



THE CITY OF
GREATER GEELONG

PROPOSED BUDGET REPORT: 2020-21

ADOPTED 28 APRIL 2020

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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

A MESSAGE FROM THE MAYOR AND CEO

The 2020-21 financial year will be extremely challenging, given the financial devastation caused by the COVID-19 pandemic and the need for the City of Greater Geelong to support the community's recovery while continuing to deliver essential services.

Although we had the option to delay the release of this 2020-21 draft budget, we have decided to continue with our original schedule. The aim is to provide some certainty in a difficult time about our plans to invest in new and existing projects that will benefit the community and help kick-start our local economy.

That said, given the many financial unknowns we are still facing, this is very much a baseline budget and subject to change before it is adopted in June.

The Council's clear focus in the lead-up to the Budget's release has been on supporting our community through the pandemic. In partnership with the State and Federal Government's and the Department of Health and Human Services (DHHS), the health and safety of residents has been our top priority.

We have also sought to provide immediate relief to those suffering financially as a result of the restrictions, to date releasing \$4.9 million in targeted support measures for local businesses, community groups and individuals.

Further support packages will come, with our attention to turn towards initiatives that will aid the region's recovery in the medium and long term.

These measures, along with the impacts to our services such as the closure of facilities, will have serious flow-on effects for our bottom line in both the current and 2020-21 financial years.

While we set out at the beginning of this process aiming to deliver a near breakeven 2020-21 budget, we are now forecasting a deficit of \$8.0 million. This is the right approach given the circumstances, as it will help cushion some of the impact on the broader community. Significantly, the State Government has urged us to follow the lead of both the State and Federal Government's, who have indicated they will be taking the same course. A deficit is expected.

Rates and charges make up approximately two thirds of our \$390 million budget and are vital in allowing us to provide the services and facilities that our community relies on. In 2020-21, we have removed the municipal charge, which will directly benefit ratepayers with lower property values. While the rates rise will be slightly under the two per cent cap set by the Victorian Government.

Importantly, our new COVID-19 Financial Hardship Policy will offer relief from rates and charges for those doing it tough as a result of the crisis. We strongly encourage anyone needing help to email hardship@geelongcity.vic.gov.au or call 5272 5272.

The budget process has been much improved this year with strong and positive collaboration between councillors and staff. We believe it's a responsible draft budget that balances the need to support Greater Geelong through the COVID-19 pandemic, while forging ahead with projects that will aid our community's medium and long term recovery, and keep us on the path towards achieving our 30-year clever and creative vision.

We look forward to receiving and considering your feedback.

CR STEPHANIE ASHER
Mayor

MARTIN CUTTER
Chief Executive Officer

EXECUTIVE SUMMARY

The City of Greater Geelong's 2020-21 Budget is being delivered in an unprecedented environment of restrictions and financial devastation caused by the COVID-19 pandemic.

Council will continue to closely monitor and respond to the COVID-19 pandemic and work together with other levels of Government, in particular DHHS, as they work to ensure the health and safety of all Victorians.

Council has committed to two community support packages to an initial value of (\$4.9m) which will be included in the current 2019-20 forecast result and will flow into the proposed 2020-21 Budget.

Considering the forgone revenue, support packages and other associated costs, the total impact of COVID-19 is (\$15.3m), with (\$8.7m) impacting current years forecast and a further (\$6.6m) in the 2020-21 Budget. Council will continue to identify where we can best target support to the community and areas which may need additional support in the future.

Alongside the challenges presented by the pandemic, Greater Geelong remains in a period of tremendous growth, with high demand for services and infrastructure. Council will continue to play a key role in leading and supporting the community through the challenges that will arise.

The combined impact of population growth, diversified industries, the world recycling crisis, balancing the need for new infrastructure while maintaining existing infrastructure and delivering our services, will remain priorities for Council. These priorities reinforce the need for the City to sustainably manage its finances.

Key outcomes from this budget include:

- A strategic and community-led approach to prioritisation and development of community infrastructure, that aids stimulus in the region.
- A focus on asset renewal investment and key heritage assets, with additional renewal investment targeted from 2021-22 in the Strategic Resource Plan.
- Continued investment in the development and revitalisation of Central Geelong, including support for the City Deal.
- Responding to growth and future planning, and balancing these with the immediate priorities in the community.
- An investment in business productivity improvement, including the City's Civic Precinct and Digital Strategy.

The executive summary provides key information about the rate increase, operating result, service levels, cash and investments, capital works, financial position, underlying result and key strategic objectives of the Council.

The 2020-21 Budget has been developed with five key fiscal objectives:

1. Council has maintained operating surpluses in the past and is committed to maintaining an operating surplus in future years in order to contribute internal funding for the capital works program. However, 2020-21 will be an exception, with a proposed deficit of \$8.0m, given the need to fund the ongoing support packages for the COVID-19 response and recovery that will be required.
2. Maintain core infrastructure, renewal expenditure, while increasing expenditure on new community infrastructure.
3. Maintain net financial liabilities at a sustainable level.
4. Maintain funding of service delivery consistent with community expectations.
5. Investment in sustainable initiatives that improve our environment and reduce our costs to service the community's needs.

The 2020-21 Budget includes \$326.0m in operating expenses, which fund ongoing services and initiatives, and a capital program of \$161.2m which delivers services and infrastructure across the municipality. The capital program includes \$156.6m of new projects, \$22.6m of projects brought forward from 2019-20 and \$18.0m of projects that will be carried over into 2021-22.

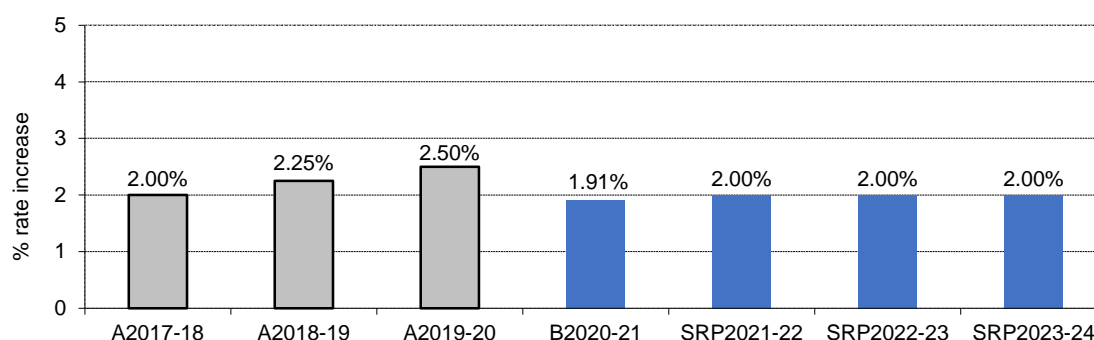
To fund the capital program, which includes infrastructure and new community facilities, the City plans to borrow \$66.9m in 2020-21 (including \$7.3m deferred borrowings from prior years). The projected total amount of borrowings as at 30 June 2021 is \$138.6m.

The Victorian Government has specified a rate cap of 2 per cent for 2020-21. The cap applies to the average annual increase of rates and the municipal charge. Council has endorsed a rating strategy that complies with the cap and will not apply to the Essential Services Commission for an exemption.

The City is proposing to remove the municipal charge that is currently applied to all properties and absorb this into general rates in the 2020-21 Budget. This means that those ratepayers that have higher value properties will absorb more of the cost than those who have lower value properties.

This year Victorian Councils have been impacted by the recycling crisis and the subsequent increase in contract costs. This has impacted waste costs in 2019-20 and will again in 2020-21. Coupled with an increase in the Environmental Protection Agency (EPA) levy, from 1 January 2021, this has seen the waste charge rise 8.7 per cent, from \$332.00 to \$360.95.

1(a). Rate Increases



Rate revenue is 65% of total revenue. The movement in average rates reflects the rate cap. The waste collection service charge is excluded from the rate cap.

The Essential Services Commission measure rate increases as the movement in rates and the municipal charge for all rateable properties. The 2020-21 base average rate is calculated as \$1,593.43 and the 2020-21 Budget proposes this will increase by 1.91% to \$1,623.79.

Future year rate increases are assumed unchanged at 2.00% in the absence of any forward planning guidance from the Minister for Local Government. This assumption will be subject to future announcements on an annual basis.

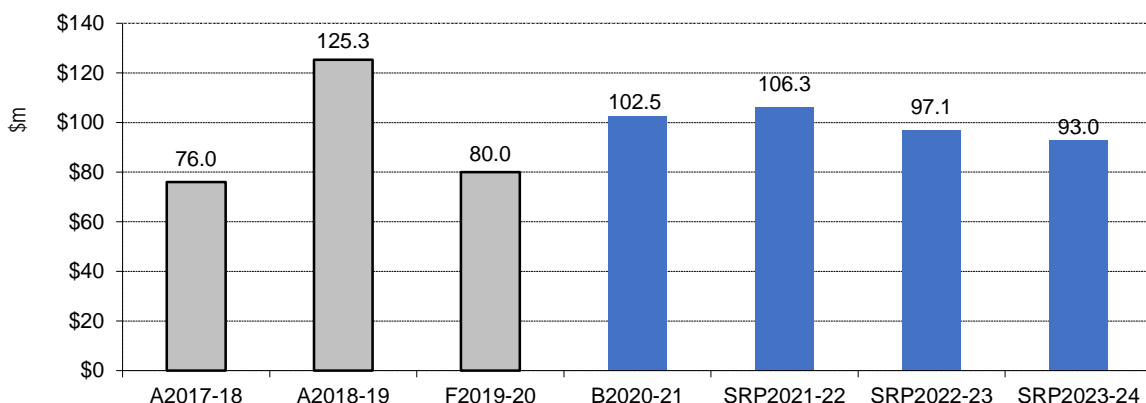
1(b). Average Residential Rates

Residential Movement	2019-20 Budget Rates on Avg. CIV \$	2020-21 Budget Rates on Avg. CIV \$
Residential Capital Improved Value	545,998	549,063
Rates (CIV x Rate in \$)	1,180.37	1,310.21
Municipal Charge	105.25	-
Total Rates (Include. Municipal Charge)	1,285.62	1,310.21
Waste Collection Service	332.00	360.95

The average movement in rates and municipal charge totals \$24.59 or a 1.9% increase for the 2020-21 year. The municipal charge has been discontinued from 2020-21, providing a benefit to a large number of our rate payers. The separate waste collection service charge includes cost increases for waste collection and disposal services plus an increase in the EPA levy, which is expected to increase to \$85.90/tonne from 1 January 2021. Overall, the waste collection service charge will increase by \$28.95 to \$360.95.

The 2020-21 rate notices will include the 2020 valuations, where the average residential valuation increase was 0.6% with the rate in the dollar adjusted accordingly. However where the residential property valuation has increased by greater than the average, then the increase in rates may be greater than the \$24.59 applicable to the average property. The rates and charges for individual residential properties may increase or decrease by different percentage amounts dependent on whether the valuation of the property may be higher or lower relative to the average valuation of other residential properties in the municipal district. In addition the City exercises discretion in the setting of differential rates to increase one differential higher than the rate cap relative to others as part of responding to relative valuation movements or as part of implementing the rating strategy.

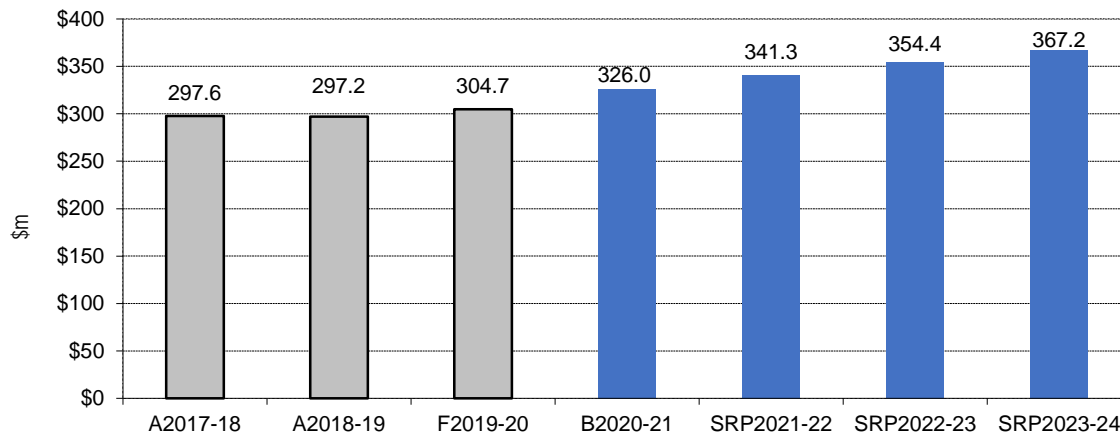
2. Overall Result



The expected overall result (comprehensive income result) for the 2019-20 year is a surplus of \$80.0m, which is a decrease of (\$45.3m) compared to the 2018-19 result. Key movements include non-monetary contributions (\$20.6m), grants (\$17.1m), user fees (\$15.1m) and employee costs (\$6.5m) and other costs (\$4.0m), offset by increased rates & charges \$18.0m. Included in the 2019-20 operating forecast is an (\$8.7m) cost impact arising from COVID-19.

The 2020-21 result is a surplus of \$102.5m, an increase of \$22.5m over the 2019-20 forecast result. This is mostly due to increases in rates and charges \$11.1m, contributions \$9.1m, grants \$8.3m, gain on sale of infrastructure \$8.2m and user fees and fines \$8.1m, offset by employee costs (\$11.7m), materials and services (\$4.2m), depreciation and amortisation (\$1.0m), interest and other costs (\$5.4m). The 2020-21 result contains a deficit of (\$6.6m) to cover revenue losses and costs associated with the continuation of closure of services, lower utilisation of services and agreed community support packages, arising from COVID-19.

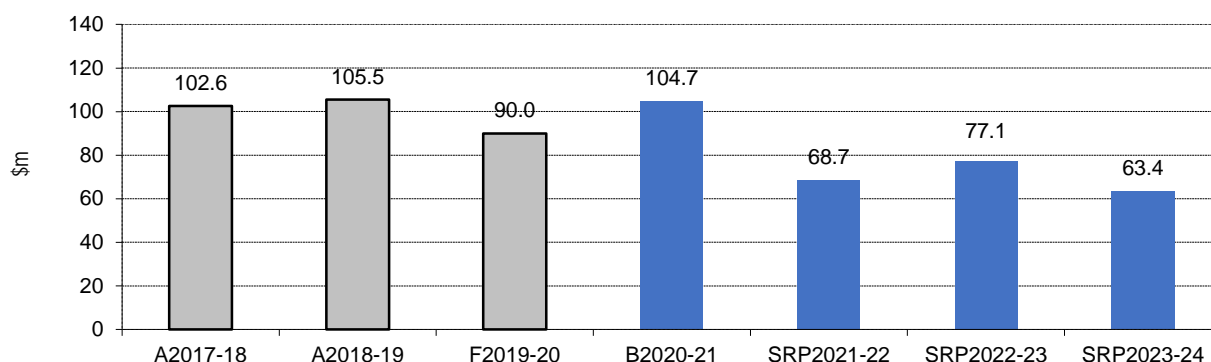
3. Services



*Total Service Cost (recurrent expenditure less depreciation and amortisation).

The cost of services delivered to the community for the 2020-21 year is expected to be \$326.0m which is an increase of \$21.3m over the 2019-20 forecast. A key influencing factor in the development of the 2020-21 budget has been the maintenance of existing service funding levels and the inclusion of mandatory and other community funding increases, as well as the impact of closed services and support packages due to the COVID-19 pandemic. Continuation of the pandemic may result in further impacts to services, which may be considered as part of a revised or amended budget.

