> - 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. <p>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.</p>		
Long service leave		
<p>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.</p>		
<i>Key assumptions</i>		
	2024	2023
	\$'000	\$'000
- Discount rate	4.09%-4.35%	3.98%-4.37%
- Wage inflation rate	3.5%	4.35%

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	2024 \$'000	2023 \$'000 Restated*
Note C 4.3: Landfill restoration		
Current	151	13,928
Non-current	30,336	16,559
Total landfill restoration	30,487	30,487

Accounting policy

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.

The Landfill provision relates to two landfill sites, Drysdale and Corio. The provision costs incurred relate to the gradual filling and closure of the landfill site and should be allocated over the estimated remaining useful life and capacity of the landfill.

Key assumptions:

	2024 \$'000	2023 \$'000
- Discount rate	3.20%	4.063%
- Estimated cost to rehabilitate*	25,324	20,173

*For details regarding restated balances please refer to Note G

	2024 \$'000	2023 \$'000
Note C 4.4: Other provisions		
Current		
Other provisions	7,557	5,988
Non-current		
Developer contribution liabilities	68	68
	7,625	6,056

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D. PEOPLE AND RELATIONSHIPS**D1: Key management personnel****D 1.1: 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 (CEO) and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors and other key management personnel

Cr Trent Sullivan (Mayor)

Cr Anthony Aitken (Deputy Mayor)

Cr Eddy Kontelj

Cr Ron Nelson

Cr Bruce Harwood

Cr Peter Murrhiy

Cr Jim Mason

Cr Belinda Moloney

Cr Melissa Cadwell

Cr Sarah Hathway

Cr Elise Wilkinson from 01/09/2023

Cr Stephanie Asher to 29/07/2023

Chief Executive Officer

Executive Director City Infrastructure (formerly Director City Services)

Executive Director Placemaking

Executive Director Corporate Services (formerly Executive Director Strategy, Governance & Corporate)

Executive Director City Life (formerly Community Service Delivery)

Total Councillors FY24 = 12 (FY23: 13)

Total of Chief Executive Officer and other Key Management Personnel FY24 = 5 (FY23: 6)

Total number of Key Management Personnel FY24 = 17 (FY23: 19)

D 1.2: 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.

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D 1.2: Remuneration of key management personnel (continued)

	2024 \$'000	2023 \$'000
Short-term employee benefits	2,624	2,264
Other long-term employee benefits	15	44
Post-employment benefits	176	159
Termination benefits	317	-
Total key management personnel remuneration	3,132	2,467

The above table includes the remuneration for 12 Councillors (ten for the full period and two for part of the period), CEO and 4 Executive Directors occupying KMP positions for the Council during the year FY24.

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

	2024 \$'000	2023 \$'000
\$0 - \$9,999	1	-
\$10,000 - \$19,999	-	2
\$20,000 - \$29,999	1	-
\$30,000 - \$39,999	8	7
\$50,000 - \$59,999	1	-
\$70,000 - \$79,999	-	2
\$100,000 - \$109,999	-	1
\$120,000 - \$129,999	1	-
\$130,000 - \$139,999	1	-
\$140,000 - \$149,999	2	-
\$260,000 - \$269,999	1	-
\$280,000 - \$289,999	1	-
\$290,000 - \$299,999	-	3
\$320,000 - \$329,999	-	1
\$350,000 - \$359,999	1	-
\$410,000 - \$419,999	1	-
\$430,000 - \$439,999	1	3
\$440,000 - \$449,999	1	-
	21	19

The number of key management personnel is reflective of the change in organisation restructure during the FY24 year.

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D 1.3: Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 (160k in FY 23) and who report directly to a member of the KMP.

	2024 \$'000	2023 \$'000
Short-term employee benefits	4,727	4,420
Other long-term employee benefits	151	107
Post-employment benefits	482	451
Termination benefits	343	480
Total key management personnel remuneration	5,703	5,458

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

	2024 \$'000	2023 \$'000
\$170,000 - \$179,999	1	3
\$180,000 - \$189,999	5	1
\$190,000 - \$199,999	3	3
\$200,000 - \$209,999	2	5
\$210,000 - \$219,999	2	1
\$220,000 - \$229,999	-	3
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	3	1
\$250,000 - \$259,999	4	-
\$260,000 - \$269,999	1	1
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	1	1
\$290,000 - \$299,999	-	1
\$390,000 - \$399,999	1	2
\$490,000 - \$499,999	1	-
	24	24

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D2: Related party disclosures

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

Transactions with other related parties are as follows.

	2024 \$'000	2023 \$'000
Income from		
Sale of goods and services	178	175
Total income	178	175
Expenses from		
Professional services expense	815	16
Materials and services expense	41	39
Total expenses	856	55
Outstanding balances from related parties		
Income from		
Sale of materials and services	-	2,103

During the period, Council entered into the following transactions with related parties. The transactions were conducted at arm's length.

- Contributions are paid by the Greater Geelong City Council to the Geelong Regional Library Corporation. Refer to note (Investments).
- Greater Geelong City Council provides accounting and payroll services to the Geelong Regional Library Corporation for an annual administrative fee.
- Council made a payment to Dal Gourmet Café for which a Councillor is the Treasurer on the Committee of Management.
- Council made a payment to William Adams Pty Ltd for which a Councillor is the Director.
- New library facilities are provided by member Councils including initial funds for furniture, equipment, and lending collections. Greater Geelong City Council has a commitment to reimburse \$680k to the Library Corporation for its initial investment in the lending collection for Biyal-a Armstrong Creek Library due to open on 1 August 2024.

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E. MANAGING UNCERTAINTIES**E1: 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.

E 1.1: 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.

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.

E 1.2: 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.

As at 30 June 2024 there were nil quantifiable contingent liabilities (2023: nil).

Land acquisition

As part of the 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.

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 (EPA). 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 work in the future. At balance date, Council is unable to assess the financial implications of such works.

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.

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.

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MAV WorkCare

Council is 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.

E 1.3: 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.

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E2: Financial instruments and risk management**E 2.1: Risk management**

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 material accounting policy information 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.

(a) 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.

(b) Credit risk

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

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

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note E 1.2.

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

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E 2.1: Risk management (Continued)**(c) 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 E 1.2 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 C 3.4.

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

(d) 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 4.35%.

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.

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E3: Commitments

E 3.1: Commitments for expenditure

The council has entered into the following commitments. Commitments are not recognised in the statement of financial position and are disclosed at their nominal value and presented inclusive of the GST payable. The council has commitments totalling \$78.481m comprising of \$69.212m of operating commitments including recycling and waste management, roads, cleaning contracts and environmental services and \$9.269m of Capital Commitments comprising of buildings and other.

Note E 3.1: Commitments	Later than 1 year		Later than 2 years		Total
	No later than 1 year	Later than 1 year	and no later than 2	Later than 2 years	
	\$'000	years	years	years	\$'000
		\$'000	\$'000	\$'000	\$'000
2024					
Operating					
Recycling and waste management	7,616	5,371	11,506	-	24,493
Cleaning contracts for council buildings	3,898	3,768	770	809	9,246
Roads	814	985	1,023	1,073	3,894
Environmental services	9,111	5,763	6,038	1,147	22,059
Other	1,939	2,796	2,469	2,316	9,520
Total operating commitments as at 2024	23,378	18,683	21,807	5,345	69,212
Capital					
Buildings	8,135	257	81	-	8,473
Other	796	-	-	-	796
Total capital commitments as at 2024	8,931	257	81	-	9,269

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	No later than 1 year \$'000	Later than 1 year and no later than 2 years		Later than 2 years and not later than 5 years		Total \$'000
		\$'000	years	\$'000	years	
2023						
Operating						
Recycling and waste management	5,850	1,336	1,319	-	-	8,505
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	4,834	1,016	-	-	-	5,850
Total operating commitments as at 2023	16,272	6,345	4,646	-	-	27,263
Capital						
Buildings	38,711	-	-	-	-	38,711
Other	6,796	54	-	-	-	6,850
Total capital commitments as at 2023	45,507	54	-	-	-	45,561

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E 3.1: Commitments for expenditure (continued)**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 10 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:

	2024 \$'000	2023 \$'000
No later than one year	2,314	1,643
Later than one year and not later than five years	5,087	4,218
Later than five years	2,700	1,576
Total	10,101	7,437

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E4: Fair value measurement**E 4.1 Fair value hierarchy**

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. Council's financial assets and liabilities are measured at amortised cost.

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.

E 4.2 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. 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

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E 4: Fair value measurement (continued)

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

E 4.3 Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication 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.

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F. OTHER INFORMATION**F1: Reserves****F 1.1: Asset revaluation reserves**

	Balance at beginning of reporting period \$'000	Increase / (decrease) \$'000	Balance at end of reporting period \$'000
2024			
Property			
Land and Buildings	1,183,030	25,408	1,208,438
	1,183,030	25,408	1,208,438
Infrastructure			
Roads and Roads Other	405,881	36,234	442,115
Footpaths, cycleways, kerb and channel	429,126	29,249	458,375
Drainage	403,400	5,855	409,255
Recreation, leisure, and community facilities	46,664	597	47,261
Infrastructure - Other	-	914	914
Total asset revaluation reserves	1,285,071	72,849	1,357,920
	2,468,101	98,257	2,566,358
2023			
Property			
Land and buildings	1,106,916	76,114	1,183,030
	1,106,916	76,114	1,183,030
Infrastructure			
Roads and Roads Other	381,269	24,612	405,881
Footpaths, cycleways, kerb and channel	403,001	26,125	429,126
Drainage	357,982	45,418	403,400
Recreation, leisure, and community facilities	-	46,664	46,664
	1,142,252	142,819	1,285,071
Total asset revaluation reserves	2,249,168	218,933	2,468,101

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F 1.2 Other reserves

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2024				
Public open space reserve	8,943	-	(8,943)	-
Deferred works reserve	41,330	-	(41,330)	-
DCP Reserve – Jetty Road stage 1	(4,843)	-	(134)	(4,977)
DCP Reserve – Armstrong Creek East Precinct	17,731	7,688	-	25,419
DCP Reserve – Armstrong Creek West Precinct	15,832	-	(1,273)	14,559
DCP Reserve – Armstrong Creek HBP	6,169	4,525	-	10,694
DCP Reserve – Armstrong Creek Town Centre	(9,584)	-	(14,279)	(23,863)
DCP Reserve – Armstrong Creek South Precinct	5,637	-	-	5,637
DCP Reserve – Ocean Grove Growth Area	2,953	1,901	-	4,854
DCP Reserve – Lara West	10,191	6,040	-	16,231
Armstrong creek public open space	19,259	220	-	19,479
Water quality levy	2,586	-	(2,586)	-
S173 – St Leonard's Growth Area 1	1,177	-	-	1,177
S173 – St Leonard's Growth Area 2	1,112	-	-	1,112
S173 – Trethowan Ave SIFA	1,308	-	-	1,308
DCP Reserve – Central Road Drysdale	(1,256)	-	-	(1,256)
Other reserves	2,102	1,284	(930)	2,456
Total other reserves	120,647	21,658	(69,475)	72,830
2023				
Public open space reserve	16,630	2,854	(10,541)	8,943
Deferred works reserve	41,330	-	-	41,330
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)	15,832
DCP Reserve – Armstrong Creek HBP	131	6,799	(761)	6,169
DCP Reserve – Armstrong Creek Town Centre	(4,053)	-	(5,531)	(9,584)
DCP Reserve – Armstrong Creek South Precinct	3,851	1,786	-	5,637
DCP Reserve – Ocean Grove Growth Area	2,830	123	-	2,953
DCP Reserve – Lara West	6,611	3,741	(161)	10,191
Armstrong creek public open space	4,300	25,972	(11,013)	19,259
Water quality levy	2,586	-	-	2,586
S173 – St Leonard's Growth Area 1	1,177	-	-	1,177
S173 – St Leonard's Growth Area 2	(176)	1,288	-	1,112
S173 – Trethowan Ave SIFA	1,308	-	-	1,308
DCP Reserve – Central Road Drysdale	(757)	-	(499)	(1,256)
Other reserves	2,076	26	-	2,102
Total other reserves	108,134	50,952	(38,439)	120,647

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the Financial Year Ended 30 June 2024

F2: Reconciliation of cash flows from operating activities to surplus**F 2.1: Reconciliation of cash flows from operating activities to surplus**

	2024 \$'000	2023 \$'000
Surplus for the year	81,704	154,652
Non-cash adjustments		
Depreciation/ amortisation	93,720	82,255
Loss/(Profit) on disposal of property, infrastructure, plant and equipment	43,774	(17,206)
Capital works reclassified as expense	-	19,848
Share of net surplus of associates	958	(510)
Contributions - Non-monetary assets	(86,310)	(91,819)
Finance costs	1,835	2,562
Movements in assets and liabilities		
Assets		
(Increase) / decrease in trade and other receivables	(16,991)	7,331
(Increase) / decrease in prepayments and accrued income	2,450	(1,196)
Increase / (decrease) in contract assets	(1,160)	(3,305)
Liabilities		
Increase / (decrease) in trade and other payables	(7,414)	(3,804)
Increase / (decrease) in other liabilities	2,877	1,510
(Increase) / decrease in inventories	38	415
Increase / (decrease) in provisions	448	1,337
Net cash from operating activities	115,929	152,070

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the Financial Year Ended 30 June 2024

F3: Superannuation**F 3.1: 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 2024, this was 11.0% as required under Superannuation Guarantee (SG) legislation (2023: 10.5%)).

Defined benefit

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

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the 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 2024. Council was notified of the 30 June 2024 Vested Business Index (VBI) during August 2024 (2023: August 2023). The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns 5.6% pa

Salary information 3.5% pa

Price inflation (CPI) 2.7% pa

As at 30 June 2023, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The VBI of the Defined Benefit category of which Council is a contributing employer was 104.1%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.8% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2023 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.

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the Financial Year Ended 30 June 2024

F 3.1: Superannuation (continued)

Employer contributions

(a) Regular contributions

Based on the results of the 2023 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2024, this rate was 11% of members' salaries (10.5% in FY22-23). 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 2023 triennial valuation.

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

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98%.

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 2023 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2023.

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

	2023 (Triennial) \$m	2022 (Interim) \$m
A VBI surplus	84.7	44.6
A total service liability surplus	123.6	105.8
A discounted accrued benefits surplus	141.9	111.9

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the Financial Year Ended 30 June 2024

F 3.1: Superannuation (continued)

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 2023. 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 2023. The discounted accrued benefit surplus means that the current value of the assets in the Fund’s Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2023.