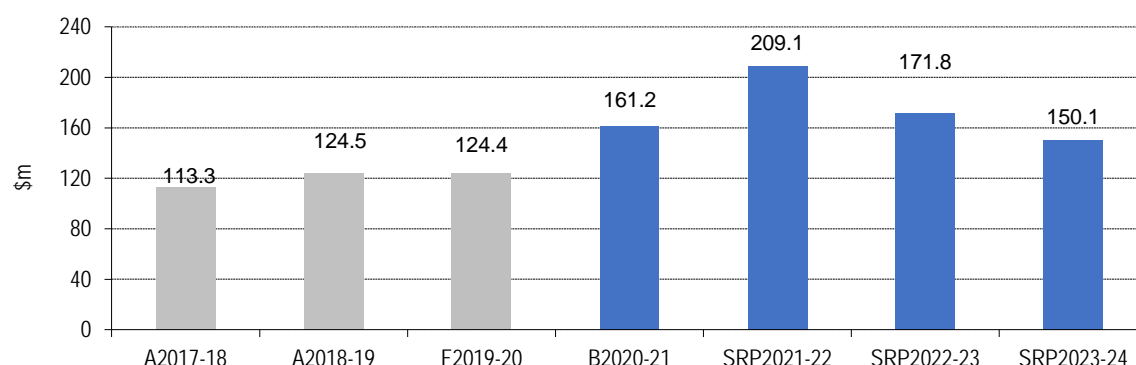
4. Cash and Investments



Cash on hand at June 2021 of \$104.7m is an increase of \$14.7m compared to the expected June 2020 balance. This is largely driven by an increase in borrowings plus an increase of the overall result in 2020-21.

Total borrowings for 2020-21 are expected to be \$66.9m, which will result in a closing loan balance of \$138.6m. These new borrowings will fund community services infrastructure, Armstrong Creek developer contribution projects, the civic accommodation building, LED streetlighting and the purchase and development of land at New Station Estate. The proposed June 2021 cash balance is adequate to meet our short term obligations. The 2019-20 capital program assumes \$22.6m of capital funds will not be expended until the 2020-21 year.

5. Capital Works Expenditure

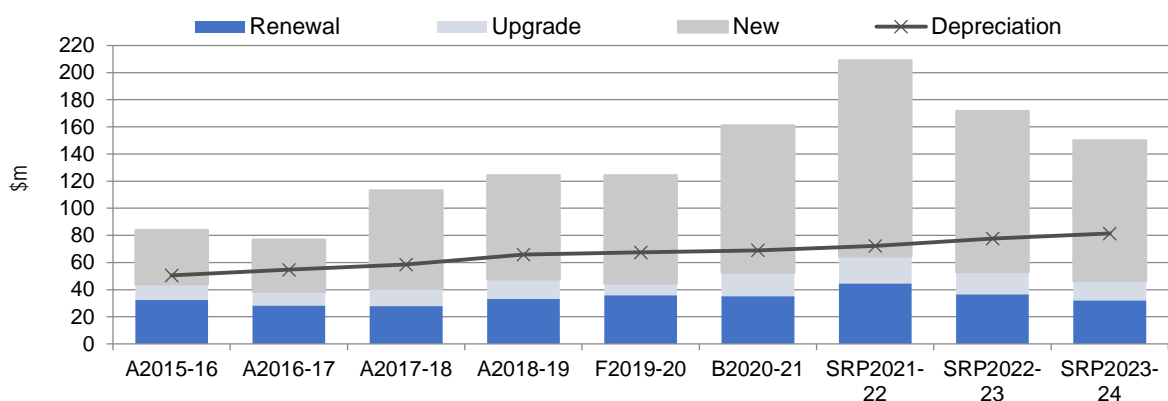


The City will be delivering the largest capital program in its history over the next two financial years, which will help stimulate the regions recovery from the pandemic crisis.

Expenditure for the 2020-21 year is proposed at a net \$161.2m including carryover from 2019-20 forecast at \$22.6m and carryover into 2021-22 forecast at \$18.0m. Excluding carryover the capital expenditure program will deliver \$156.6m in key funding for core programs, ageing infrastructure, a range of recreation and leisure projects, community facilities and completion of 2019-20 projects. The expenditure by major asset categories includes \$56.2m on buildings, \$43.0m on roads, footpaths, kerb and channel, and drains, \$20.5m on parks and leisure, \$14.5m on plant and equipment, \$9.1m on land, \$4.9m on streetscapes, \$2.3m on community facilities and \$6.1m on other, less (\$18.0m) to carryover into 2020-21.

The capital works program is summarised by project category and by classification as renewal, upgrade or new projects.

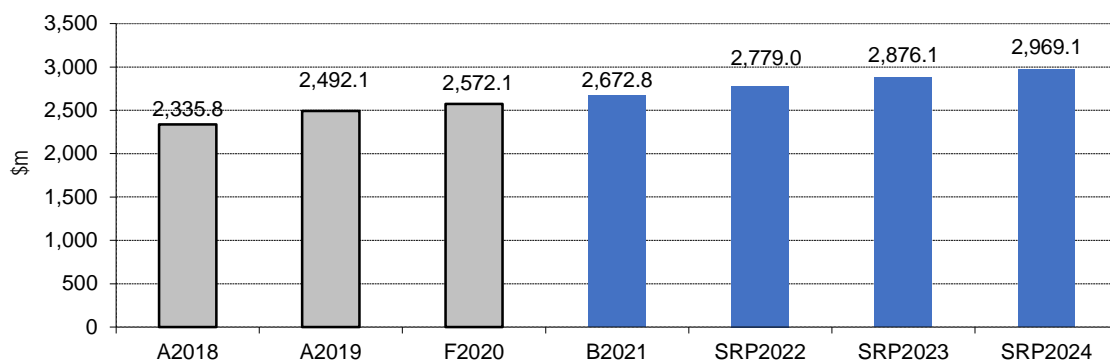
The graph below highlights the ratio of renewal and upgrade expenditure to depreciation.



The percentage of renewal / upgrade capital expenditure is a long term indicator. The trend indicates that the City is allocating further resources to renewal / upgrade capital expenditure during the SRP period.

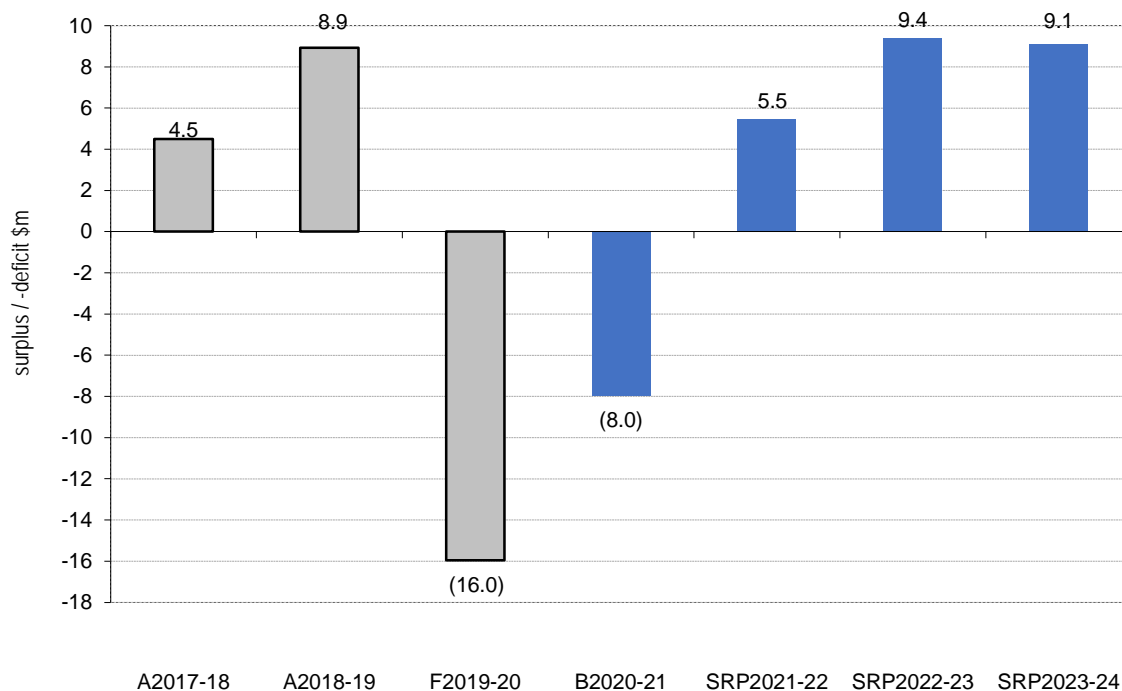
A key driver of the investment in new infrastructure is growth across the municipality and the civic accommodation building, that will be constructed across the 2020-21 and 2021-22 years.

6. Financial Position



Net assets (net worth) will increase by \$100.7m to \$2,672.8m with property plant and equipment increasing by \$145.8m, net current assets increasing by \$9.2m and loan borrowings net of repayments increasing by \$56.3m.

7. Underlying Result



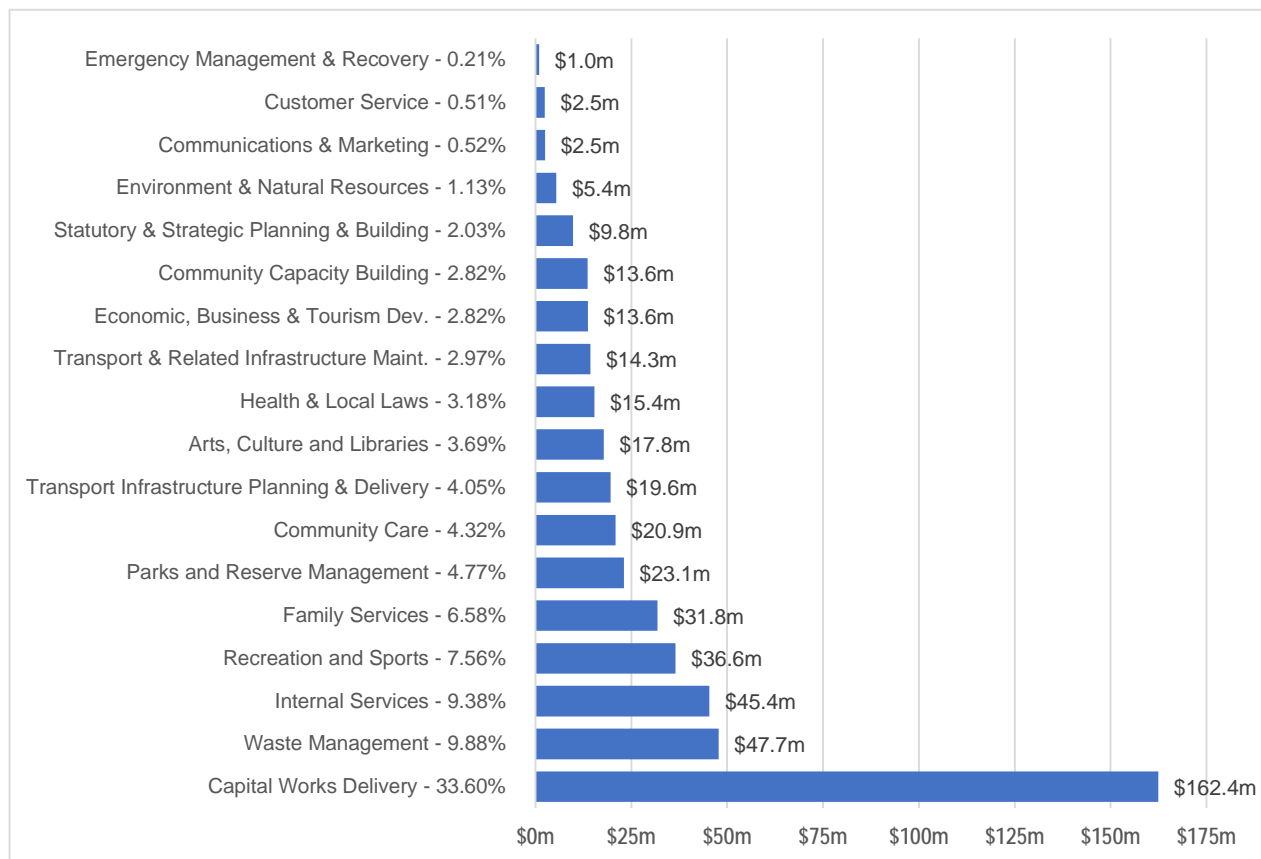
A high level Strategic Resource Plan (SRP) for the years 2020-21 to 2023-24 has been developed to assist Council in adopting a budget within a longer term financial framework. The key objective of the plan is financial sustainability in the medium to long term, whilst still achieving the City's strategic objectives as specified in the Council Plan. While the City set out to deliver close to a breakeven 2020-21 budget, it is now forecasting a deficit of \$8.0 million. The deficit is largely a result of supporting businesses, community groups and individuals through COVID-19 pandemic. The operating result has been impacted by (\$15.3m) in total due COVID-19, 2019-20 (\$8.7m) and 2020-21 (\$6.6m). This is a short term result with the City returning to a surplus post 2020-21. The City also plans to undertake a review of services that are provided to the community, with the aim of reducing the level of ratepayer subsidy for services.

8. Strategic Objectives

The annual budget includes a range of activities and initiatives to be funded that will contribute to achieve the strategic objectives specified in the Council Plan. The strategic objectives as set out in the Council Plan are the key strategies for achieving these objectives for the 2020-21 year.

The annual budget converts the activities and initiatives identified into financial terms to ensure there are sufficient resources for their achievement. The City's detailed financial commitments to achieving the plan.

9. Where rates are spent



The above chart provides an indication of how the City allocates \$483.5m expenditure (total expenses \$395.4m less non cash items \$73.1m plus capital works delivery \$161.2m) across the main services that it delivers. It shows gross expenditure allocated to each service area.

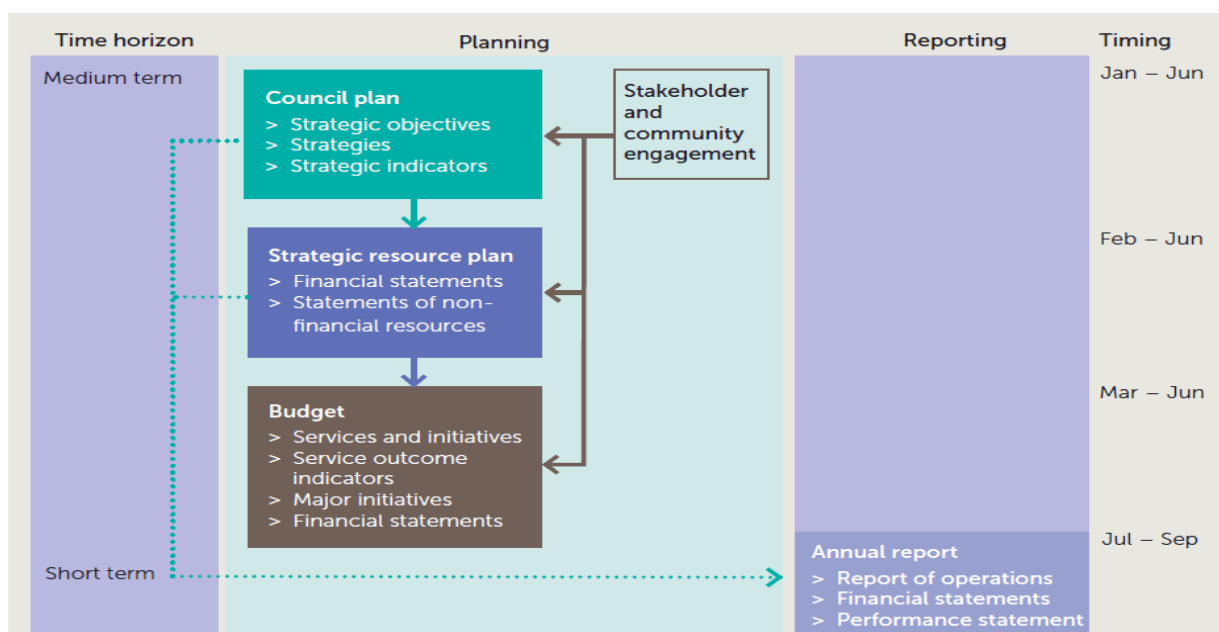
1. Link to the Council Plan

Annual Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Legislative Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

In addition to the above, the City of Greater Geelong has a 30 year community vision, Greater Geelong: A Clever and Creative Future, purpose and values. The Council Plan is aligned to the 30-year community vision.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services such as animal management, local roads, food safety and statutory planning, most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

1.2 Our community vision, our purpose and values

Our long-term community vision - *Greater Geelong: A Clever and Creative Future*

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.

This vision was developed from the voices of over 16,000 people in 2017. This vision identifies and articulates the community's aspirations and outcomes of a successful region.

Our purpose

Working together for a thriving community

Our values

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

1.3 Strategic objectives

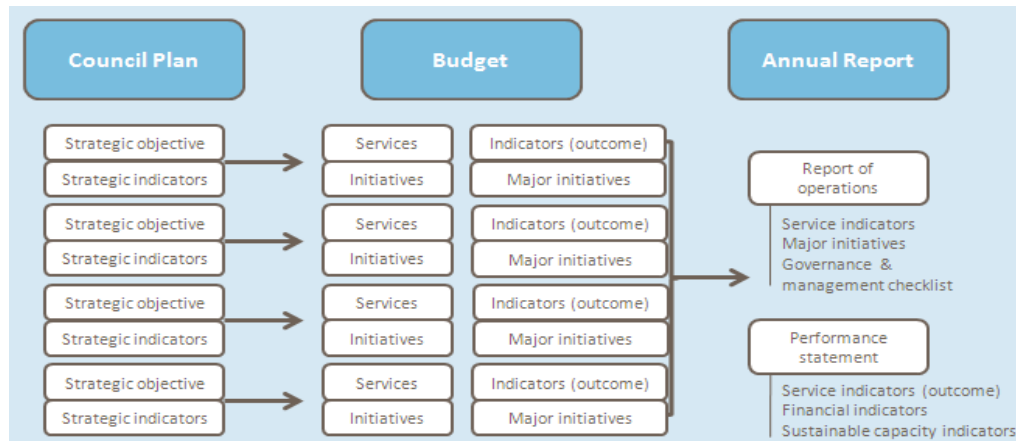
Council Plan 2018–22 – Putting Our Community First, outlines how we will work towards making Greater Geelong a clever and creative city-region. It will guide the City of Greater Geelong's resources to deliver infrastructure, services and programs to the community in a sustainable way.

The 11 strategic priorities we will focus on for the four years are:

Strategic Objective	Description
1 Improved health and safety of our community	The health and safety of our community is vital. We will address family violence, homelessness, food shortages and public safety.
2 Informed social infrastructure and planning	We will strive for social equity in the infrastructure and services we deliver for our community.
3 A more inclusive and diverse community	We want to recognise all members of the Geelong community and not leave anyone behind.
4 Planned sustainable development	We will use sustainable principles to guide development of growth areas and help protect our townships.
5 Effective environmental management	We will show leadership to address waste, climate change and environmental challenges.
6 Vibrant arts and culture	We treasure Geelong's culture and heritage and will help our creative community to grow.
7 Integrated transport connections	Our focus will be on improving our public and active transport, and better connecting our networks.
8 A thriving and sustainable economy	We will capitalise on Geelong's incredible economic opportunities.
9 Growing our tourism and events	Our tourism and events offering is strong, but we aim to grow it further.
10 Innovative finances and technology	Clever and sustainable financial management, matched with digital growth, will advance our future.
11 Organisational leadership, strategy and governance	We will be the 'leading voice' of the community by delivering confident governance and strategic planning.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020-21 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report are grouped into macro areas as shown below.



Source: Department of Environment, Land, Water and Planning

Service Group	
External Services	
Arts and Culture	Capital Projects
Central Geelong and Waterfront	City Development
City Works / Fleet	Communications and Marketing
Community Care	Connected Communities
Customer Service	Economic Development
Emergency Management & Fire Management	Engineering Services
Environmental Services	Events Services
Family Services	Health and Local Laws
Healthy Communities	Leisure and Recreation Services
Parks and Gardens	Planning, Strategy and Urban Growth
Smart City Office	Social Planning and Investment
Tourism	Waste Services
Internal Services	
Strategy and Business Improvement	
Building, Property Management and Procurement	
Financial Services	
Governance and Councillor Support	
Fleet and Plant Management	
Digital, Information and Technology	
People and Organisation Development	

2.1 Strategic Priority 1

Improved health and safety of our community

The health and safety of our community is vital. We will address family violence, homelessness, food shortages and public safety.

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital Program	Initiatives	<i>Exp</i>	1,145
		<i>Rev</i>	30
		NET	1,115
Non Capital Program	Initiatives	<i>Exp</i>	512
		<i>Rev</i>	-
		NET	512

Major Initiatives

- 1) Support the establishment of an expanded Food Distribution Centre in the Geelong Region.

Other Initiatives

- 2) Healthy and Connected Communities Grant Program.
- 3) Support Vulnerable People Partnerships.
- 4) Hoffman Walk Lara Botanical Gardens - safety related maintenance to public open space.
- 5) Waterworld Canopy Replacement.
- 6) Eastern Beach Sea Baths Shark Bars.
- 7) Concourse Renewal and Safety at the leisure and aquatic centres.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food Safety	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Maternal and Child Health (MCH)	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[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

2.2 Strategic Priority 2

Informed social infrastructure and planning

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

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital	Initiatives	<i>Exp</i>	19,068
		<i>Rev</i>	5,687
		<i>NET</i>	13,381
Non Capital	Initiatives	<i>Exp</i>	262
		<i>Rev</i>	-
		<i>NET</i>	262

Major Initiatives

- 1) Design new community infrastructure including the Barwon Heads Arts and Community Hub, Lara Family Hub Library, the Jetty Road Children's and Community Hub and the Drysdale Integrated Children's Centre.

Other Initiatives

- 2) Children Services Facilities Upgrades (including childcare centres, kindergartens and occasional care).
- 3) Community Halls Upgrade.
- 4) Playground Development Program.
- 5) Toilet Block Renewal / Replacement Program.
- 6) Bell Park / Bell Post Hill Enhanced Early Years and Community Hub.
- 7) Burdoo Reserve - Grovedale Football Netball Club Stage 2 Development.
- 8) Armstrong Creek Town Centre - Library and Learning Hub detailed design.
- 9) Drysdale Sporting Precinct Master Plan Implementation.
- 10) Estuary Recreation Reserve Sports Lighting Installation.
- 11) Lara Regional Library - design and development.
- 12) Armstrong Creek West Neighbourhood Activity Centre Community Sports Pavilion.
- 13) Hume Reserve Master Plan Implementation – paths, fencing, planting and park furniture.
- 14) Lara Recreation Reserve - Master Plan.
- 15) Leisurelink 50m Pool Replacement - Detailed Design.
- 16) Polworth Pavilion and West Oval - pavilion construction.
- 17) Herne Hill Reserve Pavilion construction.
- 18) Leopold Football Club Masterplan (Estuary Estate).
- 19) Marshall Cricket Club - Practice facility development.
- 20) North Bellarine Aquatic Centre.
- 21) Pavilion and Ground Extension at Tim Hill Reserve.
- 22) Playground - Grantham Drive.
- 23) Portarlinton Recreation Reserve - Master Plan.
- 24) Queens Park Lighting.
- 25) Shell Reserve Corio - netball court and cricket net design.
- 26) Community Facility Infrastructure Funds Grants (CFIF) - social infrastructure and planning.
- 27) Rippleside Playground.
- 28) Waurm Ponds Playground, Skate Park and BMX Track.
- 29) Geelong Cricket Association - turf wicket upkeep.

2.3 Strategic Priority 3

A more inclusive and diverse community

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

Services

Service area	Description of services provided	2020-21 Budget	
			\$'000
Capital	Initiatives	<i>Exp</i>	1,275
		<i>Rev</i>	110
		<i>NET</i>	1,165
Non Capital	Initiatives	<i>Exp</i>	1,888
		<i>Rev</i>	-
		<i>NET</i>	1,888

Major Initiatives

- 1) Invest in programs and facilities to support gender equity in sport.

Other Initiatives

- 2) Disability Access Upgrade Program.
- 3) Armstrong Creek Community Shed and Garden.
- 4) Grinter Reserve Masterplan, including lighting upgrade and female friendly changerooms.
- 5) Ocean Grove - Collendina Reserve facility upgrade including gender neutral changerooms.
- 6) Samaritan House construction and land contribution.
- 7) Grants for private groups and clubs.
- 8) Corio-Norlane Christmas decorations/events.
- 9) Geelong Seniors Festival Program.
- 10) Children's Week Grants.
- 11) Sponsorship of Christmas Carols.
- 12) Support of Neighbourhood Houses.

2.4 Strategic Priority 4

Planned sustainable development

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

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital	Initiatives	<i>Exp</i>	8,464
		<i>Rev</i>	-
		<i>NET</i>	8,464
Non Capital	Initiatives	<i>Exp</i>	216
		<i>Rev</i>	-
		<i>NET</i>	216

Major Initiatives

- 1) Prepare, review and update strategic plans for townships, precincts and places.

Other Initiatives

- 2) Armstrong Creek land acquisition program.
- 3) New Station Estate land development.
- 4) Environment Reserves Capital Improvement Program.
- 5) Developer Contribution Plans management process improvement and review.
- 6) Armstrong Creek Precinct Structure Plan reviews.
- 7) Municipal Strategic Statement Review.
- 8) Land Supply Monitoring Program.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[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

2.5 Strategic Priority 5

Effective environmental management

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

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital	Initiatives	<i>Exp</i>	1,966
		<i>Rev</i>	10
		<i>NET</i>	1,956
Non Capital	Initiatives	<i>Exp</i>	2,341
		<i>Rev</i>	64
		<i>NET</i>	2,277

Major Initiatives

- 1) Continue the hard waste collection service trial.

Other Initiatives

- 2) Continue to restore rural and regional landscapes.
- 3) 1 Million Trees Project - Implement Tree Canopy Cover.
- 4) Energy efficiency and renewable energy upgrades to Council buildings.
- 5) New property mobile bins.
- 6) Queens Park Golf Club Water Irrigation.
- 7) Irrigation asset renewal program.
- 8) Diversion of food organics from kerbside collection.
- 9) Environment & Sustainability Grant Program.
- 10) Laneways Waste Trial.
- 11) Eastern Beach sewerage improvement works.
- 12) Southeast Bellarine Coastal Reserve Strategy.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is 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

2.6 Strategic Priority 6

Vibrant arts and culture

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

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital	Initiatives	<i>Exp</i>	450
		<i>Rev</i>	275
		<i>NET</i>	175
Non Capital	Initiatives	<i>Exp</i>	15,088
		<i>Rev</i>	
		<i>NET</i>	15,088

Major Initiatives

- 1) Deliver the Creative Communities Grants and establish the First Nations Heritage Grants.

Other Initiatives

- 2) Continue to support the Geelong Regional Library Corporation.
- 3) Geelong Gallery redevelopment.
- 4) Central Geelong Heritage Fund.
- 5) Geelong Art Gallery Contribution.
- 6) Courthouse Youth Arts Support.
- 7) Courthouse Back to Back Support.
- 8) Geelong Maritime Museum Support.
- 9) Potato Shed business case for redevelopment.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / Municipal population] x100

2.7 Strategic Priority 7

Integrated transport connections

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

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital	Initiatives	<i>Exp</i>	36,508
		<i>Rev</i>	4,814
		<i>NET</i>	31,694
Non Capital	Initiatives	<i>Exp</i>	-
		<i>Rev</i>	-
		<i>NET</i>	-

Major Initiatives

- 1) Deliver actions in the Shared Trails Masterplan.

Other Initiatives

- 2) Street Construction Sub Program - special rates and charges.
- 3) Bituminise road into Myers Reserve.
- 4) Kerb and Channel Renewal Program.
- 5) Drainage Renewal Program.
- 6) General road improvements and asphaltting.
- 7) Footpath Construction Sub Program - special rates and charges.
- 8) Design and Investigation Program - Traffic Management Projects - Road and Street Management.
- 9) Traffic Major Works.
- 10) Bridge Upgrades - Major Renewal Works.
- 11) Gravel Resheeting Program.
- 12) Boundary Road and Baanyip Boulevard Traffic Signals and link road.
- 13) Burvilles Road footpath, kerb and channel works.
- 14) Reseal - Road Surfacing Program - Core Program.
- 15) Fixing Country Roads Program.
- 16) Footpath Renewal Program - Core Program.
- 17) Patullos Rd East - Road Widening/Shared User Path.
- 18) Beacon Point Reserve implementation - new shared path cycling/ walking trail.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads

2.8 Strategic Priority 8

A thriving and sustainable economy

We will capitalise on Geelong's incredible economic opportunities.

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital	Initiatives	<i>Exp</i>	240
		<i>Rev</i>	-
		<i>NET</i>	240
Non Capital	Initiatives	<i>Exp</i>	416
		<i>Rev</i>	-
		<i>NET</i>	416

Major Initiatives

- 1) Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation.
- 2) Continue shopping centre streetscape renewal projects.

Other Initiatives

- 3) Revitalising Central Geelong Action Plan communications and engagement activities.
- 4) Geelong Small Business Festival.
- 5) Continue to deliver the Regional Industry Sector Employment program.

2.9 Strategic Priority 9

Growing our tourism and events

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

Services

Service area	Description of services provided		2020-21 Budget \$'000
Capital	Initiatives	<i>Exp</i>	130
		<i>Rev</i>	-
		<i>NET</i>	130
Non Capital	Initiatives	<i>Exp</i>	2,811
		<i>Rev</i>	-
		<i>NET</i>	2,811

Major Initiatives

- 1) Attract and procure major events to the region.

Other Initiatives

- 2) Eastern Beach Promenade Upgrade.
- 3) Iconic Christmas Tree Installation.
- 4) Geelong Major Events funding.
- 5) Community Events Grants Program.

2.10 Strategic Priority 10

Innovative finances and technology

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

Services

Service area	Description of services provided	2020-21 Budget	
			\$'000
Capital	Initiatives	<i>Exp</i>	7,110
		<i>Rev</i>	-
		<i>NET</i>	7,110
Non Capital	Initiatives	<i>Exp</i>	-
		<i>Rev</i>	-
		<i>NET</i>	-

Major Initiatives

- 1) Implement the City's Digital Modernisation program to increase digital capability across the business and increase opportunities for the community to interact and transact with us online.

Other Initiatives

- 2) Licence Plate Recognition - Parking Patrolling.
- 3) Bellarine Enhanced Broadband Installation and other Smart City initiatives.

2.11 Strategic Priority 11

Organisational leadership, strategy and governance

We will be the 'leading voice' of the community by delivering confident governance and strategic planning.

Services

Service area	Description of services provided		2020-21 Budget
			\$'000
Capital	Initiatives	<i>Exp</i>	50,789
		<i>Rev</i>	-
		<i>NET</i>	50,789
Non Capital	Initiatives	<i>Exp</i>	236
		<i>Rev</i>	-
		<i>NET</i>	236

Major Initiatives

- 1) Commence construction and build of the new Civic Precinct.
- 2) Embed the Sustainability Framework within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework.

Other Initiatives

- 3) Cultural Change Management forums and capability building.
- 4) G21 Contribution.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020-21 has been supplemented with projections to 2023-24 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) regulations 2014*.