The 2024 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024.

The VBI of the Defined Benefit category was 105.4% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

- Net investment returns 5.6% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.7% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category’s funding arrangements from prior years."

The 2020 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial investigation	2023 Triennial investigation
Maximum Exposure to Credit Risk		
Net investment return	5.6% pa 2.5% pa for two years and 2.75% pa thereafter	5.7% pa
Salary inflation	2.0% pa	3.50% pa
Price inflation		2.8% pa

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the Financial Year Ended 30 June 2024

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of scheme	Rate	2024	2023
			\$'000	\$'000
Vision super	Defined benefits	11% (2023:10.5%)	611	654
Vision Super	Accumulation	11% (2023:10.5%)	8,724	9,038
Other funds	Accumulation	11% (2023:10.5%)	8,724	7,353

Council has not paid unfunded liability payments to Vision Super during FY23-24 (FY22-23 \$nil).

There were no contributions outstanding, and no loans issued from or to the above schemes as at 30 June 2024.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 is \$593k.

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Greater Geelong City Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the Financial Year Ended 30 June 2024

G. PRIOR PERIOD ERROR DISCLOSURES**G1: Statement of financial position**

Impact of changes on statement of financial position		As previously reported	Prior year adjustment	Restated
		2023	2023	2023
		\$'000	\$'000	\$'000
	Notes			
ASSETS				
Non-current assets				
Property, infrastructure plant and equipment	C 2.1	4,703,445	(19,865)	4,683,579
Total non-financial assets		4,744,913	(19,865)	4,725,048
Total assets		4,917,160	(19,865)	4,897,295
LIABILITIES				
Non-current liabilities				
Provisions	C 4.1	18,675	13,804	32,479
Total non-current liabilities		138,843	13,804	152,647
Total liabilities		266,576	13,804	280,380
Net assets		4,650,584	(33,669)	4,616,915
EQUITY				
Accumulated surplus		2,061,835	(33,669)	2,028,166
Total equity		4,650,584	(33,669)	4,616,915

During the 2023-24 reporting period, management identified two prior period errors which were corrected by restating the results in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

Provision for Landfill – management engaged an expert to undertake comprehensive assessment of landfill provision for Drysdale and Corio landfill. Based on the expert assessment, management concluded the landfill provision was understated by \$13.804 million. The timing of the impact has an impact on the opening balance of the accumulated surplus.

Property, infrastructure, plant and equipment – management have undertaken an extensive in-depth review of owned and operated assets register. As an outcome of the review, management have identified an over statement of property, infrastructure, plant and equipment in prior period to the value of \$19.865 million and an adjustment has been made.

THE GREATER GEELONG CITY COUNCIL
PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2024

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Section 1. Description of municipality

For the year ended 30 June 2024

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

Covering an area of 1,247 square kilometres, the region is characterised by the multi-award winning Waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world-renowned coastline of south-west Victoria via the Great Ocean Road. With over 282,000 people, the population is forecast to grow to more than 396,000 by 2041 – an increase of over 35 per cent⁹.

⁹ Source: Population and household forecasts, 2021 to 2041, prepared by .id (informed decisions), January 2023.

Section 2. Sustainable Capacity Indicators

For the year ended 30 June 2024

INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Population					
C1 <i>Expenses per head of population</i> [Total expenses / Population]	\$1,504.49	\$1,578.97	\$1,682.45	\$1,763.19	There are ongoing business as usual impacts from the COVID-19 period which have resulted in increased costs for the city.
C2 <i>Infrastructure per head of population</i> [Value of infrastructure / Population]	\$8,596.71	\$11,311.66	\$12,719.95	\$13,295.91	There are ongoing business as usual impacts from the COVID-19 period which have resulted in increased costs for the city.
C3 <i>Population density per length of road</i> [Population / Kilometres of local roads]	112.57	114.13	116.46	116.19	In 2023–24, the increase in length of local roads was marginally higher than the increase in population.
Own-source revenue					
C4 <i>Own-source revenue per head of population</i> [Own source revenue / Population]	\$1,197.71	\$1,290.16	\$1,407.78	\$1,392.30	There are ongoing business as usual impacts from the COVID-19 period which has resulted in revenue for the city.
Recurrent grants					
C5 <i>Recurrent grants per head of population</i> [Recurrent grants / Population]	\$239.27	\$291.32	\$289.54	\$166.35	Budgeted grant funding was received in July 2024 and not June 2024.

INDICATOR/MEASURE	RESULTS				COMMENTS
	2021	2022	2023	2024	
Disadvantage					
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.
Workforce turnover					
C7 <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.08%	15.77%	14.73%	12.78%	Employee turnover at the City continues to trend towards pre-pandemic rates, reflecting broader economic and job market conditions. This improvement also highlights the organisation's recent focus on being the best local government employer in Australia. Notably, the City's turnover rate remains well below the Victorian Public Sector average of 18.1% in 2023.

Section 3. Service Performance Indicators

For the year ended 30 June 2024

INDICATOR/MEASURE	RESULTS					COMMENTS
	2021	2022	2023	2024		
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	
Aquatic Facilities						
AF6 Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	3.32	4.73	7.21	Not applicable	7.01	Participation at our leisure venues continued to be strong in 2023–24. The slight decrease in result was most likely due to a service disruption where Waterworld was permanently closed six months before the new Norlane ARC (Aquatic Recreation Centre) was opened.
Animal Management						
AM7 Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100.00%	100.00%	100.00%	Not applicable	100%	We continued to successfully prosecute all matters brought before the court, with 15 successful animal management prosecutions in 2023–24.

INDICATOR/MEASURE	RESULTS					COMMENTS
	2021	2022	2023	2024		
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	
Food Safety						
FS4 Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	95.45%	100.00%	90.76%	Not applicable	93.46%	Employee turnover and difficulties recruiting qualified officers again impeded our ability to meet program targets. We will continue to provide a prioritised response to critical and major non-compliance notifications.
Governance						
G2 Satisfaction <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	57	54	52	55	49	Satisfaction with consultation and engagement continued to decline. This trend is on par with regional centres, but lower than metro councils' decline. While there are broader factors negatively influencing people's satisfaction with council (financial sustainability, population growth, cost of living), we will focus on expanding feedback channels, and implementing more outreach initiatives to foster greater community involvement and build trust.

INDICATOR/MEASURE	RESULTS					COMMENTS
	2021	2022	2023	2024		
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	
Libraries						
LB7 Participation <i>Library membership</i> [The number of registered library members / Population] x100	New for 2024			Not applicable	28.60%	Given this is a new indicator for 2023–24, there are no comparative results from previous years. Drysdale and Leopold Libraries reported increases in membership in 2023–24 showing new members are utilising the two newest facilities in the council area.
Maternal and Child Health (MCH)						
MC4 Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.56%	74.40%	73.61%	Not applicable	73.88%	There were 13,260 children enrolled in the City’s MCH service of which 9,796 attended at least once in the year. This participation rate, calculated across all key age checks, reflects the gradual reduction in participation in later visits which will require innovative approaches to increase the rate of 18 month, 2 year and 3.5 year checks.
MC5 Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	77.47	72.02%	71.62%	Not applicable	75.29%	There were 216 children who identify as Aboriginal or Torres Strait Islander (ATSI) enrolled in the City’s MCH service, of which 163 attended at least once in the year. The higher rate of participation by ATSI families may be a result of efforts to provide culturally safe & inclusive practice.

INDICATOR/MEASURE	RESULTS					COMMENTS
	2021	2022	2023	2024		
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	
Roads						
R2 Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by / Kilometres of sealed local roads] x100	95.26%	94.76%	95.59%	94.73%	96.30%	The proportion of roads maintained to condition standards increased slightly but was relatively consistent with the previous years.
Statutory Planning						
SP2 Service standard <i>Planning applications decided within required time frames</i> [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	80.90%	78.70%	75.05%	70.00%	78.60%	There has been an improvement in the processing times based on the reduction in the overall planning permit applications received and the increased processing efficiencies of employees.
Waste Collection						
WCS Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53.87%	52.96%	53.21%	52.32%	50.99%	The slight decrease in diversion rate is due to a decrease in the tonnage of recyclables collected following the introduction of the state government's Container Deposit Scheme. There has also been a reduction in tonnage of green waste collected.

Section 4. Financial Performance Indicators

For the year ended 30 June 2024

INDICATOR/MEASURE	RESULTS									COMMENTS
	2021	2022	2023	2024		2025	2026	2027	2028	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST	
Efficiency										
E2 Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,088.94	\$3,199.59	\$3,339.68	\$3,294	\$3,511.60	\$3,387.51	\$3,518.34	\$3,630.97	\$3,735.88	The financial performance for FY2024 has improved with several initiatives implemented. Expense per property assessment is due to the growth in the number of rateable properties.
E4 Revenue level <i>Average rate per property</i> [Total rate revenue / Number of property assessments]	\$1,639.93	\$1,661.65	\$1,660.37		\$1,728.27	\$2,229.88	\$2,329.34	\$2,407.38	\$2,494.58	The average rate per property is likely to grow in line with the forecast annual rate cap

INDICATOR/MEASURE	RESULTS									COMMENTS
	2021	2022	2023	2024		2025	2026	2027	2028	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST	
Liquidity										
L1 Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	140.29%	148.04%	134.85%	136.16%	162.78%	136.98%	138.15%	107.80%	123.54%	To support the City's requirement for strong liquidity, it holds close to \$100 million in cash and cash equivalents (term deposits). The City's financial position is forecast to be maintained at its current level into FY2025.
L2 Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	97.96%	48.08%	33.34%		29.58%	63.02%	60.35%	44.09%	54.81%	To support the City's requirement for strong liquidity, it holds close to \$100million in cash and cash equivalents (term deposits)
Obligations										
O2 Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	45.94%	51.85%	44.41%		60.56%	58.43%	56.64%	54.12%	52.00%	On an own revenue basis this is below 60% which is an important covenant for the City's borrowings. Borrowings increased as outlined in the budget to deliver the infrastructure the City needs.

INDICATOR/MEASURE	RESULTS									COMMENTS
	2021	2022	2023	2024		2025	2026	2027	2028	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST	
<p>O3 Loans and borrowings</p> <p><i>Loans and borrowings repayments compared to rates</i></p> <p>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</p>	5.29%	4.46%	5.39%		4.36%	5.42%	7.84%	5.28%	5.42%	The majority of existing loans with banks are on a principal and interest basis, the new Treasury Corporation Victoria loans are on interest only.
<p>O4 Indebtedness</p> <p><i>Non-current liabilities compared to own source revenue</i></p> <p>[Non-current liabilities / Own source revenue] x100</p>	39.46%	41.81%	35.72%		51.23%	48.86%	49.25%	46.84%	44.78%	The majority of existing loans with banks are on a principal and interest basis, the new Treasury Corporation Victoria loans are on interest only.
<p>O5 Asset renewal and upgrade</p> <p><i>Asset renewal and upgrade expense compared to depreciation</i></p> <p>[Asset renewal and asset upgrade expenditure / Asset depreciation] x100</p>	57.65%	68.94%	65.72%	76.26%	71.00%	97.68%	88.97%	57.25%	51.48%	A number of new assets have come online in 2023–24, increasing depreciation but not requiring renewal.

INDICATOR/MEASURE	RESULTS									COMMENTS
	2021	2022	2023	2024		2025	2026	2027	2028	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST	
Operating Position										
<p>OP1 Adjusted underlying result</p> <p><i>Adjusted underlying surplus (or deficit)</i></p> <p>[Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100</p>	5.61%	9.33%	8.33%		-12.85%	4.85%	6.53%	6.16%	1.55%	<p>Financial performance in FY2024 has improved with several initiatives implemented resulting an increased forecast surplus of \$2.793million, however, a deficit of \$17.658million was the result due to budgeted grant funded being received in July 2024 not June 2024. On an adjusted basis a small surplus would have been achieved for FY2024. It was noted in preparing the FY2024 funding from the Federal Government which had been received early in prior years did transfer some risk into FY2024.</p>

INDICATOR/MEASURE	RESULTS									COMMENTS
	2021	2022	2023	2024		2025	2026	2027	2028	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST	
Stability										
S1 Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	60.37%	57.58%	56.45%	66.82%	69.16%	62.63%	61.88%	62.22%	65.74%	The rate cap for FY2024 was 3.5%, revenue from other sources grew at a slower rate.
S2 Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.33%	0.33%	0.27%		0.26%	0.27%	0.28%	0.29%	0.31%	Rates revenue and Capital Improved Value increases are likely to remain stable.

Section 5. Notes to the accounts

5.1 Basis for preparation

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

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

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 2024–25 budget on 25 June 2024. 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.

5.2 Definitions

KEY TERM	DEFINITION
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 <i>Road Management Act 2004</i>
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

KEY TERM	DEFINITION
Unrestricted cash	means all cash and cash equivalents other than restricted cash
Aboriginal child	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
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 <i>Food Act 1984</i> , 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 <i>Food Act 1984</i> , 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 <i>Food Act 1984</i> , 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 <i>Food Act 1984</i>
'Local road'	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
Major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , 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
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

KEY TERM	DEFINITION
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

5.3 Other Matters

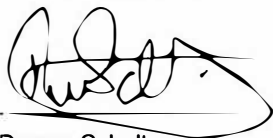
Overview of the year

Like many other governments and organisations, the City of Greater Geelong is feeling the impacts of inflation and rising costs. Our projects and services are under continuous financial pressure, meaning the development of our 2023–24 budget was challenging. To set ourselves up for long-term financial sustainability, we looked closely at our corporate expenses, external grants, sponsorships and funding to find savings and free up funds to invest back into the community. We also had to be realistic about what we could deliver in the short-term. While we did not reduce our capital projects budget, we couldn't afford to deliver as many projects in total resulting in a number of projects being placed on hold until alternate funding sources can be identified.

Despite these challenges, in 2023–24 we continued to deliver new facilities and infrastructure and upgrade our existing assets to meet the needs of our growing municipality. We delivered a \$139.5 million capital projects program including the new state-of-the-art Norlane ARC (Aquatic and Recreation Centre), Stage 1 of the North Bellarine Aquatic Centre and an upgrade to the Waurm Ponds Skate Park.

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

Chief Financial Officer

Dated: 8 October 2024

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2024 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.