Comprehensive Income Statement
Balance Sheet
Statement of Changes in Equity
Statement of Cash Flows
Statement of Capital Works
Statement of Human Resources

Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of *AASB 16 Leases*, *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not-for-Profit Entities*, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

AASB 1059 Service Concession Arrangements: Grantors

Comprehensive Income Statement

For the four years ending 30 June 2024

		Forecast Actual 2019-20	Budget 2020-21	Strategic Resource Plan Projections		
NOTES		\$'000	\$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Income						
Rates and charges	4.1.1	248,955	260,021	275,832	295,650	309,185
Statutory fees and fines	4.1.2	13,345	15,877	16,234	16,600	16,973
User fees	4.1.3	48,883	54,494	63,155	64,418	65,706
Grants - Operating	4.1.4	47,630	57,761	62,192	63,436	64,705
Grants - Capital	4.1.4	13,684	11,829	17,518	14,377	5,152
Contributions - monetary	4.1.5	15,126	14,608	15,318	18,618	20,918
Contributions - non-monetary	4.1.5	65,350	75,000	50,000	50,000	50,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(4,373)	3,866	13,088	(233)	2,861
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	4,677	4,411	6,728	6,431	6,219
Total income		453,277	497,867	520,066	529,296	541,719
Expenses						
Employee costs	4.1.7	161,086	172,835	181,611	186,520	193,451
Materials and services	4.1.8	110,761	114,942	122,519	131,314	136,332
Depreciation	4.1.9	67,480	69,063	72,228	77,659	81,348
Amortisation - intangible assets	4.1.10	663	387	-	-	-
Amortisation - right of use assets	4.1.11	2,905	2,616	2,120	75	-
Bad and doubtful debts		1,292	1,060	1,060	1,060	1,060
Borrowing costs		2,465	3,704	5,035	5,907	6,192
Finance Costs - leases		355	104	32	-	-
Other expenses	4.1.12	26,282	30,648	29,122	29,699	30,368
Total expenses		373,289	395,359	413,726	432,234	448,751
Surplus/(deficit) for the year		79,988	102,508	106,339	97,062	92,968
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods		-	-	-	-	-
(detail as appropriate)						
Total comprehensive result		79,988	102,508	106,339	97,062	92,968

Balance Sheet

For the four years ending 30 June 2024

		Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections 2021-22 2022-23 2023-24 \$'000 \$'000 \$'000		
	NOTES					
Assets						
Current assets						
Cash and cash equivalents		89,993	104,715	68,738	77,136	63,352
Trade and other receivables		13,600	13,600	13,900	14,200	14,500
Other financial assets		200	200	200	200	200
Inventories		771	771	755	770	786
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		-	-	-	-	-
Total current assets	4.2.1	104,565	119,286	83,593	92,306	78,838
Non-current assets						
Trade and other receivables		1,585	1,601	1,617	1,633	1,650
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries		10,357	10,357	10,357	10,357	10,357
Property, infrastructure, plant & equipment		2,613,526	2,759,329	2,925,501	3,044,310	3,142,220
Right-of-use assets	4.2.4	4,810	2,195	75	-	-
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
Total non-current assets	4.2.1	2,630,278	2,773,481	2,937,549	3,056,300	3,154,227
Total assets		2,734,843	2,892,767	3,021,142	3,148,607	3,233,065
Liabilities						
Current liabilities						
Trade and other payables		21,666	22,737	23,523	24,532	25,330
Trust funds and deposits		3,000	3,000	3,000	3,000	3,000
Provisions		34,841	37,380	39,269	40,325	41,817
Interest-bearing liabilities	4.2.3	10,632	12,950	16,754	18,522	18,611
Lease liabilities	4.2.4	2,620	2,183	78	-	-
Total current liabilities	4.2.2	72,759	78,250	82,624	86,379	88,757
Non-current liabilities						
Provisions		16,066	16,041	9,952	6,030	3,652
Interest-bearing liabilities	4.2.3	71,654	125,640	149,531	180,104	171,594
Lease liabilities	4.2.4	2,261	79	1	-	-
Total non-current liabilities	4.2.2	89,981	141,760	159,484	186,135	175,245
Total liabilities		162,740	220,010	242,108	272,514	264,002
Net assets		2,572,103	2,672,757	2,779,035	2,876,094	2,969,062
Equity						
Accumulated surplus		1,534,006	1,638,986	1,737,193	1,830,869	1,929,418
Reserves		1,038,097	1,033,771	1,041,842	1,045,225	1,039,644
Total equity		2,572,103	2,672,757	2,779,035	2,876,094	2,969,062

Statement of Changes in Equity

For the four years ending 30 June 2024

		Total	Accumulate d Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2020 Forecast Actual					
Balance at beginning of the financial year		2,492,115	1,451,581	1,021,551	18,983
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		2,492,115	1,451,581	1,021,551	18,983
Surplus/(deficit) for the year		79,988	79,988	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(27,030)	-	27,030
Transfers from other reserves		-	29,467	-	(29,467)
Balance at end of the financial year		2,572,103	1,534,006	1,021,551	16,546
2021 Budget					
Balance at beginning of the financial year		2,572,103	1,534,006	1,021,551	16,546
Surplus/(deficit) for the year		102,508	102,508	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	(1,854)	(28,593)	-	26,739
Transfers from other reserves	4.3.1	-	31,065	-	(31,065)
Balance at end of the financial year	4.3.2	2,672,757	1,638,986	1,021,551	12,220
2022					
Balance at beginning of the financial year		2,672,757	1,638,986	1,021,551	12,220
Surplus/(deficit) for the year		106,339	106,339	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		(61)	(35,792)	-	35,730
Transfers from other reserves		-	27,659	-	(27,659)
Balance at end of the financial year		2,779,035	1,737,193	1,021,551	20,291
2023					
Balance at beginning of the financial year		2,779,035	1,737,193	1,021,551	20,291
Surplus/(deficit) for the year		97,062	97,062	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		(4)	(42,614)	-	42,612
Transfers from other reserves		-	39,228	-	(39,228)
Balance at end of the financial year		2,876,094	1,830,869	1,021,551	23,675
2024					
Balance at beginning of the financial year		2,876,094	1,830,869	1,021,551	23,675
Surplus/(deficit) for the year		92,968	92,968	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(40,030)	-	40,028
Transfers from other reserves		-	45,611	-	(45,611)
Balance at end of the financial year		2,969,062	1,929,418	1,021,551	18,092

Statement of Cash Flows

For the four years ending 30 June 2024

Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	248,864	259,807	275,740	295,553	309,084
Statutory fees and fines	13,345	15,877	16,234	16,600	16,973
User fees	54,890	58,895	67,264	68,501	69,793
Grants - operating	47,630	57,961	62,392	63,636	64,905
Grants - capital	13,684	11,829	17,518	14,377	5,152
Contributions - monetary	15,126	14,608	15,318	18,618	20,918
Interest received	1,535	1,400	1,453	1,057	743
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	3,141	3,011	5,275	5,374	5,476
Net GST refund / payment	11,700	11,700	11,700	11,700	11,700
Employee costs	(166,350)	(173,394)	(181,352)	(187,214)	(193,703)
Materials and services	(146,357)	(143,429)	(146,214)	(153,309)	(158,667)
Short-term, low value and variable lease	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(16,266)	(17,735)	(20,160)	(22,120)	(22,619)
Net cash provided by/(used in) operating activities 4.4.1	80,942	100,529	125,169	132,771	129,754
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(124,434)	(161,238)	(209,108)	(171,833)	(150,139)
Proceeds from sale of property, infrastructure, plant and equipment	17,166	25,555	27,519	21,105	21,215
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/ (used in) investing activities 4.4.2	(107,268)	(135,683)	(181,589)	(150,728)	(128,924)
Cash flows from financing activities					
Finance costs	(2,465)	(3,704)	(5,035)	(5,907)	(6,192)
Proceeds from borrowings	25,000	66,936	40,644	49,096	10,100
Repayment of borrowings	(8,556)	(10,632)	(12,950)	(16,754)	(18,522)
Interest paid - lease liability	(355)	(104)	(32)	-	-
Repayment of lease liabilities	(2,833)	(2,620)	(2,183)	(78)	-
Net cash provided by/(used in) financing activities 4.4.3	10,791	49,876	20,444	26,357	(14,615)
Net increase/(decrease) in cash & cash equivalents	(15,535)	14,722	(35,976)	8,400	(13,784)
Cash and cash equivalents at the beginning of the financial year	105,528	89,993	104,715	68,738	77,136
Cash and cash equivalents at the end of the financial year	89,993	104,715	68,738	77,136	63,352

Statement of Capital Works
For the four years ending 30 June 2024

	NOTES	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Property						
Buildings		20,063	56,177	74,415	30,875	31,623
Community Facilities		18,822	2,310	18,859	37,566	31,619
Land		13,763	9,100	7,761	12,140	5,844
Total property		52,648	67,587	101,035	80,581	69,085
Plant and equipment						
Fleet		6,365	4,763	4,989	5,337	5,401
Minor Plant and Equipment		617	401	202	216	219
Computers and Telecommunications		9,597	9,302	5,071	2,002	2,026
Total plant and equipment		16,579	14,466	10,262	7,555	7,647
Infrastructure						
Parks and Leisure		9,912	20,480	36,632	30,783	20,285
Roads		22,191	28,949	28,947	28,511	24,579
Drainage		20,366	7,272	5,716	4,158	4,208
Footpaths and Bikepaths		12,937	4,519	7,071	9,233	5,591
Kerb and Channel		2,306	2,306	2,441	2,611	2,643
Waste Management		1,602	1,016	6,652	4,448	2,956
Streetscapes		2,010	4,883	13,130	1,815	2,000
Miscellaneous		6,482	5,120	5,291	5,522	5,564
Total infrastructure		77,807	74,544	105,880	87,080	67,826
Carryover from prior year		-	22,600	17,959	26,028	29,411
Carryover to next year		(22,600)	(17,959)	(26,028)	(29,411)	(23,830)
Total capital works expenditure	4.5.1	124,434	161,238	209,108	171,833	150,139
Represented by:						
New asset expenditure		80,084	108,763	144,624	118,845	103,840
Asset renewal expenditure		35,830	35,161	44,678	36,714	32,079
Asset upgrade expenditure		8,521	17,313	19,805	16,275	14,220
Total capital works expenditure	4.5.1	124,434	161,238	209,108	171,833	150,139
Funding sources represented by:						
Grants		13,684	11,829	17,518	14,377	5,152
Contributions		15,126	14,608	15,318	18,618	20,918
Council cash		70,624	67,865	135,627	89,743	113,969
Borrowings		25,000	66,936	40,644	49,096	10,100
Total capital works expenditure	4.5.1	124,434	161,238	209,108	171,833	150,139

Statement of Human Resources

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019-20	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	153,174	169,989	176,416	181,194	187,989
Employee costs - capital	6,917	7,586	7,738	7,892	8,050
Total staff expenditure	160,092	177,575	184,154	189,086	196,040
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
FTE - operating	1,650.0	1,701.0	1,726.9	1,753.3	1,780.3
FTE - capital	74.4	85.7	85.7	85.7	85.7
Total staff numbers	1,724.4	1,786.7	1,812.6	1,839.0	1,866.0

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2020-21	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive	939	939	-	-	-
People & Culture	6,875	6,011	388	5	471
Customer & Corporate Services	17,232	13,054	2,254	283	1,642
City Services	40,888	27,778	10,567	190	2,352
Community Life	67,173	25,539	27,859	5,887	7,888
Planning, Design & Development	20,387	12,996	6,064	30	1,297
Governance, Strategy & Performance	6,552	4,844	782	7	919
Economy, Investment & Attraction	9,944	6,792	1,816	421	915
Total permanent staff expenditure	169,989	97,952	49,730	6,823	15,484
Casuals, temporary and other expenditure	2,846				
Capitalised labour costs	7,586				
Total expenditure	180,792				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2020-21	Full Time	Part time		
Chief Executive	5.0	5.0	-	-	-
People & Culture	52.8	44.7	4.0	0.1	4.0
Customer & Corporate Services	151.6	109.3	24.5	3.0	14.7
City Services	428.5	276.7	124.0	2.6	25.2
Community Life	724.3	250.8	325.1	61.6	86.6
Planning, Design & Development	197.7	120.2	65.2	0.4	11.9
Governance, Strategy & Performance	52.2	37.7	6.4	0.1	8.0
Economy, Investment & Attraction	89.0	54.5	19.5	4.8	10.2
Total permanent staff expenditure	1,701.0	899.1	568.6	72.6	160.6
Capitalised labour costs	85.7				
Casuals, temporary and other expenditure	15.5				
Total staff	1,802.2				

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's Annual Budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020-21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 1.9% within the rate cap. The municipal charge will be discontinued from 2020-21.

Waste Management Charge

The waste collection service charge is calculated based on a fee for service, including direct, indirect and overhead costs. The charge for 2020-21 will increase from \$332.00 to \$360.95 or 8.7%.

Service Rates & Charges - Additional Bin Service

A Section 162 Service Charge known as Additional Bins Service was introduced in 2016-17. Households may apply for an additional garbage bin, upsized garbage bin, recycling bin or green waste bin. The charges for 2020-21 are \$154.85 for a 140L garbage bin, \$111.95 to upgrade to a 240L garbage bin, \$87.00 for a recycling bin and \$82.40 for a green waste bin.

Special Rates and Charges

Council has declared a special rate in respect of the central business district of Geelong applicable to non-residential, non-exempt properties. Ratepayers are billed via the annual rate notice. The charge is calculated by a rate in the dollar against the properties valuation. For 2020-21 the rate is \$0.00059986. Properties rated as Cultural and Recreational are charged at a lower rate in the dollar, for 2020-21 the rate is \$0.00020211. This charge will raise \$1.1m for 2020-21. The special rate is the Central Activities Area (CAA) Rate and is in addition to other rates and charges. The purpose of the special rate is to promote the CAA as a commercial shopping precinct using events, marketing and media.

Other special rate and charge schemes for 2020-21 include street construction of \$1.5m and footpath construction of \$0.6m.

Waivers

Council declares a waiver under Section 171 of the LGA for specific qualifying properties.

The waivers include:

Housing Support Waiver - Residential property used for transitional, emergency or crisis housing.

Rates Assistance Waiver - for qualifying residential and farm land properties where the valuation has increased by greater than 50%

New Corio Estate Waiver - for New Corio estate property where property encumbrances prevent owners from making any demands on Council services now and into the future.

For further information refer to the Rating Strategy.

Rebates

Council declares a rebate under Section 169 of the LGA. A farm rebate is available for qualifying farm land. The rebate set at 15.2% recognises the benefit to the community in encouraging the retention of large lot primary holdings. For further information please refer to the Rating Strategy.

This will raise total rates and charges for 2020-21 to \$260,020,623.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2019-20 Forecast Actual \$'000	2020-21 Budget \$'000	Change \$'000	%
General rates *	188,142	208,333	20,191	10.7%
Municipal charge *	13,254	-	(13,254)	(100.0%)
Culture and Recreational rates	235	254	19	8.1%
Revenue in lieu of rates	71	72	1	1.4%
Supplementary rates and rate adjustments	1,900	2,400	500	26.3%
Interest on rates and charges	515	580	65	12.6%
Waivers	(70)	(70)	-	0.0%
Rebates	(1,233)	(467)	766	(62.1%)
Waste management charge	37,634	41,870	4,236	11.3%
Service rates and charges	732	778	46	6.3%
Special rates and charges	7,775	6,271	(1,504)	(19.3%)
Total rates and charges	248,955	260,021	11,067	4.4%

*These items are subject to the rate cap established under the FGRS.