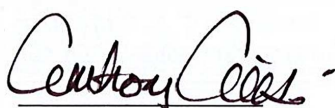
We have been authorised by the Greater Geelong City Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Councillor Trent Sullivan

Mayor

Dated: 8 October 2024



Councillor Anthony Aitken

Deputy Mayor

Dated: 8 October 2024



Troy Edwards

Acting Chief Executive Officer

Dated: 8 October 2024



Independent Auditor's Report

To the Councillors of Greater Geelong City Council

Opinion	<p>I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2024 • service performance indicators for the year ended 30 June 2024 • financial performance indicators for the year ended 30 June 2024 • sustainable capacity indicators for the year ended 30 June 2024 • notes to the accounts • certification of the performance statement. <p>In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2024 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and 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.</p>

Auditor's responsibilities for the audit of the performance statement

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

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

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

MELBOURNE
15 October 2024



Travis Derricott
as delegate for the Auditor-General of Victoria





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

CITY OF GREATER GEELONG

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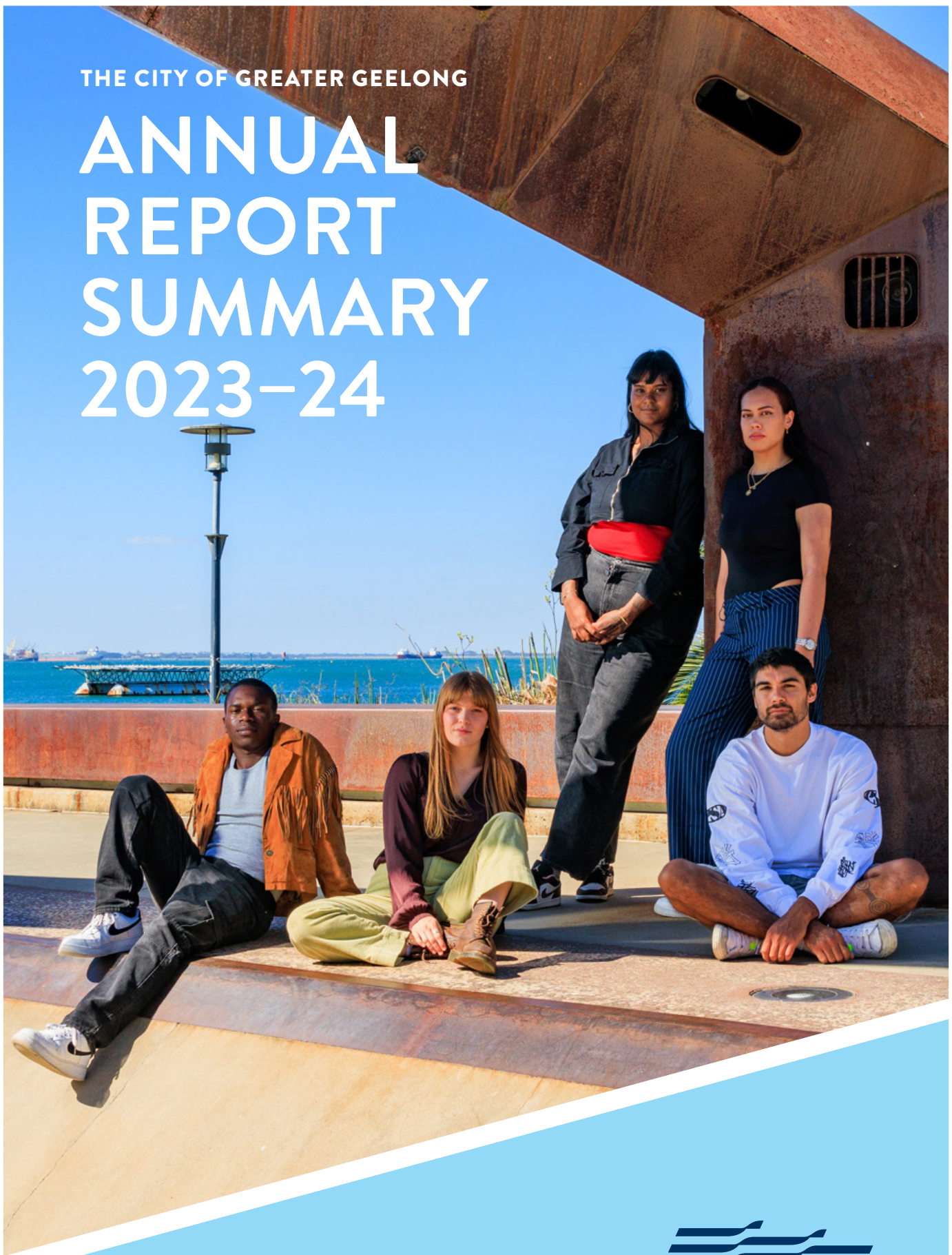
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THE CITY OF GREATER GEELONG

ANNUAL REPORT SUMMARY 2023-24



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.



Photo: Barwon River, Moonah Park, Barwon Heads

Cover: GRID Series (Grass Roots Indie Development) Geelong 2023-24 artists L. to R. Baraka the Kid, Daisy Kilbourne (seated) Wild Gloriosa; LENNi and Ridzyray (seated).

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ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2023–24*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- what we've achieved in 2023–24, as it applies to our council plan strategic priorities.

For the full details of our 2023–24 performance, download the complete annual report at geelongaustralia.com.au/annualreport

MAYOR AND CEO MESSAGE

We are pleased to present this summary of the City of Greater Geelong's Annual Report for the year ending 30 June 2024.

It has been a year of progress and change for our Council and organisation. We have continued to focus on meeting the needs of our growing community.

As the community's elected representatives, our Council bases its decision-making on positioning Greater Geelong for an environmentally, economically and socially sustainable future.

We have sought to balance this longer-term outlook with a desire to meet the current day needs and expectations of the people they represent.

At an organisation level, the arrival of a new CEO and a new, united Executive Leadership Team, has brought stability of leadership and a fresh outlook as we approach the challenges and opportunities in front of us.

Our executive and senior leaders have been keenly focused on operating as efficiently as possible to deliver the best value to ratepayers, without compromising our core services that are so highly valued.

Against a backdrop of costs rising at a much faster rate than the income we generate, we have been financially responsible and sought to find new and better ways of doing things.

We remain committed to achieving the four strategic priorities set out in the Council's four-year strategic document, 'Our Community Plan 2021-25': A Healthy, Caring and Inclusive Community, Sustainable Growth and Environment, Strong Local Economy, and a High Performing Council and Organisation.

This summary will give you a snapshot of the projects and initiatives delivered for the benefit of the community during the financial year. We also encourage you to read our Annual Report in full.

All of these achievements are geared towards realising the community's 30-year vision of a clever and creative future for our region.

With our Council coming to the end of its term, we thank all of our councillors for their service during this time.

We also thank our dedicated employees who take pride in their work and want the best for Greater Geelong and the people who live here.

Finally, biggest thanks to our community for the input you have provided to our major projects and decisions during the past year, and the many ways in which so many of you contribute towards a healthy and thriving Greater Geelong.



CR TRENT SULLIVAN
MAYOR

ALI WASTIE
CHIEF EXECUTIVE OFFICER

INTRODUCTION

OUR CITY

The City of Greater Geelong is Victoria's second-largest city, located 75 kilometres south-west of Melbourne. We are proud to be on Wadawurrung Country. Wadawurrung Country covers over 10,000 square kilometres, from the Great Dividing Range in our north, to the coast in our south, from the Werribee River in our east, and to Aireys Inlet in our west, including Geelong and Ballarat.

Our municipality stretches 1,247 square kilometres across unique urban, coastal and country areas. Our community often points to this mix of landscapes and the lifestyles they support as a key attraction for living in, working at and visiting Greater Geelong.

Greater Geelong is bound by the Moorabool Shire in our north, Wyndham City Council and the Borough of Queenscliffe in our east, Surf Coast Shire and Golden Plains Shire in our west, and Bass Strait to our south.

COMMUNITY

Greater Geelong is Victoria's most populated region outside metropolitan Melbourne, with an estimated 282,809 residents as of 30 June 2023.¹ Our municipality has seen significant growth, particularly in Armstrong Creek, Lara, and the Bellarine Peninsula. By 2041, we expect our population to reach 396,388.²

Our demographics are dynamic, with notable growth across most age groups between 2016 and 2021. Young workers and families have flocked to the region, leading to a 21 per cent increase in the 25-49 age bracket and a 20.8 per cent rise in residents over 60. The median age dropped from 40 to 39 during this period.¹

We proudly host the largest population of Aboriginal and Torres Strait Islander people in any Victorian local government area, with 3,562 residents recorded in the 2021 Census.¹ The Wadawurrung People, Traditional Owners of this land, have lived here for over 25,000 years.

Our cultural and linguistic diversity is growing, with 17.7 per cent of residents born overseas.¹ Migration has strengthened our community, with new arrivals mainly from India, the UK, the Philippines, New Zealand, Sri Lanka, and Pakistan. International students also contribute to our rich multicultural fabric.

We strive for inclusivity, respect, and belonging, delivering social, economic, and cultural initiatives that support connection, participation, innovation, and creativity. Despite our strengths, some suburbs face significant socio-economic disadvantages, which we are committed to addressing.

LIFESTYLE

Greater Geelong is renowned for its exceptional lifestyle, blending urban amenities with natural beauty. Our region boasts a mix of classic 'Boom Time' civic buildings, grand 18th and 19th century architecture, and revitalised modern urban areas. As Australia's first UNESCO City of Design, we leverage creativity and innovation to build sustainable, resilient, and inclusive communities.

Our vibrant waterfront, extensive parks, and recreational reserves offer residents ample opportunities for leisure and outdoor activities. From serene bay beaches to the rugged coastline of the Great Ocean Road, our diverse landscapes cater to a wide range of recreational pursuits.

ENVIRONMENT

Our environment is a unique blend of urban, rural, and coastal settings. We are home to significant conservation reserves and diverse ecosystems, including the Ramsar-listed wetlands, the You Yangs, and the Barwon and Moorabool river systems. These areas support a variety of flora and fauna, including many protected species.

Geelong's 133 kilometres of coastline, combined with our rural agricultural activities, highlight the region's ecological and economic diversity. We face environmental challenges, such as land clearing, invasive species, climate change, and waste generation, which we address through sustainable practices and innovative solutions.

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

¹ Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

² Population and household forecasts, 2021 to 2041, prepared by .id (informed decisions), January 2023.

ECONOMY

Our economy is thriving, with strengths in advanced manufacturing, professional services, creative industries, digital technology, agribusiness, health care, and the visitor economy. Our strategic location near Melbourne, combined with our infrastructure and skilled workforce, attracts global investors and new businesses.

Over the past five years, we have experienced the fastest job growth of any large Victorian regional area and have an estimated 144,568 jobs, up 9,210 jobs in the year to June 2023.³ Health care and social assistance are our largest employment sectors, followed by retail and construction. We also experienced the largest growth in business numbers, increasing the total to 22,090.³

Greater Geelong's Gross Regional Product (GRP) grew to \$19.57 billion,⁴ with significant contributions from health care, accommodation, financial services, transport, and professional services. With \$13 billion in major projects underway,⁴ including roads, public buildings, industrial and commercial developments, and residential housing, our region is poised for continued growth and prosperity.

Thank you for being part of our journey towards a vibrant, sustainable, and thriving Greater Geelong.



282,809

2023 ESTIMATED RESIDENT POPULATION



3,562

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES



82%

WORKFORCE LIVE IN GREATER GEELONG



39

MEDIAN AGE



2.41

AVERAGE HOUSEHOLD SIZE



144,568

JOBS



17.7%

POPULATION BORN OVERSEAS



12%

SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME UP FROM 11%



22,090

BUSINESSES



\$19.57 BILLION

GROSS REGIONAL PRODUCT



133 KM

OF COASTLINE



1,466 HECTARES

PROTECTED NATURAL HABITAT

Figure 1: Snapshot of Geelong

³ National Institute of Economics and Industry Research (NIEIR) 2024. Compiled and presented in economy.id by .id (informed decisions).

⁴ City of Greater Geelong, Geelong Data Exchange, www.geelongdataexchange.com.au/pages/projects/2/ (June 2024).

OUR 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.

Between September 2016 and May 2017, over 16,000 residents and stakeholders told us what they value about the region and how they would like to see it grow and evolve. The resulting vision, Greater Geelong: A Clever and Creative Future, is a community-led blueprint for our region to be recognised regionally, nationally and internationally, as a clever and creative city-region.

At the heart of the vision are a series of aspirations focused on our region's economy and employment, the environment, arts and culture, transport connections, tourism, efficient and equitable digital access, and good governance.

The vision is a guide for all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to the future of Greater Geelong. It has not only informed the City's priorities but has acted as our community's north star as we've collectively strived for a clever and creative future.

COMMUNITY ASPIRATIONS



A prosperous economy that supports jobs and education opportunities.



People feel safe wherever they are.



A leader in developing and adopting technology.



Creativity drives culture.



A fast, reliable and connected transport network.



A destination that attracts local and international visitors.



An inclusive, diverse, healthy and socially connected community.



Sustainable development that supports population growth and protects the natural environment.



Development and implementation of sustainable solutions.

Figure 2: Nine aspirations of our community's 30-year vision

OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

Our values represent who we are and who we aspire to be. They are the tools to create the workplace culture we want, and deliver on our purpose:

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

OUR STRATEGIC DIRECTIONS

Our Community Plan 2021–25 outlines the things we will do to make Greater Geelong a clever and creative city-region. The four strategic directions our Council chose to guide us are:

- Healthy, Caring and Inclusive Community
- Sustainable Growth and Environment
- Strong Local Economy
- High Performing Council and Organisation.

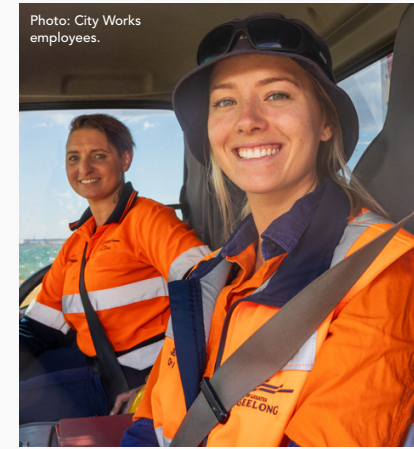


Photo: City Works employees.