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2019-20 cents/\$CIV*	2020-21 cents/\$CIV	Change
General rate for rateable residential properties	0.00216185	0.00238626	10.4%
General rate for rateable vacant land	0.00315616	0.00351752	11.4%
General rate for rateable commercial properties	0.00522789	0.00531168	1.6%
General rate for rateable The Point residential	0.00216185	0.00238626	10.4%
General rate for rateable The Point vacant	0.00315616	0.00351752	11.4%
General rate for rateable The Point commercial	0.00522789	0.00531168	1.6%
General rate for rateable industrial properties	0.00618097	0.00583861	-5.5%
General rate for mixed use properties	0.00326233	0.00342593	5.0%
General rate for farm properties	0.00172948	0.00145965	-15.6%
General rate for cultural and recreational properties	0.00162139	0.00178969	10.4%
General rate for petroleum properties	0.00618097	0.00583861	-5.5%

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2019-20 \$'000	2020-21 \$'000	Change \$'000	%
Residential	129,997	148,132	18,135	14.0%
Vacant Land	8,996	9,280	284	3.2%
Commercial	30,975	33,405	2,430	7.8%
The Point residential	232	327	95	40.9%
The Point vacant land	133	110	(23)	(17.3%)
The Point commercial	45	46	1	2.2%
Industrial	12,034	12,352	318	2.6%
Mixed use	794	834	40	5.0%
Farm	3,694	3,071	(623)	(16.9%)
Petroleum	897	847	50	(5.6%)
Total amount to be raised by general rates	187,797	208,404	20,607	11.0%
*Cultural and Recreational Land	235	254		

*as per the Cultural and Recreational Lands Act 1963

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2019-20 \$'000	2020-21 \$'000	Change \$'000	%
Residential	110,102	113,060	2,958	2.7%
Vacant Land	6,198	5,571	(627)	(10.1%)
Commercial	5,927	5,977	50	0.8%
The Point Residential	150	189	39	26.0%
The Point vacant land	73	34	(39)	(53.4%)
The Point commercial	3	3	-	0.0%
Industrial	2,153	2,200	47	2.2%
Mixed Use	330	321	(9)	(2.7%)
Farm	991	989	(2)	(0.2%)
Petroleum	1	1	-	0.0%
Total number of assessments	125,928	128,345	2,417	1.9%
*Cultural and Recreational Land	53	53		

*as per the Cultural and Recreational Lands Act 1963

4.1.1(e) The basis of valuation to be used is the Capital Improved Value

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
Residential	61,730,587	62,077,112	346,525	0.6%
Vacant Land	2,672,899	2,638,140	(34,759)	(1.3%)
Commercial	5,971,743	6,288,969	317,226	5.3%
The Point Residential	133,410	137,010	3,600	2.7%
The Point vacant land	29,550	31,400	1,850	6.3%
The Point commercial	8,670	8,675	5	0.1%
Industrial	1,959,271	2,115,639	156,368	8.0%
Mixed Use	240,330	243,500	3,170	1.3%
Farm	2,124,964	2,103,986	(20,978)	(1.0%)
Petroleum	145,100	145,100	-	0.0%
Total value of land	75,016,524	75,789,531	773,007	1.0%
*Cultural and Recreational Land	139,747	141,986		

*as per the Cultural and Recreational Lands Act 1963

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2019-20	2020-21		
	\$	\$	\$	%
Municipal	105.25	-	(105.25)	(100.0%)

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2019-20	2020-21	Change	
	\$	\$	\$	%
Municipal	13,254	-	(13,254)	(100.0%)

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2019-20	2020-21		
	\$	\$	\$	%
Waste management charge	332.00	360.95	28.95	8.7%
Total	332.00	360.95	28.95	8.7%

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2019-20	2020-21	Change	
	\$	\$	\$	%
Waste management charge	37,634	41,870	4,236	11.3%
Total	37,634	41,870	4,236	11.3%

4.1.1(k) Fair Go Rates System Compliance

City of Greater Geelong is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2019-20	2020-21
Total Rates	\$ 196,151,955	\$ 204,509,149
Number of rateable properties	125,926.00	128,342.00
Base Average Rate	1,557.68	1,593.43
Maximum Rate Increase (set by the State Government)	2.50%	1.91%
Capped Average Rate	\$ 1,596.62	\$ 1,623.79
Maximum General Rates and Municipal Charges Revenue	\$ 201,055,754	\$ 208,400,456
Budgeted General Rates and Municipal Charges Revenue	\$ 200,058,105	\$ 208,187,761

4.1.1(l) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2020-21: estimated \$2.4m and 2019-20: \$1.9m)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(m) Differential rates

Refer to the 2020-21 Rating Strategy for rating differentials, land use and rating objectives.

4.1.2 Statutory fees and fines

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change \$'000 %	
Permits	4,513	4,555	42	0.9%
Registrations	3,271	4,665	1,394	42.6%
Infringements and costs	3,354	4,427	1,073	32.0%
Town planning fees	2,207	2,230	23	1.0%
Total statutory fees and fines	13,345	15,877	2,532	19.0%

Registrations New state regulated fees from 1 July 2020 for swimming pool inspections, driving increase \$0.65m. A return to normal revenue levels in 2020-21 for Health and Food licence fees, as 2019-20 reflects a refund of \$0.9m due to COVID-19 support packages.

Infringements and costs Lower parking infringements fines in 2019-20, refunds of prior period fines, plus lower fines forecast due free parking initiatives from COVID-19 support package.

4.1.3 User fees

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Aged services	2,955	2,984	29	1.0%
Building services	3,945	3,857	(88)	(2.2%)
Family and children's services	5,846	7,452	1,607	27.5%
Leisure centre and recreation	13,535	14,633	1,098	8.1%
Local laws	135	63	(71)	(52.9%)
Other fees and charges	651	1,067	416	63.8%
Parking	7,448	9,534	2,085	28.0%
Parks	785	666	(120)	(15.3%)
Rental and leasing	2,689	2,590	(98)	(3.7%)
Road works	544	682	138	25.3%
Waste management services	10,350	10,966	616	6.0%
Total user fees	48,883	54,494	5,612	11.5%

Family and children's services

2019-20 forecast is impacted by COVID-19 with Government announcements to remove family contributions to 30 June 2020. 2020-21 budget fees lower due to drop in utilisation expected under COVID-19 until September 2020.

Parking

2019-20 forecast fees have been lowered due to the introduction of free parking to support the community and business during COVID-19 (\$2.0m). The budget includes a drop in parking received due to COVID-19 (\$1.2m)

Waste management services

Increase in EPA levies to be applied from 1 January 2021, will result in increased fees at the Drysdale and North Geelong transfer centres.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	38,377	50,526	12,149	31.7%
State funded grants	22,938	19,063	(3,874)	(16.9%)
Total grants received	61,315	69,590	8,275	13%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	11,045	22,198	11,153	101.0%
Family day care	10,312	10,667	355	3.4%
General home care	14,219	15,001	781	5.5%
Other	229	240	11	4.6%
Recurrent - State Government				
Aged care	2,196	2,039	(157)	(7.2%)
School crossing supervisors	908	908	-	0.0%
Family services	3,414	3,184	(230)	(6.7%)
Environment	610	93	(517)	(84.7%)
Other	197	158	(39)	(19.8%)
Total recurrent grants	43,131	54,488	11,357	26.3%
Non-recurrent - State Government				
Aged care	44	45	1	1.5%
Family Services	2,330	2,749	418	17.9%
Environment	1,064	73	(991)	(93.1%)
Other	1,061	406	(655)	(61.7%)
Total non-recurrent grants	4,499	3,273	(1,227)	(27.3%)
Total operating grants	47,630	57,761	10,131	21.3%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	2,184	2,184	-	0.0%
Total recurrent grants	2,184	2,184	-	0.0%
Non-recurrent - Commonwealth Government				
Buildings	168	237	69	41.1%
Other	219	-	(219)	(100.0%)
Non-recurrent - State Government				
Roads	5,488	3,275	(2,213)	(40.3%)
Recreation	490	5,488	4,997	1019.7%
Buildings	3,355	616	(2,739)	(81.6%)
Central Geelong Revitalisation	1,100	-	(1,100)	(100.0%)
Environment	283	-	(283)	(100.0%)
Other	397	30	(367)	(92.4%)
Total non-recurrent grants	11,500	9,646	(1,855)	(16.1%)
Total capital grants	13,684	11,829	(1,855)	(13.6%)
Total Grants	61,314	69,590	8,276	13.5%

Financial Assistance Grants	Receipt of 50% prepayment of 2019-20 allocation from Grants Commission in June 2019.
Family Services	2020-21 budget increases due to additional funding expected to be received for Maternal Child Health and Kindergarten
Environment	The 2020-21 budget has a drop in the value of discretionary grants due to one-off funding in 2019-20 to assist with the recycling crisis.
Recreation	Funding for West Oval Redevelopment and Herne Hill reserve in 2020-21.
Buildings	Reduction in funding with completion of Integrated Children Centres and Community Facilities in 2019-20.

4.1.5 Contributions

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Monetary	15,126	14,608	(518)	(3.4%)
Non-monetary	65,350	75,000	9,650	14.8%
Total contributions	80,476	89,608	9,132	11.3%

Monetary Developer contributions remain consistent in 2020-21, mainly due to Armstrong Creek (Public Open Space) and St Leonards Growth Area expected contributions.

Non-monetary Increase expected in Recognition of Subdivisions in 2020-21.

4.1.6 Other income

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Interest	1,535	1,400	(135)	(8.8%)
Retail Sales	1,173	1,317	145	12.4%
Other	1,970	1,694	(276)	(14.0%)
Total other income	4,677	4,411	(266)	(5.7%)

Interest Interest rates have declined during 2019-20 and are expected to remain low throughout 2020-21, lowering interest received on investments.

4.1.7 Employee costs

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Wages and salaries	136,268	153,378	17,110	12.6%
WorkCover	2,386	2,709	323	13.5%
Superannuation	12,218	13,902	1,683	13.8%
Casual Staff / Supplementary Labour	8,739	1,783	(6,956)	(79.6%)
Fringe Benefits Tax	593	563	(30)	(5.1%)
Other	881	500	(381)	(43.3%)
Total employee costs	161,086	172,835	11,749	7.3%

Wages and salaries

Increased employee costs due to requirements to support service growth, cultural initiatives and salary increases.

Casual Staff / Supplementary Labour

The 2019-20 forecast actual includes significant over budget expenditure for coverage of unfilled vacant positions, positions required due to growth and absence due to leave. Lower rates are also expected in 2020-21 in supplementary as long standing supplementary labour is converted to permanent staff.

4.1.8 Materials and services

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Materials	7,733	7,711	(22)	(0.3%)
Contract Payments	45,110	44,235	(875)	(1.9%)
Building Maintenance	5,211	4,794	(417)	(8.0%)
Plant/Equipment/Vehicle Costs	7,873	8,640	767	9.7%
Utilities	10,163	12,121	1,958	19.3%
Office Administration	6,724	7,069	345	5.1%
Information Technology	3,106	3,401	295	9.5%
Insurance	2,447	2,625	178	7.3%
Levies	4,684	6,506	1,821	38.9%
Geelong Regional Library Corporation	10,733	11,046	313	2.9%
Consultants	6,977	6,797	(180)	(2.6%)
Total materials and services	110,761	114,942	4,181	3.8%

Utilities

Under utilisation for electricity and gas due to the temporary closure of facilities due to COVID-19 in 2019-20.

Levies

EPA landfill levy will increase from 1 January 2020-21 by \$20/tonne.

4.1.9 Depreciation

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Property	11,544	12,147	603	5.2%
Plant & equipment	6,529	7,126	597	9.1%
Infrastructure	49,408	49,790	382	0.8%
Total depreciation	67,480	69,063	1,583	2.3%

Additional depreciation on completion of new assets including community facilities and the roll out of new IT devices

4.1.10 Amortisation - Intangible assets

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Intangible assets	663	387	(276)	(41.6%)
Total amortisation - intangible assets	663	387	(276)	(41.6%)

4.1.11 Amortisation - Right of use assets

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Right of use assets	2,905	2,616	(289)	(9.9%)
Total amortisation - right of use assets	2,905	2,616	(289)	(9.9%)

4.1.12 Other expenses

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Auditors Remuneration	129	370	240	185.5%
Councillors' Allowances	426	463	37	8.7%
Contributions	4,423	5,635	1,212	27.4%
Other	6,435	6,801	366	5.7%
Waste Disposal and Recycling	10,512	13,183	2,671	25.4%
Marketing, Promotion and Advertising	1,556	1,670	114	7.3%
Events and Functions	1,102	1,267	165	15.0%
Operating Lease Rentals	1,700	1,259	(441)	(25.9%)
Total other expenses	26,282	30,648	4,366	16.6%

Auditors Remuneration

Increase in internal audit fees in 2020-21

Contributions

Biennial support for the Australian Airshow in 2020-21 \$0.4m, contributions to community groups to support redevelopment of facilities

Waste Disposal and Recycling

Increase in contractual costs in 2020-21

Events and Functions

2020-21 event and function costs increasing due to Council Election costs and Council Plan development costs.

4.2 Balance Sheet

4.2.1 Assets

Cash

Increase in Cash and Cash Equivalents is a result of increased loans being drawn in 2020-21, offset by net capital carryover into 2020-21 of \$22.6m reducing to \$18.0m into 2021-22.

Property, infrastructure, plant and equipment

Increased due to the level of internal capital expenditure plus an increase in sub division assets received from developers.

Right of use assets

First time budgeting for right of use assets associated with Council's leasing expenditure.

4.2.2 Liabilities

Interest-bearing liabilities

Increased due to Loans for Capital projects being drawn down during the year.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2019-20 \$	Budget 2020-21 \$
Amount borrowed as at 30 June of the prior year	65,842	82,286
Amount proposed to be borrowed	25,000	66,936
Amount projected to be redeemed	(8,556)	(10,632)
Amount of borrowings as at 30 June	82,286	138,590

Increased borrowings during 2020-21 are mainly driven by the Civic Accommodation project, which comprise of \$50.0m of the \$66.9m in new loans. \$7.3m of the total are loans carried over from prior years.

4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2019-20 \$	Budget 2020-21 \$
Right-of-use assets		
Property	4,765	2,179
Vehicles	45	16
Total right-of-use assets	4,810	2,195
Lease liabilities		
Current lease Liabilities		
Land and buildings	2,591	2,172
Plant and equipment	29	10
Total current lease liabilities	2,620	2,183
Non-current lease liabilities		
Land and buildings	2,245	73
Plant and equipment	17	6
Total non-current lease liabilities	2,261	79
Total lease liabilities	4,882	2,262

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 3%.

4.3 Statement of Changes in Equity

4.3.1 Reserves

Reduction due to carryover amount being reduced in 2020-21 as projects are completed.

4.3.2 Equity

Major increase is as a result of the surplus, largely driven by non-monetary contributions.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Rates and charges	Increase in expected revenue due to growth within the municipality.
Grants - operating	Full year of Financial Assistance Grants to be received in 2020-21 (50% of the 2019-20 amount paid in June 2019).
Employee Costs	Increased employee costs due to requirements to support service growth, cultural initiatives and salary inflation.

4.4.2 Net cash flows provided by/used in investing activities

Payments for property, infrastructure, plant and equipment	Increased expenditure in 2020-21 due to the construction of the civic accommodation project and carried over projects not completed in 2019-20.
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4.4.3 Net cash flows provided by/used in financing activities

Proceeds from borrowings	Increased loan borrowings to be drawn down during the year to fund capital projects.
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4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2020-21 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Change \$'000	%
Property	52,648	67,587	14,939	28.4%
Plant and equipment	16,579	14,466	(2,113)	(12.7%)
Infrastructure	77,807	74,544	(3,263)	(4.2%)
2020-21 capital projects	147,034	156,597	9,563	6.5%
Carryover from prior year	-	22,600	22,600	100.0%
Carryover to next year	(22,600)	(17,959)	4,641	(20.5%)
Total	124,434	161,238	36,804	29.6%

Infrastructure: Major 2020-21 projects include the Western Oval Polworth Pavilion construction, implementation of the Lara Recreation Reserve masterplan, Elcho Channel Upgrade, LED streetlighting initiative, Community Infrastructure Grants, increased road works and other projects carried over from 2019-20.