OUR ORGANISATION STRATEGY

If our Community Plan 2021–25 is “what” we’ll do, our Organisation Strategy 2024–29 covers “how” we’ll do it. This document outlines our organisation’s priorities, to ensure we’re making the best decisions about how to deliver for the community efficiently and effectively. We have three commitments, each underpinned by two priorities, telling a clear story for our organisation’s future. While the focus of this report is on Council’s Strategic Directions, the Organisation Strategy is included for context on the ways we work to deliver for our community.



Figure 3: City of Greater Geelong Organisation Strategy 2024–29

Photo: Big Rock at the You Yangs, Lara

THE YEAR IN REVIEW 2023-24 HIGHLIGHTS

NATIONAL TREE DAY

The City joined forces with around 350 local residents to plant more than 3,000 trees for National Tree Day at a free City run community event in Lara on Sunday 30 July 2023.

The event, held at Lavender Drive Park in Lara, was made possible through the collaboration and support of Planet Ark, Blood Toyota, the Lions Club South Barwon and Lions Breakfast Club Drinks, dedicated volunteers and City employees who worked tirelessly to organise and coordinate the day.

TEAMING UP WITH THE CATS TO GO GREEN

The City joined forces with Geelong Cats AFLW players and members to plant 900 native grasses, lower shrubs and some eucalypts as part of a revegetation project along the Moorabool River. The project is the first step in a new era of partnership between the Geelong Football Club and the City.

The first Planting Day gave Cats members and the Geelong community the opportunity to make a lasting impact on their local environment by restoring habitat for local wildlife.

GEELONG POSITIVE AGEING PROGRAM

A performance from sixties pop icon Normie Rowe was one of more than 30 events supported by the City as part of the Geelong Positive Ageing program, launched in conjunction with the Victorian Seniors Festival. Spanning from October 2023 to March 2024, the program included activities held by community groups or organisations who received funding from

our Positive Ageing Grants program designed to promote physical activity, mental health and wellbeing, social connections, and positive ageing among our senior citizens.

BUSINESS ACCELERATOR PROGRAM SCHOLARSHIPS

Five local women are a step closer to achieving their business goals after being awarded Business Accelerator Scholarships with Business in Heels, valued at over \$3,000 and sponsored by the City. Tamara Shaw, Nichole Chambers, Terri Wilby, Jessica Kerr and Simone Araujo Gugliandolo were selected to take part in the 12-month long Business Accelerator Program which aims to help women start trading and making sales as quickly as possible so they can become self-sustaining. Participants learn with the support of mentors to develop a business plan, turn leads into referrals, establish their small business and create social media and pricing strategies.

NORTH BELLARINE AQUATIC CENTRE

The North Bellarine Aquatic Centre (Stage 1), with its newly constructed 50-metre heated outdoor pool, was officially opened in October 2023. The project jointly funded by the federal government (\$10 million) and the City (\$5.5 million), is a milestone moment for the North Bellarine community, and our many teams who have worked on this project from conception and consultation, through to completion. The City received \$20 million each in funding commitments from the state and federal governments to deliver Stage 2, which will feature indoor facilities including an indoor, eight lane, 25-metre pool, a warm water

pool and health and wellness facilities, including a gym and group fitness areas. A community advisory panel was established to help identify design options with a final concept design approved by Council in July 2023. Delivery is expected to take 2-3 years.

BOTANIC GARDENS AUSTRALIA AND NEW ZEALAND (BGANZ) NETWORK EVENT

The Geelong Botanic Gardens took centre stage as the venue for the Botanic Gardens Australia and New Zealand (BGANZ) network event in October 2023. We welcomed 80 national and international industry professionals hailing from more than 20 organisations, providing them with a guided tour of the 170-year-old gardens which boast more than 4,000 species across 400 genera and 100 plant families. A highlight of the tour was the Pacific Rim garden, a haven for rare plants hailing from regions in the Pacific, under threat from deforestation and climate upheavals.

WAURN PONDS SKATE PARK REDEVELOPMENT

The City unveiled the \$1.94 million redevelopment of the Waurn Ponds Skate Park in September 2023. Informed by two rounds of community consultation in 2021, the skate park upgrade design retained and improved popular elements of the former skate park, while incorporating a new space to create better connections between site skate and play elements. The upgrade was jointly funded the City (\$600,000)

and the state government through its Sport and Recreation Victoria Community Sport Stimulus Infrastructure Grant Program (\$1.34 million) and Connecting Regional Communities Program.

GEELONG NATURE FESTIVAL

After a huge six weeks of events attended by more than 3,000 community members, Geelong Nature Festival wrapped up in October 2023. The City, in partnership with the Geelong Field Naturalists Club, joined forces with 55 volunteer groups and organisations to deliver 70 events that celebrated, explored and nurtured Greater Geelong's diverse natural environment. This year's theme, 'Our Backyard' was committed to inspiring local minds to engage with their surroundings, fostering a deep appreciation for nature in their own backyards. From restoring habitat on Waurn Ponds Creek and learning how to grow your own native plants to bug nights and Burrunan dolphin watching sessions, there was something on offer for all age groups, interests and passions. The festival included a major environmental art project involving primary school children from 22 schools, genU artists, the fOrT and the Mt Duneed Men's Shed, designed by the School of Lost Arts, culminating in the creation of major art installation at the 21st Century Garden at the Geelong Botanic Gardens. A short film capturing the installation can be seen at [Geelong Nature Festival 2023](#). In February 2024, we delivered a presentation on the festival as part of the Victorian Biodiversity Conference held at Deakin University's Burwood campus.



Photo: National Tree Day, Lavender Reserve, Lara.

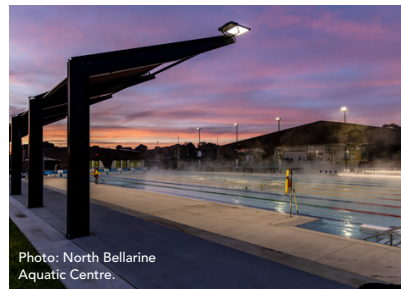


Photo: North Bellarine Aquatic Centre.



Photo: Waurn Ponds Skate Park, Waurn Ponds.



Photo: Geelong Nature Festival art installation at the Geelong Botanic Gardens.



Photo: Live and Local - ReSound Ocean Grove, Mink Mila at KALA Greek Food. Photo credit: Lucinda Goodwin Photography.



Photo: 2023 Local Designers Showcase at Wurriki Nyal. Photo credit: Patrick Callow Photography.

LAUNCH OF LIVE AND LOCAL PROGRAM

In October 2023, we launched our Live and Local program, designed to showcase, support and celebrate the unique mix of local musicians and bands in our region. Live and Local is a comprehensive capacity building program delivering professional development workshops, micro-music festivals and a local industry forum, presented by the City in partnership with live music advocates LiveMusic Office, and APRA AMCOS, a music rights management organisation. As part of the initiative, we are also establishing a Music Industry Register of those working in the music industry, musicians and live music venues to connect people with information about live music activities, workshops and professional development opportunities, networking and collaborative opportunities and grants.

GEELONG DESIGN WEEK 2023

From 19-29 October 2023, Geelong Design Week celebrated the City of Greater Geelong's UNESCO City of Design designation. The event spanned 52 free and ticketed events across eleven days. The previous attendance record was shattered with an astounding 17,288 attendances at events, an increase of 172 per cent from 2022. The increased number of event attendees from areas outside the Geelong region, signalled the event's widening allure, with high-level estimates suggesting the impact of visitors attending Geelong Design Week events from outside Greater Geelong alone injected \$1.6 million revenue into the local economy.

POA BANYUL COMMUNITY HUB OPENING

Our \$13 million state-of-the-art Poa Banyul Community Hub in Mount Duneed, was officially opened in November 2023. The hub is designed to cater to a diverse range of early years and family services, including sessional kindergarten, maternal and child health services, family support consulting rooms and versatile community spaces. Jointly funded by the City (\$10.7 million) and state government (\$2.25 million), the hub complements the nearby community shed, helping to create a sense of unity and support within the region.



Photo: Rainbow Crossing, Yarra Street, Geelong.

PERMANENT RAINBOW CROSSING

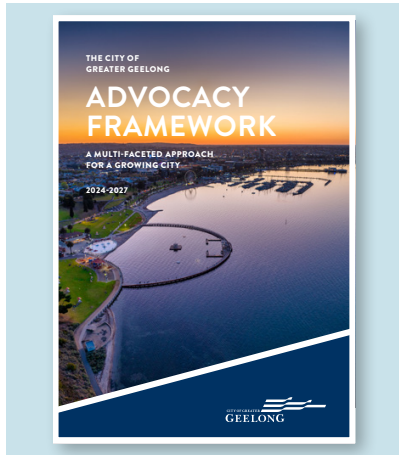
In December 2023, we unveiled a permanent rainbow pedestrian crossing on Yarra Street as a symbol of pride in the diversity of the region and a celebration of the LGBTQIA+ community. Inspired by Valentino Vecchiotti's Progress Pride Flag, the chosen design is the most current and inclusive representation of LGBTQIA+ pride. It integrates not only the traditional rainbow colours but also incorporates elements of the transgender and intersex flags, as well as brown and black lines to symbolise all people of colour, including Australia's First Nations communities. The idea was first floated in 2019 by members of the Rainbow community and supported by councillors. Initial steps were taken in 2020 with a temporary mini crossing in Little Malop Street during the launch of the Geelong Rainbow Festival. However, the COVID-19 pandemic temporarily halted plans for a permanent installation until 2022.

RECOGNITION FOR FRANK COSTA AO

We partnered with the Costa Family, Geelong Authority member Rory Costelloe and the Geelong Cats Football Club, to commission internationally renowned sculptor Louis Laumen to create a sculptural memorial to the late Frank Costa AO, who passed away in May 2021. Unveiled in December 2023, The Newsboy (Frank Costa, aged 13), which depicts a teenage boy standing on a fruit box selling the Herald Sun newspaper, recognises the many roles Frank played in the community: a generous philanthropist, passionate Geelong Football Club president, well-known businessman and fierce advocate for our region.



Photo: Sculptural memorial to the late Frank Costa AO, Geelong.



ADOPTION OF NEW ADVOCACY FRAMEWORK

In March 2024, Council voted to adopt a new Advocacy Framework, which outlines the City's approach to advocacy at a local, regional, state, national and international level over the next three years. The framework provides two new approaches for regional advocacy, with the City to renew its membership of G21 with a reduced financial contribution and work with neighbouring councils like the City of Wyndham for joint advocacy opportunities in the western growth area. The framework also considers the City's role in the broader ecosystem of advocacy in Geelong, the approach and principles for advocacy, how advocacy priorities will be determined, and how performance and outcomes will be measured.

STREET UPGRADES NEAR WAURN PONDS STATION

A \$2.1 million upgrade of Sugargum Drive and Bodega Street in Waurn Ponds was completed in May 2024, creating improved conditions for road users and pedestrians near the Waurn Ponds Station. Fully funded via the Australian Government's Roads to Recovery program, the project produced a range of improvements between Oakwood Crescent and Rossack Drive including road pavement rehabilitation, kerb and channel upgrades, reflective pavement markers and line marking upgrades. The upgrades came in response to increasing traffic in the area, with around 11,000 vehicles now travelling along Sugargum Drive and Bodega Street each day. The project was completed on time and six weeks ahead of schedule by the City's design, program delivery and construction teams.

CITY SUPPORT FOR 16 DAYS OF ACTIVISM AGAINST GENDER BASED VIOLENCE

We demonstrated our commitment to a world where everyone is respected by supporting the international campaign 16 Days of Activism against Gender-Based Violence. The campaign started on 25 November 2023, the International Day for the Elimination of Violence Against Women and finished on 10 December 2023 - Human Rights Day. In collaboration with Respect 2040, we promoted events and initiatives by other Geelong organisations and also joined local partners to light City landmarks, with the colour orange symbolising a brighter future free of violence.



COMMUNITY LEADERSHIP PROGRAM

In November 2023, we celebrated the completion of the 2023 Community Leadership Program. The 17 aspiring leaders completed a nine-month interactive experience designed to equip them with personal and professional growth opportunities, as part of the City's commitment to developing skilled and passionate leaders across the region. Throughout the course, participants developed an increased knowledge and understanding of the Geelong community, connected with like-minded peers, and were equipped with knowledge and tools across a range of topics designed to enhance their leadership capabilities.

PEOPLE WITH DISABILITY AWARDS

The City marked International Day of People with Disability in December 2023, by announcing the winners of the annual Awards for People with Disability. Attended by over 100 people, this was the fourth year the City has partnered with genU and the Barwon Disability Resource Council to present the awards. Winners of three categories were: Shannon Bowman (Achievement Award), Paige Humm (Leadership and Advocacy Award) and Tim Harte (Volunteering Award). The awards are essential to highlighting the great work accomplished by people with disability, as leaders and role models for others in the community.

NORLANE ARC (AQUATIC RECREATION CENTRE)

Our brand new \$65.6 million Norlane ARC (Aquatic Recreation Centre) was officially opened on 9 February 2024. Funded by the City (\$48.84 million), state government (\$8.5 million) and federal government (\$8.26 million), the hub replaces the former Waterworld and Centenary Hall facilities. Features include a 25-metre pool, warm water pool, learn to swim pool, water play area and waterslide, as well as gym and exercise facilities, a multi-purpose hall, childcare facilities and health consulting suites. The City presented four naming options for community feedback early in 2024, based on recommendations from the facility's Community Liaison Reference Group. Norlane ARC (Aquatic Recreation Centre) emerged as the preferred option among survey respondents and was approved by Council at its May meeting.



CO-DESIGN OF THE PAKINGTON NORTH URBAN DESIGN FRAMEWORK (UDF)

In May 2024, Council adopted the Pakington North UDF which will be used to guide the future growth and development for the precinct that stretches along Pakington Street from Church Street to Waratah and Wellington Streets.

In one of the City's most extensive deliberative engagement processes, the UDF was co-designed with the Pakington Street North Community Panel, a representative sample of the Geelong West community including residents, business owners and visitors who live, work, shop and travel through the precinct. The panel participated in a series of workshops to consider and provide recommendations across a number of areas including urban design, heritage and neighbourhood character, built form, access and mobility, landscaping and open space.

The UDF provides a roadmap to achieve the vision of a vibrant, people friendly and inclusive Pakington North precinct with thriving businesses, housing that is diverse and conveniently located, and quality architecture now and years into the future.

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 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 partnered with the Barwon South West Local Public Health Unit, Bellarine Community Health and Active Geelong to submit successful grant applications to prevent vaping amongst young people and promote active transport for primary school aged children.