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	67,587	62,639	3,095	1,853	250	-	7,809	59,528
Plant and equipment	14,466	7,770	6,330	366	-	-	14,466	-
Infrastructure	74,544	35,029	24,724	14,791	11,579	14,608	40,949	7,408
2020-21 capital projects	156,597	105,438	34,149	17,011	11,829	14,608	63,224	66,936
Carryover from prior year	22,600	18,992	3,305	302	-	-	22,600	-
Carryover to next year	(17,959)	(15,666)	(2,293)	-	-	-	(17,959)	-
2020-21 capital projects	161,238	108,763	35,161	17,313	11,829	14,608	67,865	66,936

The 2020-21 program of \$156.6m is detailed in Appendix 3. The program highlights the significant allocation of funds to new assets relative to renewal and upgrade. The capital works to be carried over from 2019-20 total \$22.6m and is summarised below in table 4.5.3.

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY								
Buildings	56,177	51,504	2,870	1,803	-	-	6,177	50,000
Community Facilities	2,310	2,035	225	50	250	-	958	1,102
Land	9,100	9,100	-	-	-	-	673	8,427
TOTAL PROPERTY	67,587	62,639	3,095	1,853	250	-	7,809	59,528
PLANT AND EQUIPMENT								
Fleet	4,763	50	4,713	-	-	-	4,763	-
Minor Plant and Equipment	401	287	68	46	-	-	401	-
Computers and Telecommunications	9,302	7,433	1,549	320	-	-	9,302	-
TOTAL PLANT AND EQUIPMENT	14,466	7,770	6,330	366	-	-	14,466	-
INFRASTRUCTURE								
Parks and Leisure	20,480	6,363	1,081	13,036	6,092	4,475	9,913	-
Roads	28,949	11,277	17,022	650	5,458	8,313	12,203	2,976
Drainage	7,272	5,451	1,221	600	-	120	7,152	-
Footpaths and Bikepaths	4,519	1,575	2,944	-	30	1,700	2,789	-
Kerb and Channel	2,306	-	2,306	-	-	-	2,306	-
Waste Management	1,016	866	150	-	-	-	1,016	-
Streetscapes	4,883	4,388	-	495	-	-	450	4,432
Miscellaneous	5,120	5,110	-	10	-	-	5,120	-
TOTAL INFRASTRUCTURE	74,544	35,029	24,724	14,791	11,579	14,608	40,949	7,408
TOTAL NEW CAPITAL WORKS	156,597	105,438	34,149	17,011	11,829	14,608	63,224	66,936

4.5.3 Works carried forward from the 2019-20 year

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY								
Buildings	3,657	1,232	2,280	145	-	-	3,657	-
Community Facilities	2,787	2,587	200	-	-	-	2,787	-
Land	2,950	2,950	-	-	-	-	2,950	-
TOTAL PROPERTY	9,394	6,770	2,480	145	-	-	9,394	-
PLANT AND EQUIPMENT								
Fleet	100	100	-	-	-	-	100	-
Minor Plant and Equipment	170	171	-	-	-	-	170	-
Computers and Telecommunications	4,050	4,050	-	-	-	-	4,050	-
TOTAL PLANT AND EQUIPMENT	4,320	4,321	-	-	-	-	4,320	-
INFRASTRUCTURE								
Parks and Leisure	346	492	60	- 206	-	-	346	-
Roads	750	750	-	-	-	-	750	-
Drainage	2,812	2,812	-	-	-	-	2,812	-
Footpaths and Bikepaths	1,070	650	420	-	-	-	1,070	-
Kerb and Channel	-	-	-	-	-	-	-	-
Waste Management	439	402	-	38	-	-	439	-
Streetscapes	728	57	345	326	-	-	728	-
Miscellaneous	2,740	2,739	-	-	-	-	2,740	-
TOTAL INFRASTRUCTURE	8,886	7,901	825	158	-	-	8,886	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2019-20	22,600	18,992	3,305	302	-	-	22,600	-

5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	+/-
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	2.90%	0.41%	0.36%	4.88%	2.69%	3.19%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	155.43%	170.29%	152.44%	101.17%	106.86%	88.82%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	137.01%	145.36%	127.20%	91.31%	79.96%	62.29%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	28.83%	34.18%	54.62%	61.69%	68.65%	62.81%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.36%	4.59%	5.65%	6.67%	7.83%	8.16%	+
Indebtedness	Non-current liabilities / own source revenue		24.31%	28.72%	41.80%	42.71%	48.82%	43.89%	o
Asset renewal	Asset renewal expenses / Asset depreciation	5	48.43%	50.42%	48.81%	57.16%	54.08%	48.55%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	60.39%	60.84%	61.44%	60.36%	62.55%	63.24%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.36%	0.33%	0.33%	0.34%	0.35%	0.35%	o

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	+o/-
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$2,967	\$3,077	\$3,123	\$3,171	\$3,230	\$3,271	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,571	\$1,627	\$1,697	\$1,765	\$1,862	\$1,900	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		8.76%	8.76%	9.00%	9.00%	9.00%	9.00%	o

Key to Forecast

Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1. Adjusted underlying result

Changing recurrent surplus whilst underlying revenue continues to increase.

2. Working Capital

Increase in current liabilities balance due to drawing down of loans in 2020-21 and future years

3. Unrestricted Cash

Increase in draw down of loans in 2020-21 increases current liabilities balance with cash reducing in future years due to completion of major capital projects.

4. Debt compared to rates

Increase in loan borrowings in 2020-21 and future years is greater than the increase in rates revenue in 2020-21 but is offset thereafter.

5. Asset renewal

Expenditure on renewal projects is slightly increasing, however depreciation expense is also rising due to the growth in the asset base.

6. Rates concentration

No material variation.

Appendices

Appendix 1	Budgeted Income Statement
Appendix 2	Impact of Current Year on 2020-21 Budget
Appendix 3	2020-21 Capital Project listing by Asset Category
Appendix 4	2020-21 Non Capital Projects Program by Division
Appendix 5	2020-21 Community Investment & Support Fund
Appendix 6	Fees and Charges Analysis
Appendix 7	2020-21 Fees & Charges Major Price Changes
Appendix 8	Glossary

Budgeted Income Statement

4 Year Plan

	Budget 2019-20 \$'000	Forecast 2019-20 \$'000	Plan 2020-21 \$'000	Plan 2021-22 \$'000	Plan 2022-23 \$'000	Plan 2023-24 \$'000
RECURRENT INCOME						
Rates and Charges	240,763	241,180	253,751	269,534	289,323	302,827
Government Grants	58,852	47,630	57,761	62,192	63,436	64,705
User Charges	58,421	48,883	54,494	63,155	64,418	65,706
Other Fees and Charges	15,297	13,345	15,877	16,234	16,600	16,973
Sundry Income	7,730	4,315	4,151	6,443	6,572	6,703
Interest Investments	1,900	1,535	1,400	1,453	1,057	743
Total Recurrent Income	382,962	356,888	387,434	419,012	441,405	457,658
RECURRENT EXPENDITURE						
Employee Related						
Salaries	161,242	149,368	167,769	176,416	181,194	187,989
Workcover	2,553	2,386	2,720	2,802	2,886	2,972
Supplementary labour	3,319	8,739	1,783	1,819	1,855	1,892
	167,114	160,493	172,272	181,036	185,934	192,854
Goods and Services						
General Works - Materials	9,582	7,714	7,711	7,552	7,703	7,857
General Works - Plant, Vehicle Costs	9,669	8,155	8,640	8,813	8,989	9,169
General Works - External Services	96,682	98,130	104,605	108,507	114,792	119,454
Administration	10,370	9,766	10,968	12,659	12,373	12,624
Interest Expense	3,466	2,465	3,704	5,035	5,907	6,192
Professional Services	7,460	8,488	8,288	8,454	8,623	8,795
Utilities	12,480	9,936	12,121	10,542	10,253	10,458
Efficiency Dividend	(2,400)	0	(2,400)	(1,100)	0	0
	147,310	144,654	153,637	160,462	168,641	174,550
Depreciation	67,080	68,143	69,450	72,228	77,659	81,348
(Gain)/Loss on Sale of Plant & Equipment	61	(444)	59	(198)	(211)	(197)
Total Recurrent Expenditure	381,565	372,846	395,418	413,529	432,024	448,554
Recurrent Surplus / (Deficit)	1,397	(15,958)	(7,984)	5,483	9,381	9,104
NON-RECURRENT INCOME						
Capital Grants and Income	21,663	24,149	17,057	22,746	19,605	10,380
Developer Cash Contributions	4,559	14,263	14,510	15,220	18,520	20,820
Gain / (Loss) on Sale of Property	3,208	1,680	9,495	16,390	3,056	6,164
Recognition of Infrastructure	56,500	65,350	75,000	50,000	50,000	50,000
Total Non-Recurrent Income	85,930	105,443	116,062	104,356	91,181	87,364
NON-RECURRENT EXPENDITURE						
Loss on Disposal of Infrastructure	6,190	6,497	5,570	3,500	3,500	3,500
Non Council Assets/Prior Yr Adj	0	0	0	0	0	0
Unfunded Superannuation	0	0	0	0	0	0
Disbursements	3,000	3,000	0	0	0	0
Total Non-Recurrent Expenditure	9,190	9,497	5,570	3,500	3,500	3,500
Non-Recurrent Surplus / (Deficit)	76,740	95,946	110,492	100,856	87,681	83,864
NET SURPLUS / (DEFICIT)	78,137	79,988	102,508	106,339	97,062	92,968

Impact of Current Year on 2020-21 Budget

This section of the report analyses the variances from the current budget year and assesses whether there will be any significant impacts on the 2020-21 Budget.

1. Operating Performance

	Adopted Budget 2019-20 \$'000	Amended Budget 2019-20 \$'000	Forecast 2019-20 \$'000	Variance Amended Budget Forecast Actual v \$'000
Recurrent				
Revenue	382,962	372,531	356,888	(15,643)
Expenditure	(381,565)	(389,760)	(372,846)	16,914
Recurrent result - Surplus/ (Deficit)	1,397	(17,229)	(15,958)	1,271
Non-recurrent				
Revenue	85,930	87,686	105,443	17,757
Expenditure	(9,190)	(9,190)	(9,497)	(307)
Non Recurrent - Surplus/ (Deficit)	76,740	78,496	95,946	17,450
Net surplus (deficit)	78,137	61,267	79,988	18,721

Amendments to the 2019-20 Budget were made for carryover of discretionary and capital programs and other budget amendments, these included discretionary program carryover net expenditure (\$9.7m), the reduction of 50% of the 2019-20 Grants Commission *Financial Assistance Grant* which was prepaid to council in June 2019 (\$10.7m).

The forecasted recurrent performance for the year ending 30 June 2020 is a deficit of (\$16.0m), which is \$1.3m favourable compared to the amended budget. After non-recurrent items, the operating surplus is \$80.0m, which is \$18.7m favourable to the amended budget.

The 2019-20 forecast is adversely impacted by (\$8.7m) from COVID-19 losses and support packages, lower than expected take up in hardwaste collection \$2.0m, higher Federal Government Grant Commission income of \$0.9m, estimated savings and delays on non-capital projects \$2.3m. This is partly offset by increased costs from the change in recycling operations (including the closure of SKM) and waste diversion (\$3.2m), a repayment of (\$1.3m) Commonwealth Home Support funding for unspent grants from 2016-17 to 2018-19 and additional works for the demolition of the Belchers building (\$0.8m).

The non-recurrent forecasted favourability to the amended budget includes developer cash contributions of \$9.7m and non-monetary contributions (subdivision gifted assets) of \$8.9m.

2. Cash Performance

	Adopted Budget 2019-20 \$'000	Forecast 2019-20 \$'000	Variance \$'000
Net Cash Inflow from operations	98,234	80,942	(17,292)
Cash Inflow from Investing Activities	12,784	17,166	4,382
Funds available	111,018	98,108	(12,910)
Capital expenditure	(116,977)	(124,434)	(7,457)
Net Borrowing movements	22,778	10,791	(11,987)
Net Increase/(Decrease) Cash held	16,819	(15,535)	(32,353)
Cash at beginning of year	92,518	105,528	13,010
Cash at end of year	109,337	89,993	(19,343)

Cash balances at 30 June 2020 are expected to be \$90.0m, a decrease of (\$19.3m) on the budget mainly due to lower loan drawdowns compared to budget (\$10.3m), financial impacts of the COVID-19 pandemic, and lower the timing of land sales.

3. Capital Performance

	Adopted Budget 2019-20 \$'000	Amended Budget 2019-20 \$'000	Forecast 2019-20 \$'000	Variance Amended Budget Forecast Actual v \$'000
Capital Income	8,740	14,662	24,149	9,487
Capital Expenditure	(139,262)	(147,583)	(124,434)	23,149
Total Net Capital works	(130,522)	(132,921)	(100,285)	32,636

The projected capital performance for the year ending 30 June 2020 shows that the net capital works program for the 2019-20 year will be underspent by \$32.6m compared to the Amended Budget. This variance is due to identified savings and a number of projects being behind schedule. Forecast indicates that \$22.6m of Capital works projects expenditure will need to be carried forward and completed in the 2020-21 year.

4. Matters Significant to the 2020-21 Budget

The net projected 2019-20 operating result and adherence to budget provides a sound basis for development of the 2020-21 Budget. Many challenges including implications from COVID-19, asset growth, developer contribution plan commitments, enterprise agreement renewal, capital works program and borrowing commitments have been factored into the 2020-21 Operating Budget.

The estimated impacts arising from the COVID-19 pandemic, including lost revenue from services, provision of support packages to the community, businesses and individuals has been factored into the 2019-20 forecast (\$8.7m) and the 2020-21 budget (\$6.6m). There may be further impacts to the operating result as the pandemic continues, and these will be considered as part of an amended budget if material.

As a result of the variances between the forecast actual and budgeted results for the 2019-20 year, the following matters have influenced the preparation of the 2020-21 Annual Budget:

- Increases in waste charges arising during the 2019-20 financial year have been factored to continue in the 2020-21 budget period. These additional costs will be passed through to ratepayers via the 2020-21 waste service charge.
- Supplementary labour is unfavourable to budget in 2019-20, however due to conversions of long standing supplementary labour to permanent positions this is budgeted to reduce in 2020-21, providing an overall benefit to operating costs.
- Capital expenditure is forecast at \$124.4m in 2019-20, with forecasted carryover of \$22.6m into 2020-21.
- Projects that commenced during 2019-20 with further funding proposed in 2020-21 include: civic accommodation \$51.4m, digital modernisation project \$6.6m, Elcho drain construction \$3.0m the re-development of Western Oval Pavilion \$4.3m and LED street lighting program.
- Rates growth achieved in 2019-20 provides an increase in the number of rateable properties for 2020-21 of 1.92%, for a total of 128,345 properties.
- Impact of increased EPA levies from \$66.87/tonne to \$85.90/tonne, effective 1 January 2021.
- Planned loan borrowings in 2019-20 were \$10m lower than expected at \$25.0m in 2019-20, with \$7.3m deferred into 2020-21.
- Property sales of \$15.2m are expected to be achieved in 2019-20 versus a budget of \$11.5m providing an opportunity to reduce borrowings or fund additional programs of works.
- Impact of hardwaste collection service as a trial in 2019-20 that will continue in 2020-21 with a forecast cost \$2m. Recycling processing cost contractual increases that arose during 2019-20 will continue in 2020-21. These costs are passed onto ratepayers via the Recycling and Waste Collection Service Charge, which is expected to increase by 8.7%.