We also convened the Health and Wellbeing Partners Network to enable a partnership approach to health and wellbeing. Since its inception in 2021, the network has met six times. Members have mapped the work being undertaken across the municipality under the five health and wellbeing priority areas to identify gaps and opportunities for collaboration. This year, members participated in consultations for the Western Victoria Primary Health Network Community Needs Assessment and the Barwon South West Local Public Health Unit's Catchment Plan.



Photo: Christmas at the Potato Shed.

OUR HEALTH AND WELLBEING INDICATORS

A set of 17 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%** (2021)

Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) **56%** (2021)

Level of agreement that multiculturalism makes life better **66%** (2021)

Number of jobs located in the City of Greater Geelong **144,568** (2022–23)

City of Greater Geelong unemployment rate **4.1%** (June 2024)



DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES

Family violence incident rate per 100,000 population **1,764.7** (June 2024)

Community perception of safety in the area where they live **61%** (2021)



INCREASING HEALTHY EATING

Proportion of adults consuming the recommended number of serves of fruit and vegetables: Fruit **46%** (2021) Vegetable **15%** (2021)



TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH

Proportion of community concerned about effects of climate change on health **51%** (2021)

Hectares of protected natural habitat **1,466.64 hectares** (June 2024)

Community greenhouse gas emissions **3,791,000 tonnes CO₂-emissions total** (2021–22)

Number of trees planted **2811 street and park trees, 4,000 tubestock** (June 2024)



INCREASING ACTIVE LIVING

Proportion of adults meeting the physical activity guidelines **67%** (2021)

Quantity of open space **1079.5 hectares** (2024)

Journeys to work made by public transport, walking or cycling **4.6%** (2021)

Percentage of residences within 400 metres of public open space in urban areas **88.7%** (2024)

Kilometres of bicycle, walking paths and shared paths **121 km bicycle paths, 2,044 km footpaths, 218 km shared paths** (2024)

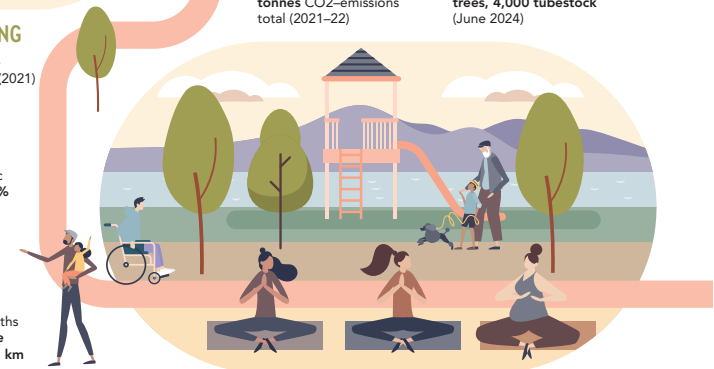


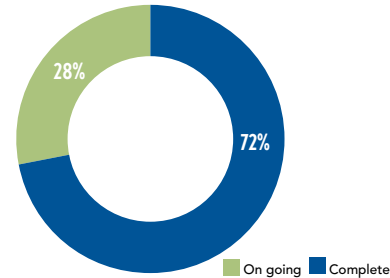
Figure 4: *Our Community Plan 2021–25* health and wellbeing indicators

KEY ACTIONS SUPPORTING HEALTH AND WELLBEING

In 2023–24, we committed to deliver 36 actions to support the achievement of our five health and wellbeing priorities within *Our Community Plan 2021–25 - Annual Action Plan 2023–24*. Of the 36 actions, 72 per cent (26) were complete and 28 per cent (10) were ongoing. The following highlights 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 2021–25 – Quarterly Report June 2024*.

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

Progress of annual actions supporting delivery of health and wellbeing priorities



KEY ACTIONS AND RELATED STRATEGIC DIRECTION		
Incorporate Environmentally Sustainable Design (ESD) principles into new urban growth areas including zero carbon, water efficiency, sustainable transport, urban greening and climate resilience	2	Complete
Identify new opportunities for policy or project development from the discussion paper on understanding and mitigating the health impacts of climate change	2	Complete
Facilitate partnerships to support our community to reduce emissions	2	Complete

Health Priority 2: Increasing healthy eating

KEY ACTIONS AND RELATED STRATEGIC DIRECTION		
Implement the Promoting CHANGE project to encourage healthier food and drink options in Council owned facilities and settings	1	Complete
Develop a policy to make the region's food system more accessible and resilient	1	Ongoing



ACHIEVEMENT: Collaborating with Outdoors Victoria to present the fourth annual Geelong Nature Stewards program, a 10-week course which provides community members with the opportunity to discover more about their local native plants and animals and learn skills to help protect the places where our wildlife lives.

Health Priority 3: Increasing active living

KEY ACTIONS AND RELATED STRATEGIC DIRECTION		
Implement Year 2 activities of the <i>Positive Ageing Strategy 2022–2025 Action Plan</i>	1	Complete
Implement Stage 2 of the Lara Recreation Reserve Master Plan.	1	Complete
Activate the Northern Aquatic and Community Hub with a focus on health and wellbeing, cultural engagement and community connection for people in the local community	1	Complete



ACHIEVEMENT: Funding three community garden projects at Grovedale, Chilwell and Murnong through our 2023–24 Community Infrastructure Grants program. Grants provided will enable the delivery of new and upgraded infrastructure and facilities to create more functional and inviting spaces, further enhancing engagement and participation.

Health Priority 4: Demonstrating and promoting gender equity practices

KEY ACTIONS AND RELATED STRATEGIC DIRECTION		
Work with partner agencies on initiatives to prevent family violence and violence against women	1	Complete
Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan	2	Ongoing



ACHIEVEMENT: Delivering new female friendly change facilities at the Bell Park Sports Club following a \$1.95 million upgrade jointly funded by the City and state government. The upgrade also delivered change facilities for officials, a first aid room and storage spaces.



ACHIEVEMENT: Expanding our shared trails network with completion of a new trail at Beacon Point, Clifton Springs. The trail creates an important connection to the coastline, making it easier for the community and visitors to the Bellarine to enjoy coastal walks and bike riding with impressive views across the bay.

Health Priority 5: Improving mental wellbeing and social connections

KEY ACTIONS AND RELATED STRATEGIC DIRECTION		
Deliver priority infrastructure projects to improve all abilities access as part of our <i>Access and Inclusion Plan 2018–2023</i> .	1	Complete
Plan for the delivery of the pilot youth hub in Central Geelong	1	Complete
Partner with senior groups to create a street art mural for the Portarlington Senior Citizens Club	2	Complete
Partner with community organisations to deliver programs that enable skills development and improved employment outcomes	3	Complete
Continue to provide the opportunity for in-person neighbourhood discussions with residents as part of our Neighbourhood Conversations program	4	Complete



ACHIEVEMENT: Recognising the outstanding contributions young people aged 12–25 years are making across Greater Geelong as part of the Geelong Youth Awards 2023–24.

FOCUS ON 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.

We adopted the *Sustainability Framework 2020* to create a culture of sustainable practice in our organisation. The framework 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.

Major initiatives driving sustainability in 2023–24 included:

- launching the 'Our Climate Actions' interactive website where community members can learn about how the City and the community are working together to protect our local area and deal with the changes happening in our climate
- consulting with businesses, advocacy groups, industry bodies and our community in the development of a 10-year economic development plan – *Geelong on the Rise: A Clever and Creative International City*. The plan will guide our priorities

to make sure we keep delivering great services and support for local businesses, and help create a sustainable, prosperous future for our community

- providing Greater Geelong's young people with the opportunity to make valuable contributions to the discussions, decision making and actions relating to them in their communities by convening the Geelong Youth Advisory Board program
- progressing precinct structure plans for the Northern and Western Geelong Growth Areas (NWGGA) and Marshall to meet the growing need for residential land across the municipality
- supporting community to achieve net zero community emissions and increase resilience to climate change impacts through our Climate Change Partnership Grants which in 2023–24, provided five projects a total of \$126,750 in funding
- engaging with our community to develop the draft Access and Inclusion Plan 2024–28 which outlines our actions to create a city that is more accessible, inclusive, welcoming and supports the full participation of people with disability
- commencing work on an integrated transport strategy that will set the long-term vision and directions for transport decision making across Greater Geelong.



Photo: Bike paths, Gheringhap Street, Geelong.

KEY CAPITAL PROJECTS

We deliver an extensive capital works program each year to create infrastructure for our community. For more information, visit our [Capital Works Projects dashboard](#).

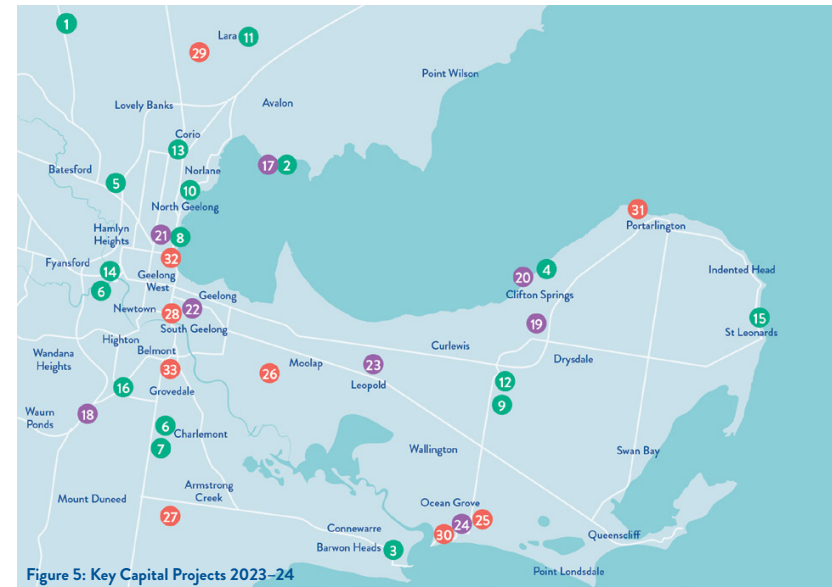


Figure 5: Key Capital Projects 2023–24

PROJECTS COMPLETED

- 1 Anakie Football Netball Club Social Room Upgrade – \$2.85M
- 2 Avalon Beach Boat Ramp Upgrade – \$1.5M
- 3 Barwon Heads Bowling Club Pavilion Upgrade – \$1.2M
- 4 Beacon Point Reserve Shared Trail, Clifton Springs – \$540,000
- 5 Bell Park Sport and Recreation Club Changeroom Upgrade – \$1.95M
- 6 Bial-a Armstrong Creek Library, Armstrong Creek, – \$21.864M
- 7 Bus Shelter Design & Construct Program (9 bus shelters across Geelong) – \$562,000
- 8 St Helens Park Shelter and Deck – \$435,000
- 9 Drysdale Sporting Ovals Drainage Improvements – \$700,000
- 10 Labaun Square Streetscape, Norlane (including Public Toilet Replacement) – \$691,000
- 11 Lara Recreation Reserve Master Plan Stage 2 – Baseball Precinct – \$5,545M
- 12 North Bellarine Aquatic Centre, Drysdale – \$15.5M
- 13 Norlane ARC (Aquatic Recreation Centre) – \$65.0M
- 14 Queens Park Golf Club Irrigation Upgrade, Highton – \$1.2M
- 15 St Leonards Skate Park Redevelopment – \$670,000
- 16 Waurrn Ponds Skate Park, Stage 2 – \$1.95M

PROJECTS UNDER CONSTRUCTION

- 17 Avalon Beach & Limeburners Boat Ramps and Carpark Upgrades – \$3.5M
- 18 Baanip Boulevard/Boundary Road intersection, Mt Duneed – \$7.6M
- 19 Barrands Lane Drainage/Flood Mitigation Works, Drysdale – \$720,000
- 20 Clifton Springs Boat Harbour Carpark Extension – \$1.0M
- 21 Geelong Arena Roof Drainage and Heating, Ventilation, and Air Conditioning Upgrade, North Geelong – \$1.85M
- 22 LED Lighting & Smart Controls delivery (across Geelong) – \$13.48M
- 23 Leopold Tennis Pavilion – \$1.97M
- 24 Ocean Grove Principal Pedestrian Network – \$10.0M

PROJECTS COMMENCED DESIGN PHASE

- 25 Bellarine Aquatic and Sports Centre Building Upgrade, Ocean Grove – \$900,000
- 26 Horseshoe Bend Community Hub, Charlemont – \$19.79M
- 27 Horseshoe Bend Community Hub, Charlemont – \$19.79M
- 28 Landy Field Pavilion Redevelopment, South Geelong – \$6.0M
- 29 Lara Golf Club - Driving Range Upgrade – \$1.096M
- 30 Ocean Grove Memorial Reserve Sports Lighting – \$800,000
- 31 Portarlington Reserve Master Plan – \$3.774M
- 32 Ripplside Inclusive Play Space & Public Toilet – \$5.115M
- 33 Winter Reserve Netball Change Room & Court Upgrade, Belmont – \$1.575M



ENGAGING WITH OUR COMMUNITY

Engaging with our community ensures that we listen and make decisions based on community lived experience and in line with our community views and values.

Over the past twelve months, we continued to strengthen our community engagement practice with initiatives including:

- conducting face to face (in person) engagements
- holding regular community roadshows including attending Pako Festa, Christmas in Geelong Opening Night 2023 and holding a series of Neighbourhood Conversations in all wards
- increasing the use of deliberative engagement methods such as community panels for projects including North Pakington Street Urban Design Framework, Geelong Youth Hub, North Bellarine Aquatic Centre, the Norlane ARC (Aquatic Recreation Centre) and the Kardinia Park Concept Master Plan
- actioning 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
- improving accessibility and inclusivity of our online [Have Your Say](#) platform by optimising font sizes and types, and colour contrasts and including a Read Speaker function which reads information written on the page.

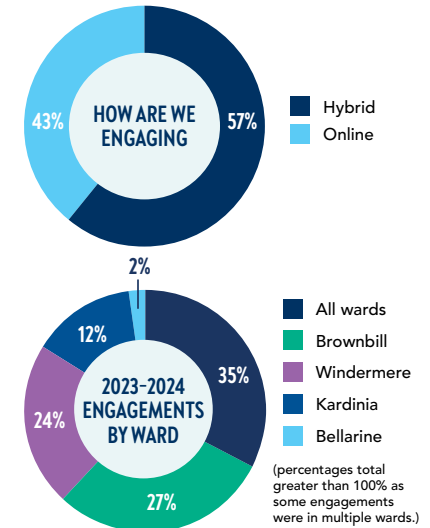


Figure 6: Engagement snapshot 2023-24

Advisory Committees

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

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 for the past 12 months include:

TOP HAVE YOUR SAY PAGES

- Draft Market Square Quarter Master Plan (8,362 visitors)
- Armstrong Creek Library and Community Hub (3,127 visitors)
- North Bellarine Aquatic Centre (3,076 visitors)
- Integrated Transport Strategy (2,625 visitors)
- Draft Disability Access and Inclusion Plan 2024–2028 (2,556 visitors)

91,281
visitors to the Have Your Say platform

214,004
views of the Have Your Say platform

11,343
contributions received

56
projects on the platform

6,761
registered members on the Have Your Say platform

GRANTS PROGRAM

In 2023–24, our Community Grants program saw 240 grants worth \$3,946,049 awarded to community groups and organisations supporting the arts, events, cultural, sporting and recreation, heritage, and environmental sustainability.

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/grants.



Photo: Barwon Oil Barons



Photo: Geelong BMX Club Sports Light Project, Moolap

Table 1: Community Grants program allocations 2023–24.

GRANT	GRANT BUDGET	APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Arts Projects	Support to deliver arts projects in the City of Greater Geelong.	19	\$179,960
Artists & Creatives Professional Development	Travel, accommodation, fees, incidentals and in some circumstances, remuneration.	6	\$10,000
Clever & Creative Seed	Provide artists and creatives with small grants to initiate, explore or activate new ideas or new approaches to their work.	4	\$10,000
Children's Week	Small grants to facilitate events held during Children's Week.	20	\$9,920
Clean Economy	Projects that demonstrate clean technology and circular economy solutions.	2	\$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.	5	\$126,750
Community Events	Operating expenses to run safe, moderate sized, public events that provide economic and community benefits to our region.	22	\$155,300
Community Events Quick Response	Support for moderate sized events which bring our region economic benefits.	3	\$25,000
Community Infrastructure	Planning for Capital Works - Costs associated with facility development planning, concept designs and detailed designs for future infrastructure projects. Capital Works - To assist with cost of ready to go community infrastructure projects. Not applicable for the purchase of land.	27	\$2,674,090
Environmental Sustainability	Capital Works - Small environmental capital works (for example water tanks, solar panels). 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.	14	\$79,546

GRANT	GRANT BUDGET	APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
First Nations Cultural Heritage	Projects that recognise, restore, protect and preserve both tangible and intangible Aboriginal Cultural Heritage.	3	\$89,332
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. Planning - Feasibility and investigation projects to provide technical, planning, project scoping advice for future restoration projects.	4	\$90,000
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. 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.	58	\$245,210
Neighbourhood Houses	Partnership with Neighbourhood Houses for operating costs and community development projects.	15	\$141,500
Neighbourhood Houses – Christmas in the Community	Support for Christmas celebrations across our municipality.	11	\$35,961
Positive Ageing	Support community hosted events and experiences. This grant replaces the Geelong Seniors Festival Grants.	27	\$23,480

CHALLENGES IN 2023–24

The following are some of the key challenges, new and ongoing, that impacted our services in 2023–24:

- prioritising projects that generate the greatest value for our community as growing pressure on financial sustainability limits our ability to invest in new services and infrastructure and provide ongoing maintenance and upgrades
- continuing to innovate and explore efficiencies to enhance overall effectiveness, improve decision-making and better align with community needs
- continuing to address the significant ongoing challenges of climate change including increased risks of flooding, bushfires, and the impact of extreme weather events, which can impact the provision of services and infrastructure
- lobbying the state government around the make-up of Geelong’s legacy facilities following the cancellation of the Commonwealth Games to ensure outcomes address our region’s growing need for social and affordable housing, and sporting facilities
- reviewing the role of the City in the delivery of aged care services in response to the federal government’s aged care reforms
- progressing a roadmap for leveraging technology to enhance organisational efficiency, drive innovation, and achieve our desired business objectives
- managing the growing logistical and environmental challenges of waste and recycling, including planning to meet state government legislative requirements to introduce food organics and glass only collection by 2030 and 2027 respectively.

FUTURE OUTLOOK

Looking ahead, plans for 2024–25 include:

- commencing upgrades to the City’s existing waste facilities to enable the introduction of Food Organics Garden Organics (FOGO) and glass kerbside collection services
- delivering a \$210.5 million capital works program focussing on new and upgraded sporting facilities, community centres, parks and reserves to cater for Greater Geelong’s growing population
- working on the Innovate Reconciliation Action Plan, the second stage of the City’s Reconciliation process
- planning for a new Resource Recovery Centre and Waste Recycling Hub in the region
- developing an Integrated Transport Strategy that will set the long-term direction for transport decision making across Greater Geelong
- engaging our community to inform the development of the new 2025–29 Council Plan
- commencing a two-year pilot of the Geelong Youth Hub, to support young people to connect with each other and youth services in a safe and inclusive environment
- continuing to implement the *Sparrovale-Ngubitj yoorree Wetlands Master Plan* which guides us in conserving the area, managing stormwater, and creating open space
- identifying opportunities to increase the visibility, social inclusion and health and wellbeing of the LGBTQIA+ communities
- continuing to advocate and form partnerships with stakeholders across business, industry, community and government at a local, regional, state, national and international level
- engaging with the state government on draft housing capacity targets to deliver more homes in Greater Geelong.



Photo: Geelong Waterfront.

OUR COUNCIL AND ORGANISATION

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organization. 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

On 24 October 2020, our community elected its Council for a four-year term.

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 7):

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

Cr Elise Wilkinson was elected as Councillor for the Bellarine Ward on 1 September 2023 as a result of the extraordinary vacancy created by the resignation of Cr Stephanie Asher on 29 July 2023.



CR TRENT SULLIVAN
Mayor
Bellarine Ward

PORTFOLIOS:

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



CR ANTHONY AITKEN
Deputy Mayor
Windermere Ward

PORTFOLIOS:

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



CR MELISSA CADWELL
Brownbill Ward

PORTFOLIOS:

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



CR BRUCE HARWOOD
Kardinia Ward

PORTFOLIOS:

- High Performing Council (Chair)



CR SARAH HATHWAY
Windermere Ward

PORTFOLIOS:

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



CR EDDY KONTELJ
Brownbill Ward

PORTFOLIOS:

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



CR JIM MASON AM
Bellarine Ward

PORTFOLIOS:

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



CR BELINDA MOLONEY
Kardinia Ward

PORTFOLIOS:

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



CR PETER MURRIHY
Brownbill Ward

PORTFOLIOS:

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



CR RON NELSON
Kardinia Ward

PORTFOLIOS:

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



CR ELISE WILKINSON
Bellarine Ward

PORTFOLIOS:

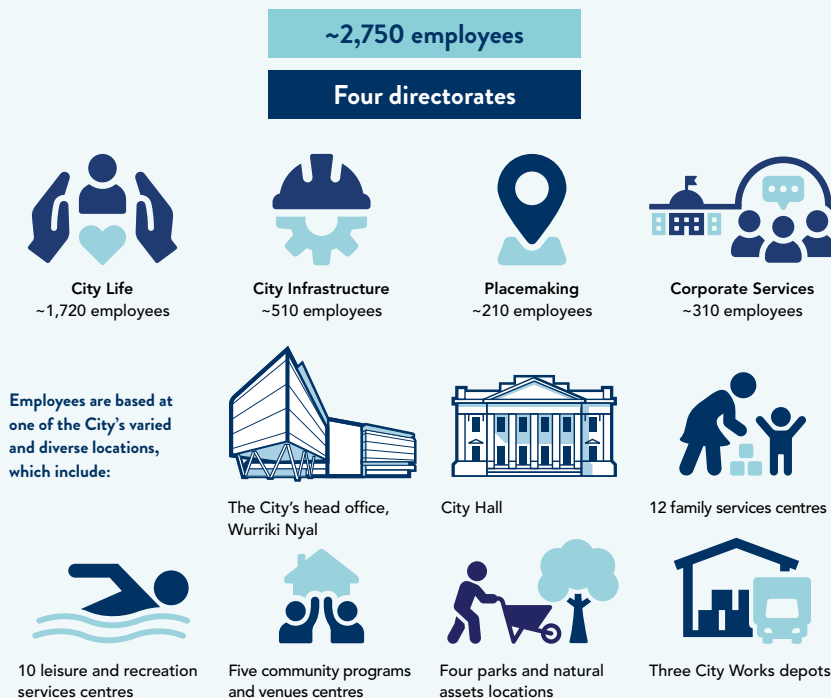
- Veterans Affairs (Chair)
- Active Spaces (Deputy Chair)
- Environment and Circular Economy (Deputy Chair)

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 and needs
- 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.

Figure 8: Employee location breakdown



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 four 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.





 <p>ALI WASTIE Chief Executive Officer Commenced 28 August 2023</p>	 <p>ANTHONY BASFORD City Life Commenced 19 February 2024</p>	 <p>TENNILLE BRADLEY Placemaking Commenced 22 January 2024</p>
 <p>TROY EDWARDS Corporate Services Commenced 22 January 2024</p>	 <p>JAMES STIRTON City Infrastructure Commenced 22 January 2024</p>	

Figure 9: Our leadership team as at 30 June 2024.⁵

⁵ David Greaves held the position of Acting Executive Director City Infrastructure 1 July 2023 - 21 January 2024. Kaarina Pihlajaniemi held the positions of Acting Chief Executive Officer from 1 July - 27 August 2023 and Executive Director Strategy, People and Performance from 28 August - 5 September 2023. Bryce Prosser held the position of Acting Executive Director Customer, Community and Economy till 1 July - 18 September 2023. Tennille Bradley held the position of Acting Executive Director Customer, Community and Economy from 18 September 2023 to 21 January 2024. Gareth Smith held the position of Executive Director Planning & Design 1 July - 11 November 2023. Robyn Stevens held the position of Executive Director Community Service Delivery 1 July - 8 December 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 2,757 people, equivalent to 1,786.9 full-time employees⁶.

Our turnover⁷ in 2023–24 was 14.5 per cent, down from 16.9 per cent the previous year.

Table 2: Total full-time equivalent employees by directorate, employment condition and gender in 2023–24

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY INFRASTRUCTURE	CITY LIFE	CORPORATE SERVICES	PLACEMAKING
Full Time – W	2	82.5	266.8	137.2	97
Full Time – M	0	400.6	94.5	85	65.8
Full Time – X	0	0	0	0	0
Part Time – W	0	7.1	301.1	43.8	22
Part Time – M	0	1.7	41.2	3.2	1.2
Part Time – X	0	0	0	0	0
Casual – W	0	0.6	82	9.1	0.4
Casual – M	0	1.9	38.8	0	0.6
Casual – X	0	0	0	0	0
Total⁸	2.0	494.4	825.7	278.3	187.0

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

Table 3: Total headcount of employees by employment classification and gender in 2023–24

EMPLOYMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	102	79	1	182
Band 2	198	46		244
Band 3	347	326	3	676
Band 4	473	101	1	575
Band 5	221	98		319
Band 6	178	96		274
Band 7	114	130		244
Band 8	62	51		113
MCH Nurse	59			59
Senior Officer	40	31		71
Total	1,794	958	5	2757

⁶ As at 30 June 2024

⁷ Excludes casual employees

⁸ Total includes 1.3 Full-Time equivalent of self-described gender not captured in the individual breakdown

OUR VOLUNTEERS

Volunteering is integral to our operations and makes an invaluable contribution to our organisation and the community that we serve.

The City currently has hundreds of volunteers working in a wide range of areas, including at the National Wool Museum, L2P mentoring program, Tourism Greater Geelong and the Bellarine, Potato Shed, Family Services, Study Geelong and Grovedale Neighbourhood House. We thank the many volunteers who provide useful – and often vital – services to people from all walks of life.

This year, the City developed a Volunteer Framework based on the National Standards for Volunteering, to further strengthen our volunteer programs and implemented an online training module to support the development of our volunteers. We also held two volunteer events and delivered our first Volunteer Experience Survey with highly favourable results.



HOW WE PLAN

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

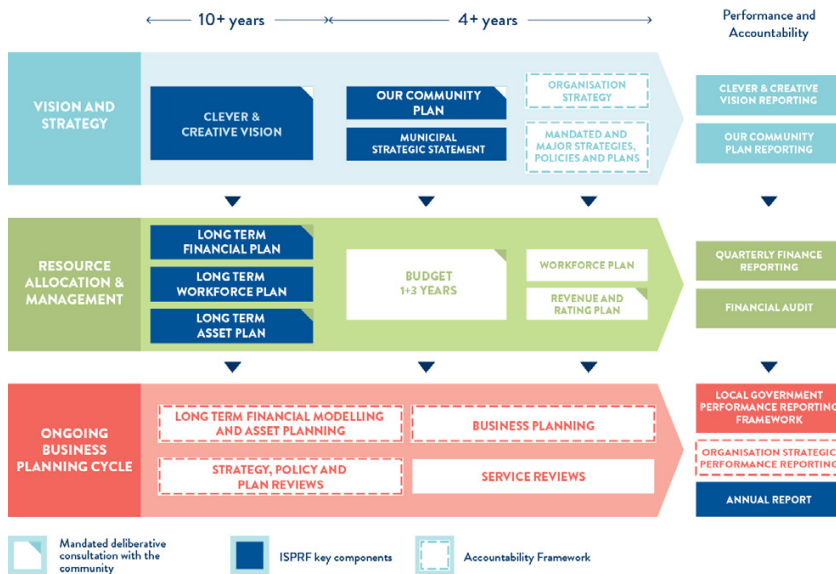


Figure 10: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

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

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

Our Integrated Strategic Planning and Reporting Framework (represented in Figure 10) 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*.

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

OUR PERFORMANCE

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

The plan tells 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.

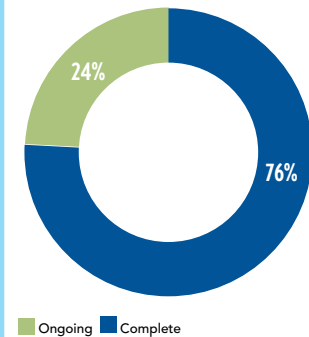
Our Community Plan 2021–25 is supported by an annual action plan and budget, highlighting the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

The following provides a high-level overview of our performance in delivering the 2023–24 annual action plan, and how we are tracking against the indicators. It also highlights our major budget initiatives supporting our strategic priorities.