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
PROPERTY								
City Services	Capital Projects	C15825	Capital Projects Design - Core Program	Funds for design work on Capital projects.	New Asset	44,000	0	44,000
City Services	Capital Projects	C20420	Civic Accommodation Project	Development of office accommodation and civic functions.	New Asset	51,437,230	0	51,437,230
City Services	Capital Projects	C21407	Disability Access - Core Program	Identification and completion of works, designs, plans and estimates of community facilities to enable equal accessibility to people with disabilities.	Asset Upgrade	340,000	0	340,000
City Services	Capital Projects	C21408	Children Services Facilities Upgrades - Core Program	Upgrade of children's service facilities including childcare centres, kindergartens and occasional care venues to ensure compliance with Children service regulations and continuation of service delivery.	Asset Upgrade	405,000	0	405,000
City Services	Capital Projects	C21409	Community Halls Upgrade - Core Program	Upgrades to major halls to maintain a standard of venue delivery.	Asset Upgrade	219,000	0	219,000
City Services	Environment & Natural Resources	C20330	Energy Efficiency and Renewable Energy - Capital Works	Continue to build on the Zero Carbon Buildings Program by retrofitting council buildings with energy efficiency (lighting upgrades) and renewable energy (solar) upgrades.	Asset Upgrade	180,000	0	180,000
Community Life	Social Planning & Investment	C18512	Building Design - Core Program	Emergency design requirements for safety and emerging priorities, specifications for sports floodlighting.	New Asset	22,500	0	22,500
Customer & Corporate Services	Property, Procurement & Assets	C09201	Office Alteration / Improvements - Core Program	Ongoing program of minor office alterations and improvements.	Asset Upgrade	86,060	0	86,060
Customer & Corporate Services	Property, Procurement & Assets	C10206	Toilet Block Renewal / Replacement - Core Program	Ongoing program of public toilet refurbishment ensuring they meet community needs and expectations.	Asset Upgrade	260,000	0	260,000
Customer & Corporate Services	Property, Procurement & Assets	C12202	Building Renewals - Core Program	Annual building renewals funding for Roof replacements and switchboard upgrades.	Asset Renewal	2,070,462	0	2,070,462
Customer & Corporate Services	Property, Procurement & Assets	C19201	Waterworld Canopy Replacement	End of life replacement.	Asset Renewal	800,000	0	800,000
Economy, Investment & Attraction	Arts & Culture	C16516	Potato Shed Facility Renewal - Core Program	Funding as part of agreement between CoGG, Bellarine Secondary College and Catholic Regional College for critical facility maintenance and improvement.	Asset Upgrade	63,000	24,720	38,280
Economy, Investment & Attraction	Arts & Culture	C21801	Geelong Gallery Redevelopment	Phase One of Geelong Gallery Redevelopment to review and update Geelong Gallery Business Case in parallel with staging of the Civic Accommodation project.	Asset Upgrade	100,000	0	100,000
Economy, Investment & Attraction	Arts & Culture	C21804	Feasibility study - City of Design Exhibition Space	Geelong Post Office / Deakin Waterfront Campus: Study to investigate the business case for a City of Design Exhibition Space.	Asset Upgrade	150,000	0	150,000
Total Buildings						56,177,252	24,720	56,152,532

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	Capital Projects	C20401	Lara Family Hub - Enhanced Early Learning Centre	The project will include replacement, integration, and expansion of the existing stand-alone 30 place kindergarten and maternal and child health centre into a purpose built facility to meet local population growth and changing service delivery requirements.	New Asset	200,000	0	200,000
City Services	Capital Projects	C21401	Bell Park / Bell Post Hill Enhanced Early Years and Community Hub	Design and development of an early years and community hub to integrate and co-locate existing services including BPH and BP kinder and MCH centres including flexible community space. Land was acquired in the 2019-20 financial year.	New Asset	100,000	0	100,000
City Services	Capital Projects	C21403	Barwon Heads Arts & Community Hub	Design and construction of the Barwon Heads Arts & Community Hub. 2018 State Election Commitment with funding through RDV - Regional Jobs & Infrastructure Fund.	New Asset	60,000	250,000	-190,000
City Services	Capital Projects	C21421	Armstrong Creek Community Shed	Building and fitting a new men's shed and community garden in Armstrong Creek.	New Asset	595,000	0	595,000
City Services	Capital Projects	C21428	Chilwell Library - Hub - Meeting Rooms	To turn Chilwell Library into a Community Hub with meeting rooms.	Asset Upgrade	50,000	0	50,000
City Services	Capital Projects	C21431	Labuan Square – Norlane Renewal Project	Urban Space Renewal Project -Remove old walkway canopy and some trees to build a playground, BBQ and community open space to create a family friendly and community attractive area in the Council land in the middle of Labuan Square, Norlane. With the introduction of Shopping malls in particular Corio Shopping Centre the area has declined as a retail site location and has not been able to renew itself.	Asset Renewal	125,000	0	125,000
Community Life	Leisure & Recreation Services	C09811	Concourse Renewal and Safety - Core Program	The Concrete/Concourse Core Replacement Program is an annual planned replacement program that is essential to the leisure and aquatic centre operations. The program addresses the ageing infrastructure of the concrete and concourse surfaces at the leisure and aquatic centres.	Asset Renewal	100,000	0	100,000
Community Life	Social Planning & Investment	C21506	Thomson Community Facilities Development Plan	Master plan and concept design for the future replacement of existing community services facilities located in Godfrey Street Thomson (comprising kindergarten, senior citizens centre, and meals centre) into an integrated community hub.	New Asset	80,000	0	80,000
Planning, Design & Development	Development Contribution Plans	C68157	ACWP - NAC Active Open Space - Community Pavilion (northern) CI-OS-2	DCP funded project required to design and construct the Armstrong Creek West Neighbourhood Activity Centre Community Sports Pavilion. Initial costs to scope, design and tender the facility.	New Asset	100,000	0	100,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
Planning, Design & Development	Development Contribution Plans	C68352	CI_CF_1 Armstrong Creek Town Centre - Library & Learning Hub Detailed Design (ACTC Community Facilities Masterplan)	Design development for a library and learning hub in the Armstrong Creek Town Centre.	New Asset	300,000	0	300,000
Planning, Design & Development	Development Contribution Plans	C68852	Lara Regional Library - Design and Development CI-C-1	DCP funded project required to design and construct the permanent Lara Regional Library to replace the existing temporary library.	New Asset	250,000	0	250,000
Planning, Design & Development	Development Contribution Plans	C68904	Jetty Road - Children's & Community Hub - Design and Development C002	DCP funded project required to design and develop the Jetty Road Children's and Community Centre to meet the needs of the expanding population in the Curlewis growth area. Facility to include development of an early childhood and maternal services area and neighbourhood community hub.	New Asset	150,000	0	150,000
Planning, Design & Development	Development Contribution Plans	C68905	DCP - JR (Drysdale) Regional Community & Learning Hub C003	DCP funded project required to design and construct the Drysdale Regional Community and Learning Hub to replace the existing library and senior citizens centre within the Drysdale Town Centre.	New Asset	200,000	0	200,000
Total Community Facilities						2,310,000	250,000	2,060,000
Customer & Corporate Services	Property, Procurement & Assets	C11206	New Corio / New Station Estates Voluntary Purchase Scheme	Purchase of land in the New Corio and New Station Estates Corio, being old and inappropriate subdivisions comprising total of 847 small lots.	New Asset	1,300,000	0	1,300,000
Customer & Corporate Services	Property, Procurement & Assets	C19208	New Station Estate Land Development	Development of New Station Estates Corio, previously being old and inappropriate subdivisions comprising total of 847 small lots.	New Asset	4,000,000	0	4,000,000
Planning, Design & Development	Planning & Growth	C21601	Armstrong Creek land acquisition program	Provision triggers are met under the DCP and acquisitions are critical. PAO process is being initiated and funding must be available to act on requests for acquisitions.	New Asset	3,800,000	0	3,800,000
Total Land Acquisition						9,100,000	0	9,100,000
TOTAL PROPERTY						67,587,252	274,720	67,312,532
PLANT & EQUIPMENT								
City Services	City Works	C02313	Light Fleet - Core Program	Light Fleet Replacement Program.	Asset Renewal	2,113,000	0	2,113,000
City Services	City Works	C02314	Heavy and Dedicated Plant Replacement - Core Program	Heavy and dedicated plant replacement program.	Asset Renewal	2,600,000	0	2,600,000
City Services	City Works	C13314	Additional Light Vehicles	The effective operation of the Stacey's Road facility requires compost to be at optimum water content, facilitating the need for specialised equipment.	New Asset	50,000	0	50,000
Total Fleet						4,763,000	0	4,763,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	City Works	C02320	Minor Plant & Equipment - Replacements - Core Program	Fund from which minor plant and equipment replacement can be purchased.	Asset Renewal	67,500	0	67,500
Community Life	Leisure & Recreation Services	C21503	Replacement and Upgrade of Leisure Centre Lockers	To replace and upgrade the public lockers at the leisure centres. The current lockers are at end of life.	New Asset	210,000	0	210,000
Customer & Corporate Services	Property, Procurement & Assets	C09202	Furniture Replacement - Core Program	Annual capital allocation for furniture and equipment replacement.	Asset Upgrade	46,000	0	46,000
Economy, Investment & Attraction	Arts & Culture	C17801	Public Art Strategy Project Delivery - Core Program	To deliver public art strategy, which is the key driving document for commissioning new public art across the municipality which will enhance public amenity through the arts.	New Asset	77,449	0	77,449
Total Minor Plant & Equipment						400,949	0	400,949
Community Life	Leisure & Recreation Services	C21502	Leisure Services Point of Sale Update Facilities	A mandatory requirement to change to a new updated PCI compliant software solution.	Asset Upgrade	320,000	0	320,000
Customer & Corporate Services	Digital, Information & Technology	C05207	Minor Acquisitions Program - Core Program	Funding of minor items below \$20,000 via IT Steering Committee for hardware, software and minor infrastructure items.	New Asset	219,000	0	219,000
Customer & Corporate Services	Digital, Information & Technology	C05208	IT Asset Replacement Program - Core Program	Based on cycle replacement of hardware.	Asset Renewal	1,549,000	0	1,549,000
Customer & Corporate Services	Digital, Information & Technology	C19204	Digital Modernisation	Implementation of ICT strategy.	New Asset	6,603,647	0	6,603,647
Economy, Investment & Attraction	Economy, Investment & Attraction	C19807	Bellarine Enhanced Broadband Installation	The City in partnership with Deakin University and AARNET are proposing to install and run high capacity optical fibre from South Geelong train station along the Bellarine Rail Trail corridor to Queenscliff. This is the 2nd year of funding.	New Asset	610,000	0	610,000
Total Computers & Telecommunications						9,301,647	0	9,301,647
TOTAL PLANT & EQUIPMENT						14,465,596	0	14,465,596
INFRASTRUCTURE								
City Services	Capital Projects	C19413	Polworth Pavilion and West Oval - Pavilion Construction	Demolition of the existing pavilion and construction of a new pavilion, including social areas and amenities. Detailed design is currently underway for this project. The state government has made an election commitment of \$7.4m for the project, with \$3.7m expected to be received in 2020-21 and the remaining \$3.7m in 2021-22.	Asset Upgrade	8,000,000	3,700,000	4,300,000
City Services	Capital Projects	C20402	Herne Hill Reserve Pavilion Construction	Redevelop the main pavilion at Herne Hill Reserve in line with Master Plan recommendations, to consolidate the two existing pavilions into one shared use facility. There will be an expected \$1.25m in 2020-21 and \$500k in 2021-22 of government funding.	Asset Upgrade	1,500,000	1,250,000	250,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	Capital Projects	C20416	Drysdale Sporting Precinct Master Plan Implementation	Implementation of the Drysdale Sub-Regional Sporting Precinct. Builds upon existing uses and to ultimately deliver on the strategic (and sustainable) vision for the Precinct. Implementation will commence after the Master Plan has been endorsed in early 2020.	New Asset	215,000	215,000	0
City Services	Capital Projects	C21404	Burdoo Reserve - Grovedale Football Netball Club Stage 2 Development	Redevelopment of the home rooms and associated facilities following on from the previous works to the away rooms (100% Grant funded).	Asset Upgrade	256,000	256,000	0
City Services	Capital Projects	C21405	Thomson Reserve. Thomson Pavilion Upgrade - Gender Neutral Change Facilities	Thomson Reserve, Thomson – Provide gender neutral change facilities. (100% Grant funded)	Asset Upgrade	50,000	50,000	0
City Services	Capital Projects	C21406	Ocean Grove - Collendina Reserve facility upgrade	Provide facility upgrades to existing pavilion, including gender neutral facilities. (100% Grant funded)	Asset Upgrade	60,000	60,000	0
City Services	Capital Projects	C21410	Playground Development Program Implementation - Core Program	Playground development program to bring existing playgrounds up to standard to legislative requirements and the needs of the community.	Asset Upgrade	551,450	0	551,450
City Services	Capital Projects	C21411	Ground Renovation Program - Core Program	Improvements to sports fields in response to drought conditions.	Asset Renewal	230,086	0	230,086
City Services	Capital Projects	C21412	Marshall Cricket Club - Practice facility development	Development of cricket practice nets and associated facilities. (100% Grant funded)	Asset Upgrade	237,000	237,000	0
City Services	Capital Projects	C21413	Estuary Recreation Reserve Sports Lighting Installation	Installation of sports lighting to the soccer pitch at Estuary Recreation Reserve. (100% Grant funded)	New Asset	22,500	22,500	0
City Services	Capital Projects	C21414	Rippleside Playground	Design and construct a new regional playground utilising universal design principles to replace the existing outdated, unsuitable facility and plan for the associated infrastructure such as path connections, accessible toilet and park infrastructure.	New Asset	400,000	0	400,000
City Services	Capital Projects	C21415	Portarlinton Recreation Reserve - Sports Lighting Installation	Project will upgrade the existing lights on Oval 1 at Portarlinton Recreation Reserve to energy efficient LED's and provide adequate lighting to the playing surface. (100% Grant funded)	Asset Upgrade	250,000	250,000	0
City Services	Capital Projects	C21417	Queens Park Golf Water Irrigation	The project will replace and upgrade the current aging irrigation infrastructure at Queens Park Golf Course. It will include a system expansion to include the driving range, greater playing area and 2 adjoining sports fields. The new system will provide a greater watering capacity and will enable irrigation to greater depth enhancing the playing surface.	Asset Upgrade	743,000	0	743,000
City Services	Capital Projects	C21418	Playground - Grantham Drive	This scope includes path upgrades, new play equipment, barbecues, public toilets, landscaping improvements and 12 months maintenance.	New Asset	450,000	0	450,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	Capital Projects	C21419	Newcomb Football and Netball Club	Grinter Reserve Masterplan, including lighting upgrade and female friendly changeroom upgrade.	Asset Upgrade	425,000	0	425,000
City Services	Capital Projects	C21420	Lara Masterplan Project Stage 1	Implementation of the Lara Recreation Reserve Master Plan. Builds upon existing uses and to ultimately deliver on the strategic and sustainable vision for the Precinct.	New Asset	2,000,000	0	2,000,000
City Services	Capital Projects	C21422	Hume Reserve, Bell Park Pavilion Replacement and gender neutral change facilities.	Demolition of existing facilities and installation of new fit for purpose pavilion including gender neutral change facilities.	New Asset	150,000	0	150,000
City Services	Capital Projects	C21423	Queens Park Lighting	New lighting amenity of Stinton Oval (main oval) at Queens Park, Highton.	New Asset	550,000	0	550,000
City Services	Capital Projects	C21424	Pavilion and Ground Extension at Tim Hill Reserve	An extension is required to both the pavilion and ground at Tim Hill Reserve to utilise it to its maximum potential.	New Asset	100,000	0	100,000
City Services	Capital Projects	C21425	Leisurelink 50m Pool Replacement - Detailed Design	The project is to replace 50m prefabricated steel 50m pool at Leisurelink with a concrete pool. This is stage 1 of the project to provide detailed engineering design and documentation for contract procurement. The pool was identified for replacement 5 years ago within a 10 replacement plan.	New Asset	100,000	0	100,000
City Services	Capital Projects	C21426	Beacon Point Reserve implementation	Install new shared path cycling/ walking trail from beach access point at Cantana Way to High Ridge Drive. Create a new picnic node with park furniture as per master plan location.	New Asset	250,000	0	250,000
City Services	Capital Projects	C21427	Hume Reserve Master Plan Implementation – paths, fencing, planting and park furniture.	Council adopted the Hume Reserve Master Plan and this is part of the staged investment into the reserve. This phase of implementation will include investment into concrete shared paths (1300 lineal metres), pipe and rail fencing around the northern soccer pitch, park furniture and the planting of approximately 20 trees.	New Asset	200,000	0	200,000
City Services	Capital Projects	C21429	Waurm Ponds Playground, Skate Park and BMX Track	Playground, Skate Park and BMX Track Upgrade and Crime Prevention Through Environmental Design (CPTED) response including better connections between site elements.	Asset Upgrade	300,000	0	300,000
City Services	Capital Projects	C21430	Leopold Football Club Masterplan / (Building Clubrooms at Estuary Estate)	Initial funding for upgrades to facilities at soccer field and football/cricket oval.	New Asset	150,000	0	150,000
City Services	Capital Projects	C21432	Winter Reserve	Shade Cloth installation.	New Asset	20,000	0	20,000
City Services	Capital Projects	C21434	Hammersley Road Playground	Enhance playground to a similar standard as Pettitt Park with shade area.	Asset Upgrade	80,000	0	80,000
City Services	Capital Projects	C21435	St Leonards Skate Park	Design and construction of a new skate park.	New Asset	30,000	0	30,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	Environment & Natural Resources	C08308	Environment Reserves Capital Improvements - Core Program	A program of priority capital works as identified in adopted conservation and environment reserves management plans.	Asset Upgrade	414,000	0	414,000
City Services	Environment & Natural Resources	C20310	Clifton Springs Golf Club Landslide Remediation Stage 2	A number of significant landslides have occurred along the escarpment adjacent to the Clifton Springs Golf Course. The proposed project would include treatment of stormwater and remediation of the landslides through the construction of reinforced earthen walls and rock chute.	Asset Renewal	100,000	10,000	90,000
City Services	Parks & Gardens	C21320	Irrigation Asset Renewal - Core Program	Renewal of irrigation-related assets that are in need of improvement.	Asset Renewal	277,265	0	277,265
Community Life	Leisure & Recreation	C21504	North Bellarine Aquatic Centre	To provide a centre that will cater for the needs of a growing Northern Bellarine community and to meet the following requirements: 50m long, to be outdoors to be heated, to have a hydro-therapy section, be suitable for school students and adults, to have a meeting room, a small gym/exercise section, a rehab facility and be central to the North Bellarine.	New Asset	750,000	0	750,000
Community Life	Leisure & Recreation Services	C10850	Gymnasium Equipment Changeover - Core Program	The Gymnasium Equipment Core Replacement Program is part of Leisure Services 10 year gymnasium asset replacement program.	Asset Renewal	283,520	0	283,520
Community Life	Leisure & Recreation Services	C17504	Aquatic Play Equipment Maintenance and Upgrades - Core Program	The Aquatic Play Equipment Core Renewal and Upgrade Program is an annual planned asset management program that is essential to the leisure and aquatic centre operations. The program addresses equipment renewal and upgrade of aquatic play structure at the 4 Leisure Centres and 2 outdoor pools.	Asset Upgrade	120,000	0	120,000
Community Life	Social Planning & Investment	C21501	Portarlington Recreation Reserve Master Plan	To deliver a master plan for the Portarlington Recreation Reserve to inform the future developments and investment at the reserve. (100% Grant funded)	Asset Upgrade	50,000	50,000	0
Community Life	Social Planning & Investment	C21505	Shell Reserve Netball Court & Cricket Nets	New additional netball court and the relocation of cricket nets.	New Asset	975,000	0	975,000
Economy, Investment & Attraction	Central Geelong & Waterfront	C18808	Eastern Beach Sea baths Shark Bars	Stage two of the capital project to replace the heritage shark bars at Eastern Beach swimming enclosure.	Asset Renewal	190,000	0	190,000
Total Parks & Leisure						20,479,821	6,100,500	14,379,321
City Services	Engineering Services	C02301	Street Construction Sub Program - Special Rates & Charges - Core Program	Ongoing program of construction of road and drainage projects in accordance with approved schedule funded via Special Rates and Charges Schemes.	New Asset	3,191,200	1,520,000	1,671,200
City Services	Engineering Services	C02306	Asphalting - Road Surfacing - Core Program	Resurfacing of sealed road surfaces with asphalt to maintain a waterproof surface and ensure the long term integrity of the road pavement.	Asset Renewal	6,050,000	0	6,050,000
City Services	Engineering Services	C02310	Road Rehabilitation - Core Program	Renewal / replacement of road pavements in full block sections.	Asset Renewal	3,933,000	0	3,933,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	Engineering Services	C02311	Roads Other - Core Program	Renewal / Replacement of bridges, major culverts, bus shelters, laneways, carparks and street furniture and other sundry road and street related infrastructure.	Asset Renewal	412,000	0	412,000
City Services	Engineering Services	C02321	Design & Investigation - Capital Projects - Core Program	Ongoing investigation and design program for road construction projects throughout the municipality.	New Asset	0	0	0
City Services	Engineering Services	C02323	Local Roads Construction Sub Program - Road & Street Management - Core Program	Ongoing program of local road works including road construction, provision of roundabouts.	New Asset	919,000	0	919,000
City Services	Engineering Services	C02340	CoGG Assets Created by Blackspot VicRoads Program	This program relates to VicRoads funded projects on Council assets.	New Asset	500,000	500,000	0
City Services	Engineering Services	C02342	Reseal - Road Surfacing - Core Program	Resurfacing of sealed road surfaces with spray seal or scrap rubber reseal to maintain a waterproof surface and ensure the long term integrity of the road pavement.	Asset Renewal	1,842,000	0	1,842,000
City Services	Engineering Services	C03301	Major Culvert Guardrail Replacement / Installation - Core Program	Ongoing program of replacement or installation of guardrail over major culverts in accordance with approved schedule.	Asset Renewal	110,277	0	110,277
City Services	Engineering Services	C08302	Traffic Major Works - Core Program	Construction of Major Traffic Works as listed in the prioritised traffic projects core list.	Asset Renewal	686,000	0	686,000
City Services	Engineering Services	C08320	Design & Investigation - Traffic Management Projects - Road & Street Management - Core Program	Ongoing investigation and design program for projects involving traffic management treatments throughout the municipality.	New Asset	92,000	0	92,000
City Services	Engineering Services	C09303	Bridge Upgrades - Major Renewal Works - Core Program	Major renewal works on road and pedestrian bridges across municipality.	Asset Renewal	425,000	0	425,000
City Services	Engineering Services	C14306	Capital Renewal of Civil Assets in Parks - Core Program	Renewal of Civil Assets (Roads, Gravel Surfaces, Kerbs, Car Parks).	Asset Renewal	257,254	0	257,254
City Services	Engineering Services	C17310	Community, Leisure & Recreation Carparks - Core Program	Upgrading of existing gravel carpark to a sealed asphalt carpark. Pavement construction included in this project. Location of the project is on the foreshore at the point where The Esplanade meets Western Beach Rd.	Asset Renewal	120,000	0	120,000
City Services	Engineering Services	C17311	Safe Travel in Local Streets	TAC funded program (delivered through Regional Roads Victoria) to address high crash risk sights in Corio/Norlane and South Geelong. This includes numerous projects that collectively improve road safety and reduce road trauma on local council roads.	New Asset	2,775,000	2,775,000	0
City Services	Engineering Services	C20336	Federal Roads Program (Roads to Recovery)	Next stage of federally funded program for the renewal of roads and road related assets.	Asset Renewal	2,183,504	2,183,504	0
City Services	Engineering Services	C21301	Gravel Resheeting - Core Program	Resheeting of Gravel Roads that are in need of improvement.	Asset Renewal	1,003,000	0	1,003,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	Engineering Services	C21303	Bituminise road into Myers Reserve	Access road into the Reserve, kerb, channel and drainage.	Asset Upgrade	500,000	0	500,000
City Services	Engineering Services	C21304	Burvilles Rd	Footpath, kerb & channel - from the School to the Surf Coast Highway.	New Asset	500,000	0	500,000
City Services	Engineering Services	C21306	Roads Sealed Portarlington, St Leonards etc	Increase sealed roads on the Bellarine Peninsula.	Asset Upgrade	100,000	0	100,000
City Services	Engineering Services	C21308	Upgrade of road safety measures in the vicinity of Portarlington Primary School	A range of improved safety measures in Fenwick Street, Newcombe Street and Fisher Street, specifically, the installation of improved signage, including flashing 40kph signs, and supervised crossings in Fisher Street and Newcombe Street.	Asset Upgrade	50,000	0	50,000
Planning, Design & Development	Development Contribution Plans	C68156	Boundary Road and Baanyip Boulevard Traffic Signals and link road. DI_RO_01 - Armstrong Creek West DCP	Install traffic signals at the intersection of Boundary Road and Baanyip Boulevard, realign Boundary Road to join with new signals as identified in the Armstrong Creek West Precinct Structure Plan.	New Asset	1,600,000	0	1,600,000
Planning, Design & Development	Development Contribution Plans	C68853	Patullos Rd East - Road Widening/Shared User Path	Design of widened road and shared user path between O'Hallorans Rd and Kees Rd, Lara. Construction to be undertaken in future year as per DCP schedule.	New Asset	1,700,000	0	1,700,000
Total Roads						28,949,235	6,978,504	21,970,731
City Services	Capital Projects	C21416	Drainage Upsize - Civic Accommodation Site	Resizing of a stormwater drain diversion at the site of the Civic Accommodation project.	Asset Upgrade	600,000	0	600,000
City Services	Engineering Services	C02315	Flood Studies & Strategies - Core Program	Ongoing investigation and design program to enable implementation of projects identified through the program of drainage catchment studies.	New Asset	0	0	0
City Services	Engineering Services	C02317	Drainage Construction Sub Program - Flood & Drainage Management - Core Program	Ongoing program of drainage related works including upgrading main drainage infrastructure.	New Asset	2,450,618	0	2,450,618
City Services	Engineering Services	C02343	Drainage Renewal - Core Program	Renewal of drainage infrastructure to reduce the likelihood of property flooding events.	Asset Renewal	1,221,000	0	1,221,000
City Services	Engineering Services	C17301	Elcho Channel Upgrade	Additional funding to complete the Elcho Channel special charge scheme works, including land acquisition.	New Asset	3,000,000	3,000,000	0
Total Drainage						7,271,618	3,000,000	4,271,618
City Services	Capital Projects	C21433	Newtown Football Club - Bitumen next to clubrooms	Bitumen at the end of the clubrooms.	New Asset	10,000	0	10,000
City Services	Engineering Services	C02303	Footpath Construction Sub Program Special Rates & Charges - Core Program	Ongoing program of new footpath construction in accordance with approved schedule funded via Special Rates and Charges Schemes.	New Asset	1,280,000	610,000	670,000
City Services	Engineering Services	C02307	Footpath Renewal - Core Program	Renewal / replacement of footpaths across the municipality.	Asset Renewal	2,944,000	0	2,944,000