For more detailed information on the progress of the annual action plan, refer to the quarterly reports on our website geelongaustralia.com.au/ourcommunityplan

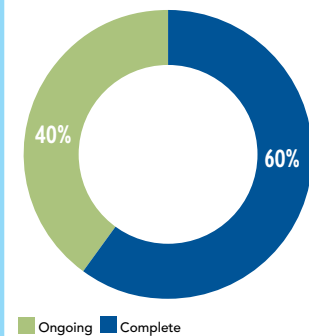
OVERALL PROGRESS

Of the 75 actions, 76 per cent (57) were complete, and a further 24 per cent (18) are ongoing.



MAJOR BUDGET INITIATIVES

Of the 75 actions, 15 are major initiatives identified in the 2023–24 budget. Of these, 60 per cent (9) are completed and a further 40 per cent (6) are ongoing.



STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY

LINKS TO CLEVER AND CREATIVE VISION:



People feel safe wherever they are



Creativity drives culture



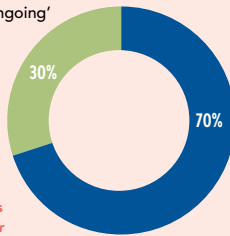
An inclusive, diverse, healthy and socially connected community

ANNUAL ACTION PLAN 2023-24

We committed to 30 actions, which demonstrate how we are addressing our four-year priorities under Healthy, Caring and Inclusive community.

At the end of June 2024,

- 70% (21) were 'complete'
- 30% (nine) were 'ongoing'



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

■ Ongoing ■ Complete



Photo: Boronggook Drysdale Library.

MAJOR BUDGET INITIATIVES

BUDGET INITIATIVE	ACTION 2023-24	STATUS
Armstrong Creek Town Centre Library & Learning Hub Design	Complete the construction phase for the Bial-a Armstrong Creek Library	Complete
Drysdale Sporting Precinct Master Plan Implementation - Stage 2	Implement Stage 2 of the Drysdale Sporting Precinct Master Plan	Ongoing
Lara Recreation Reserve Master Plan Stage 2	Implement Stage 2 of the Lara Recreation Reserve Master Plan	Complete
Norlane Aquatic Centre and Community Hub	Activate the Norlane Aquatic and Community Hub with a focus on health and wellbeing, cultural engagement and community connection for people in the local community	Complete
Rippleside Inclusive Playspace	Commence construction of all abilities playspace at Rippleside Park	Ongoing

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
MUNICIPAL		
Proportion of adults experiencing high / very high psychological distress	20% (2021) / 10.3% (2017)	There was an increase in the proportion of our adult community experiencing high / very high psychological distress since 2017. The next survey is due to be conducted in 2024-25.
Proportion of adults meeting the physical activity guidelines	67% (2021) / 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017. The next survey is due to be conducted in 2024-25.
Proportion of adults consuming the recommended number of serves of fruit and vegetables	Fruit 46% (2021) / 53% (2017) Vegetable 15% (2021) / 10% (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. The next survey is due to be conducted in 2024-25.
Family violence incident rate per 100,000 population for Greater Geelong	1,764.7 (June 2024) / 1,720.2 (June 2023)	For the year ending June 2024, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,418.1).
Community perception of safety in the area where they live	61% (2021) / 54% (2017)	The result comprised of 67% of males rated that they always feel safe in the area where they live compared to 56% of females. The next survey is due to be conducted in 2024-25.
Level of agreement that multiculturalism makes life better (definitely or sometimes)	66% (2021)	This result comprised 48% definitely and 18% sometimes. The next survey is due to be conducted in 2024-25.
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. The next survey is due to be conducted in 2024-25.
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. The next survey is due to be conducted in 2024-25.
CITY OF GREATER GEELONG		
Community satisfaction with support services	Family 60 (2024) / 62 (2023) Elderly 57 (2024) / 60 (2023) Disadvantaged 53 (2024) / 58 (2023)	While no significant change from 2023, Family Support services were rated significantly lower than the statewide (63) and comparable to the Regional Centres average (62). While no significant change from 2023, Elderly Support services were rated significantly lower than both the statewide (63) and the Regional Centres average (62). Disadvantaged Support services were rated significantly lower compared with the previous year. The rating was also lower than the statewide average (58) but comparable to the Regional Centres average (54).
Community satisfaction with recreational facilities	66 (2024) / 69 (2023)	There was no significant change in satisfaction compared with the previous year. Our result was comparable to the statewide (68), however lower than the Regional Centres average (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)	50% (2024) / 44% (2023)	There was an increase in the proportion of people who agreed or strongly agreed that council infrastructure is equitable. Comparison to statewide and Regional Centres average is unavailable as this is a tailored question for the council.
Level of agreement that council infrastructure is accessible (for all abilities, affordable and easy for people to get to)	59% (2024) / 56% (2023)	There was a slight increase in the proportion of people who agreed or strongly agreed that council infrastructure is accessible. Comparison to statewide and Regional Centres average is unavailable as this is a tailored question for the council.
Number of key community infrastructure projects completed	95% (2024) / 89.2% (2023)	We have delivered 35 of the 37 key community infrastructure projects identified for delivery by 2022.
Community satisfaction with community and cultural activities	64 (2024) / 66 (2023)	There was no significant change in satisfaction compared with the previous year. Our result was comparable to both statewide and Regional Centres averages (66 and 65 respectively).

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT

LINKS TO CLEVER AND CREATIVE VISION:

-  People feel safe wherever they are
-  A fast, reliable and connected transport network
-  Development and implementation of sustainable solutions
-  Creativity drives culture
-  Sustainable development that supports population growth and protects the natural environment

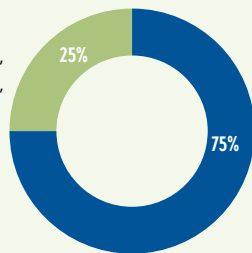
ANNUAL ACTION PLAN 2023–24

We committed to 17 actions which demonstrate how we are addressing our four-year priorities under Sustainable Growth and Environment.

At the end of June 2024:

- 75% (12) were 'complete'
- 25% (five) were 'ongoing'

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



■ Ongoing ■ Complete

Photo: Armstrong Creek growth area.



MAJOR BUDGET INITIATIVES

BUDGET INITIATIVE	ACTION 2023–24	STATUS
LED street lighting & smart control technology	Upgrade the LED Street Lighting & Smart Control Technology	Complete
Northern and Western Geelong Growth Areas Commonwealth biodiversity approvals	Prepare the strategic assessment under the Environment Protection and Biodiversity Conservation Act and biodiversity conservation strategy for the Northern and Western Growth Areas	Ongoing
Northern and Western Geelong Growth Areas Precinct Structure Plan development	Deliver the Precinct Structure Planning program for the Northern and Western Geelong Growth Areas	Complete
Sparrovale Wetlands Project (Phase 1)	Establish public parkland as per phase 2 (2022–2030) of the Sparrovale Ngunjity yoorree Wetlands Master Plan	Complete

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
MUNICIPAL		
Residential land supply	20 years (April 2024)* / 22 years (April 2022) <small>*estimate based on building activity. The next assessment will occur in late 2024.</small>	There are a range of housing choices to meet diverse community needs. Priority in the short term is the finalisation of the first Precinct Structure Plan's in the Northern and Western Geelong Growth Areas.
Employment land supply	13 years (June 2024) / 25 years (June 2023) <small>*based on zoned supply only and not future identified precincts as part of the South West Geelong Employment Land Review in 2022.</small>	There continues to be sufficient long-term industrial land supply. Priority in the short term is increasing zoned supply through the delivery of three new industrial precincts in Avalon, Armstrong Creek and Waurin Ponds.
Diversity of housing supply	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	4.6% journeys (2021) / 8.75% journeys (2016)	In 2021, journeys to work were significantly impacted by COVID-19 lockdowns.
Percentage of residences within 400 metres of public open space in urban areas	88.7% (2024) / 81.2% (2021) / 67.8% (2018)	There have been substantial changes in the methodology used to calculate public open space since 2018. As a result, changes in quality of the data set and methodology employed to undertake the analysis make it difficult to directly compare these results with previous years. Open space asset data continues to be refined.
Community greenhouse gas emission	Tonnes CO ₂ -emissions total 3,791,000 (2021–22) / 3,783,000 (2020–21)	Updated data will be available late 2024.
Diversion of waste from landfill	51% (2023–24) / 53.21% (2022–23)	The slight decrease in diversion rate is due to a decrease in recyclables collected, resulting from introduction of the Container Deposit Scheme.

CITY OF GREATER GEELONG

Community satisfaction with planning for population growth	43 (2024) / 49 (2023)	There was a significant decrease in satisfaction compared with the previous year. Our result was significantly lower than both the statewide and the Regional Centres averages (47 and 52 respectively).
Percentage housing construction within existing urban areas	26% (2024) / 24% (2023)	Greenfield development continues to supply most of the housing in Greater Geelong.
Kilometres (km) of bicycle, walking paths and shared paths	Bike paths: 121 km (+6km from 2023) Footpaths: 2,044 km (+56km from 2023) Shared paths: 218km (+10 km from 2023)	There was a total increase of 72km in the path network in 2023-24.
Community satisfaction with local streets and footpaths	47 (2024) / 52 (2023) / 59 (2022)	Our result decreased significantly and is lower than both the statewide and Regional Centres averages (52 and 53 respectively).
Community satisfaction with sealed local roads	46 (2024) / 53 (2023) / 57 (2022)	While our result decreased it is comparable to both the statewide and other Regional Centres averages (45 and 46 respectively).
Quantity of open space (civic, community parks, sports reserves and heritage open space)	1,079.5 ha – 497 sites (June 2024) / 1,026.497 ha – 485 sites (June 2023)	Changes in quality of the data set and methodology employed to undertake the analysis make it difficult to directly compare these results with previous years. Open space asset data continues to be refined.
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips)	64 (2024) / 66 (2023) / 70 (2022)	There was no significant change in satisfaction from 2023. Our result is significantly lower than both the statewide and Regional Centres averages (68 and 70 respectively).
Greenhouse gas emissions generated by City-managed operations (tonnes CO ₂ -emissions)	24,301 tonnes (2023–24)* / 23,895 tonnes (2022–23) <small>*provisional figure to be finalised.</small>	Regional population growth has contributed to higher volumes of waste going to landfill and an increase in waste emissions. While corporate natural gas emission figures have remained stable, our fleet emissions are reducing as we integrate low and zero emission vehicles into our fleet
Hectares (ha) of protected natural habitat	1,466.64 ha (June 2024) / 1,405 ha (June 2023)	There was an increase of 61.64 hectares of natural habitat managed by us in 2023–24.
Number of trees planted	Street and park trees: 2,811 (2023–24) / 3,016 (2022–23) Tubestock: 4,000 (2023–24) / 4,000 (2022–23)	We planted 2,543 street and 268 park trees and removed 1,117 trees resulting in a net gain of 1,694 trees.
Community satisfaction with waste management	69 (2024) / 70 (2023) / 70 (2022)	Our performance, unchanged from 2023, was comparable to the statewide (67), and significantly higher than the Regional Centres (66).

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY

LINKS TO CLEVER AND CREATIVE VISION:



A destination that attracts local and international visitors



A leader in developing and adopting technology



Creativity drives culture



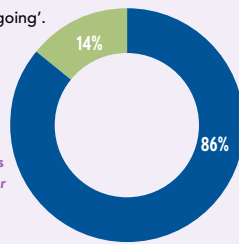
A prosperous economy that supports jobs and education opportunities

ANNUAL ACTION PLAN 2023-24

We committed to 14 actions which demonstrate how we are addressing our four-year priorities under Strong Local Economy.

At the end of June 2024:

- 86% (12) were 'complete'
- 14% (two) were 'ongoing'.



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

■ Ongoing ■ Complete



Photo: 2023 Cadel Evans Family Ride, Geelong.

MAJOR BUDGET INITIATIVES

BUDGET INITIATIVE	ACTION 2023-24	STATUS
Osborne House works	Finalise the procurement activities related to redevelopment of the Osborne House site and complete the draft proposal of future activities for council endorsement	Ongoing
Public Wi-fi & enhanced broadband Geelong pilot	Deliver free public Wi-Fi and enhanced broadband across the north to address gaps in digital access and affordability (Geelong Smarter Suburbs)	Complete
Commonwealth Games program	Advocate for the best community outcomes in regard to Commonwealth Games legacy funding	Ongoing

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
MUNICIPAL		
Number of jobs located in the City of Greater Geelong	144,568 (2022-23) / 135,358 (2021-22)	Greater Geelong experienced the second largest increase in jobs on record in 2022-23, with an increase of 9,210 jobs (+6.8%). The largest number of jobs created were in health care and social assistance (+3,768 jobs), professional, scientific and technical services (+928) and financial and insurance services (+771). Data for 2023-24 will be available in early 2025.
City of Greater Geelong unemployment rate	4.1% (June quarter 2024) / 3.3% (June quarter 2023)	The unemployment rate increased this financial year and is now slightly above the Victorian rate of 4.0 per cent. The ten-year average unemployment rate for Greater Geelong is 5.3 per cent.
Gross Regional Product (GRP)	\$19.6 billion (2022-23) / \$18.6 billion (2021-22)	Greater Geelong's GRP increased by \$928 million in 2022-23 (+5.0%). The largest contributors to this growth were health care and social assistance (+\$238 million), accommodation and food services (+\$149 million) and financial and insurance services (+\$125 million).
Value of non-residential building approvals in City of Greater Geelong	\$1.2 billion (2023-24) / \$977.1 million (2022-23)	Non-residential building activity increased by \$190.6 million or 19.5% in 2023-24.
Number of businesses	22,090 (2022-23) / 21,789 (2021-22)	Greater Geelong experienced the largest growth in business numbers in the state in 2022-23 with an additional 301 businesses. Just over half the growth in the number of businesses was in professional, scientific and technical services (+166), followed by healthcare and social assistance (+138) and rental, hiring and real estate (+76).
Tourism Sentiment Index (TSI)	26.6 (December 2023) / 24.1 (March 2023)	Geelong and The Bellarine ranked in the top 100 destinations worldwide with the highest regarded experiences in the region being dining and wineries.
Investment in Geelong	163 projects valued at \$13 billion (June 2024) 157 projects valued at \$16.9 billion (June 2023)	While the value decreased, the number of major investment projects increased by six in the year to June 2024.
Visitor expenditure	\$1.93 billion (June 2024) / \$1.6 billion (June 2023)	Tourism spend is up 20% compared to the previous year and 76% compared to pre-Covid.
CITY OF GREATER GEELONG		
Community satisfaction with business and community development	53 (2024) / 59 (2023) / 59 (2022)	Satisfaction was significantly lower compared with the previous year. Our result is significantly lower than the statewide average (57), however comparable to the Regional Centres average (55).
Return on investment of Geelong major events	54:1 (2023-24) / 50:1 (2022-23)	The 12 major events supported via Geelong Major Events had an economic impact estimated at \$50.13 million.

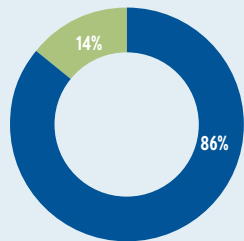
STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION

ANNUAL ACTION PLAN 2023-24

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 2024:

- 86% (12) were 'complete'
- 14% (two) were 'ongoing'.



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

■ Ongoing ■ Complete



Photo: Face-to-face engagement activities for the Geelong Mountain Bike Facilities Renewal Project.

MAJOR BUDGET INITIATIVES

BUDGET INITIATIVE	ACTION 2023-24	STATUS
Cyber security	Protect the City's digital landscape from cyber security threats through implementation of the Cyber Security Strategy	Ongoing
Digital Innovation program	Commence the detailed design of a digital innovation program across the organisation	Ongoing
Future Ways of Working program	Deliver the City's Future Ways of Working program	Complete

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2024	PROGRESS COMMENTS
CITY OF GREATER GEELONG		
Customer complaints resolution completed within 30 days	93% (2023-24) / 87% (2022-23)	The new process for triaging complaints has seen an improvement in complaint resolution for both internal and external stakeholders.
Community satisfaction with customer service	70 (2024) / 73 (2023)	There was no significant change in satisfaction from 2023. Our result was comparable with the statewide and Regional Centres group averages (67 and 68 respectively).
Community satisfaction with informing the community	53 (2024) / 52 (2023)	While there was no significant change in satisfaction from 2023. Our result was significantly lower than the statewide average (56) but comparable to the Regional Centres average (54).
Community satisfaction with consultation and engagement	49 (2024) / 52 (2023)	While there was no significant change in satisfaction from 2023. Our score was comparable with both statewide and Regional Centres averages (51 and 49 respectively).
Community satisfaction with overall council direction	40 (2024) / 49 (2023)	Satisfaction was rated significantly lower compared with the previous year and is rated significantly lower than the statewide and Regional Centres group averages (45 respectively).
Community satisfaction with overall performance	49 (2024) / 58 (2023)	Satisfaction was rated significantly lower compared with the previous year and is rated significantly lower than the statewide and Regional Centres group averages (54 respectively).
Community satisfaction with advocacy on behalf of the community	47 (2024) / 50 (2023)	While there was no significant change from the previous year, satisfaction is significantly lower than both statewide and Regional Centres averages (50 respectively).
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR)	25.9 LTIFR (June 2024) / 22.3 LTIFR (June 2023) 35.4 TRIFR (June 2024) / 29.4 TRIFR (June 2023)	There was an increase in all reportable categories. A strong focus remains on completing incident investigations to determine the underlying cause of incidents and make sure that appropriate mitigation measures are implemented to manage and control hazards and risks.
Gender breakdown of City employees	65.00% – female (June 2024) 65.69% – female (June 2023) 34.82% – male (June 2024) 34.13% – male (June 2023) 0.18% – self-described gender (June 2024) 0.17% – self-described gender (June 2023)	Gender breakdown of City employees remains very consistent with last year.
Number of Aboriginal and Torres Strait Islander people employed at the City	21 (June 2024) / 20 (June 2023)	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	78% (2024) / 76% (2022)	The City's overall sustainable engagement score was 78%, increasing 2% since 2022.
Recurrent surplus / deficit	\$(17.6) million (2023-24) / \$4.7 million (2022-23)	The operating result is a deficit of \$17.6 million, being \$18.0 million unfavourable to budget. This is primarily driven by the timing of the Financial Assistance Grant which had an unfavourable impact of \$23.9 million.
Funds from sale of assets	\$1.65 million (2023-24) / \$31.1 million (2022-23)	Two of the City's assets held for sale, building (151 Mercer Street) and land (Forest Road, Lara) were sold, with further asset sales in progress in 2024-25 financial year.
Cost recovery of services and revenue growth from new sources (fees and charges)	\$10.3 million (2023-24) / \$9.9 million (2022-23)	An increase in the rates revenue stream due to increase of 3,620 rateable properties and supplementary rates during 2023-24 and the opening of two new aquatic centres North Bellarine and Norlane ARC (Aquatic Recreation Centre).
Efficiency target	\$7.1 million (2023-24) / \$3.98 million (2022-23)	The budget contained an efficiency target embedded in material and services; however, this was delivered through other savings, including reducing employee costs and other expenses.
Asset renewal gap and upgrade ratio	71.0% (2023-24) / 61.8% (2022-23)	A strong focus from council to invest in asset renewal has seen the ratio increase in 2023-24 and will continue to increase in the forthcoming years.

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2023–24. For the full details of our 2023–24 performance, download the complete annual report at geelongaustralia.com.au/annualreport

SURPLUS OF \$81.7 MILLION

Consistent with the prior year result.

\$536.7 MILLION REVENUE

with 56.9 per cent coming from rates and charges.

\$454.8 MILLION EXPENDITURE

41.8 per cent employee costs and 27.6 per cent materials and services.

\$4.8 BILLION IN NET ASSETS

\$179.9 million increase on the previous year, including a \$98.2 million asset revaluation increment.

\$139.5 MILLION CAPITAL EXPENDITURE

38.1 per cent relating to land and buildings, 25.0 per cent for roads, footpaths, bike paths and drainage.

COMPREHENSIVE INCOME STATEMENT

The comprehensive income statement shows how much we earned during the 2023–24 financial year. It details where we received our income and how it was spent.

NET RESULT

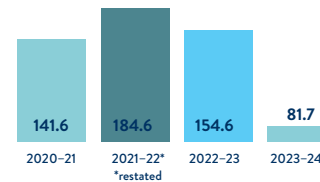


Figure 11: Net result 2020–21 to 2023–24 (\$m)

TOTAL COMPREHENSIVE RESULTS

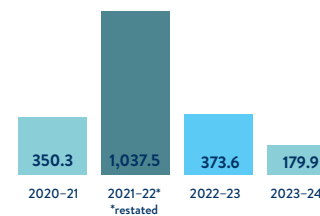


Figure 12: Total comprehensive results 2020–21 to 2023–24 (\$m)

RECURRENT OPERATING RESULTS

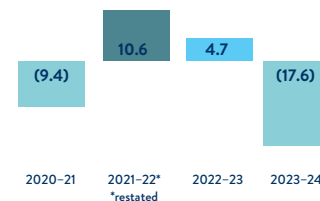


Figure 13: Recurrent operating results 2020–21 to 2023–24 (\$m)

The net result – that is, income minus expenditure – is shown in Figure 11.

This result can largely be attributed to:

- rates and charges increasing by \$19.4 million due to a wider property base and increases in the general waste charge.
- user fees decreasing by \$0.849 million as services reflect current economic climate
- grants decreasing by \$29.2 million, largely due to the federal government assistance grant not received in June 2024.
- materials and services costs decreasing by \$19.0 million. Mainly efficiency target was expected from materials and services, however this was delivered through other savings.
- employee costs increasing by \$2.8 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 2023–24, was an increase of \$98.2 million.

The total surplus includes an operating recurrent deficit of \$(17.6) million (\$4.7 million surplus in 2022–23) and a non-recurrent surplus of \$99.3 million (\$149.9 million in 2022–23). The non-recurrent result includes gifted assets of \$86.3 million (\$91.8 million in 2022–23).

Budget surpluses are forecast over the next four years, including a \$180.3 million surplus in 2024–25. 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 \$95.8 million – used to cover our short-term commitments including long-service leave and debt obligations.
- property, plant and equipment and infrastructure worth \$4.8 billion – an increase of \$188.5 million on the previous year.

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

TOTAL ASSETS

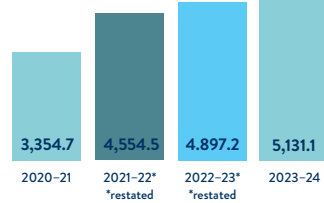


Figure 14: Total assets 2020-21 to 2023-24 (\$m)

INVESTMENTS

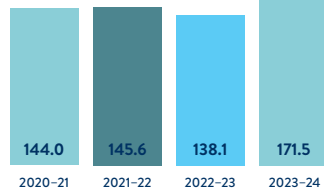


Figure 15: Investments 2020-21 to 2023-24 (\$m)

CAPITAL PROGRAM

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

As Figure 16 shows, our capital works expenditure in 2023-24 was \$ 139.5 million. This included:

- \$75.1 million on new assets (53.9 per cent)
- \$51.6 million on renewal works (37.0 per cent)
- \$12.7 million on upgrade works (9.1 per cent).

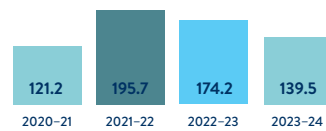


Figure 16: Total liabilities 2020-21 to 2023-24 (\$m)

The main categories of expenditure were:

- \$53.2 million on land and buildings
- \$25.4 million on roads
- \$23.3 million on parks, open space and streetscapes
- \$8.7 million on plant and equipment
- \$3.4 million on drainage
- \$6.2 million on footpaths and bike paths
- \$2.6 million on recreational, leisure and community facilities
- \$16.7 million on other assets.

LIABILITIES

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

TOTAL LIABILITIES

As Figure 17 shows, total liabilities were \$334.3 million, an increase of 19.2 per cent on the 2022-23 balance. This increase is due to new borrowings.

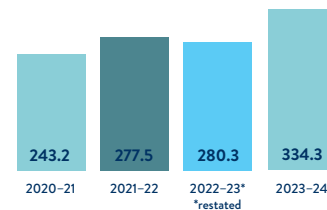


Figure 17: Total liabilities 2020-21 to 2023-24 (\$m)

LOANS

Our loan balance equates to 55.3 per cent of total liabilities, which is slightly higher than 2022-23 (45.3 per cent).

The overall increase in our loan balance of \$ 58.0 million is due to new loans taken in 2023-24.

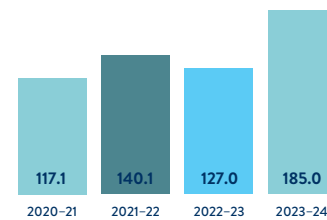


Figure 18: Loans from 2020-21 to 2023-24 (\$m)

DEBT COMMITMENT

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

Figure 19 shows that a low percentage of rates are being used to service loans and we have capacity to meet our debt repayments.

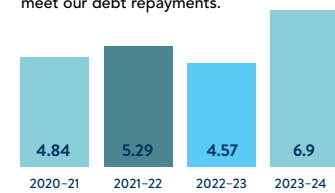


Figure 19: Debt commitment percentage 2020-21 to 2023-24 (%)

RATEPAYER EQUITY

Ratepayer equity is represented by our net worth – that is what we own (\$ 5,131 million) minus what we owe (\$ 334.3 million).

As Figure 20 shows, ratepayer equity as at 30 June 2024 was \$ 4,797 million – an 3.9 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.

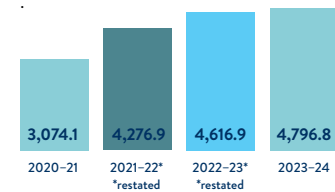


Figure 20: Ratepayer equity 2020-21 to 2023-24 (\$m)

ASSETS

Across the municipality we have hundreds of thousands of physical items, and infrastructure that stretches for many kilometres.

In financial terms, these physical objects or assets are valued at approximately \$4.8 billion. This includes civil infrastructure - such as roads, kerb and channel, bridges, drainage and footpaths, and social infrastructure, such as buildings, open spaces, arts and culture and recreation facilities.

With an impressive assets portfolio comes significant maintenance requirements, which grow as we invest in new facilities across the region and inherit assets such as parks, roads, drainage and footpaths in newly developed areas. Like many local governments, the City faces significant financial pressure related to maintaining and renewing its assets.

RATES AND CHARGES

To deliver our diverse range of community and business services, we collect rates and charges from all property owners in the municipality.

Figure 21 shows how every \$100 was spent in the 2023–24 budget.

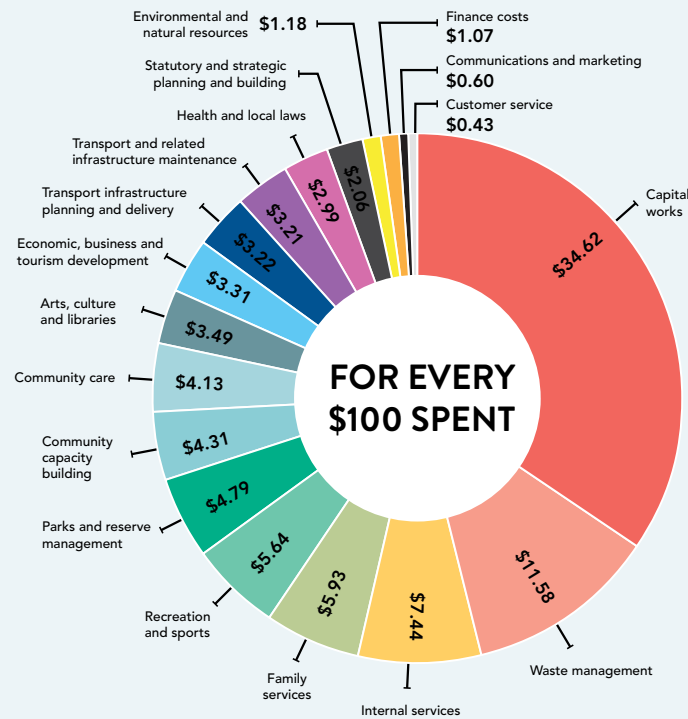


Figure 21: Breakdown 2023–24 Budget



Photo: Construction in central Geelong.

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

CITY OF GREATER GEELONG

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3. CLOSE OF MEETING

As there was no further business the meeting closed at 6:45pm on Tuesday, 22 October 2024.

Signed: _____

Cr Trent Sullivan (Mayor)

Date: _____