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
City Services	Engineering Services	C21302	Shared Trails Masterplan - Implementation of Linkages	The Shared Trails Masterplan is a review of the municipalities shared trails and paths network. The Masterplan also identified gaps and opportunities in the network. The intent is to develop a prioritised list of identified opportunities that can then be further scoped as specific projects for future funding.	Asset Renewal	250,000	0	250,000
City Services	Engineering Services	C21307	Bus Shelter on Watt Street Lara (Lifestyle Village)	Installation of a bus shelter to protect the elderly using the new service on Watt Street Lara.	New Asset	35,000	30,000	5,000
Total Footpaths/Bikepaths						4,519,000	640,000	3,879,000
City Services	Engineering Services	C02308	Kerb and Channel Renewal - Core Program	Replacement of kerb and channel in full block sections.	Asset Renewal	2,306,000	0	2,306,000
Total Kerb & Channel						2,306,000	0	2,306,000
City Services	Waste Services	C04308	New Bin Supply - Waste Collection and Recycling Systems - Core Program	Supply of mobile bins to new and additional occupancy residential properties and for new commercial customers.	New Asset	616,000	0	616,000
City Services	Waste Services	C16303	Composting Site Setup Works	A purpose built area for the screening of composted material is required to improve the process and adhere to licence guidelines.	New Asset	250,000	0	250,000
Economy, Investment & Attraction	Central Geelong & Waterfront	C21802	Eastern Beach Sewerage	Works to fix sewerage issues.	Asset Renewal	150,000	0	150,000
Total Waste Management						1,016,000	0	1,016,000
City Services	Capital Projects	C20403	LED Street Lighting & Smart Controls	This project involves a bulk change out of existing light fittings to more efficient LED's with Smart Control technology. Once complete, the operational and maintenance savings from the new LED's will be approximately \$2million annually over current existing lighting costs.	New Asset	4,387,509	0	4,387,509
City Services	Engineering Services	C21305	Stage 2 of St Leonards streetscape	Features: Pavement, kerb and channel, garden beds, trees, electrical and drainage works.	Asset Upgrade	250,000	0	250,000
Economy, Investment & Attraction	Central Geelong & Waterfront	C20809	Lt Malop Street Central Works Project	The project is in response to a resolution of Council on 25 June 2019 requesting a program of initiatives to encourage greater community use and access in Little Malop St Central.	Asset Upgrade	65,000	0	65,000
Economy, Investment & Attraction	Central Geelong & Waterfront	C21803	Eastern Beach Promenade Upgrade	Funding support to upgrade the deteriorated Eastern Beach Promenade. Decking to be replaced & investigation into structural changes.	Asset Upgrade	130,000	0	130,000
Planning, Design & Development	Planning & Growth	C21602	West Fyans streetscape improvement	Supplementing works for Rutland Street upgrade including tree planting, new signage, car parking and planter boxes.	Asset Upgrade	50,000	0	50,000
Total Streetscapes						4,882,509	0	4,882,509

2020-21 Capital Projects by Category

Division	Business Unit	Project Number	Project Name	Description	Project Type	2020-21		
						Expenditure \$	Income \$	Net Expenditure \$
Customer & Corporate Services	Financial Services	C06210	Capital Program Project Management - Capitalised Salaries	Annual allowance for salaries associated with delivering the Capital Projects Program - based on current approved headcount.	New Asset	3,109,966	59,300	3,050,666
Customer & Corporate Services	Program Integration & Development	C20508	Community Infrastructure Grants - Public	Community Infrastructure Grants Program.	New Asset	2,000,000	0	2,000,000
Governance, Strategy & Performance	Communications & Marketing	C21701	Ceres Township Sign	Update signage at entrance to Ceres township.	Asset Upgrade	10,000	0	10,000
Total Miscellaneous						5,119,966	59,300	5,060,666
TOTAL INFRASTRUCTURE						74,544,149	16,778,304	57,765,845
TOTAL - CAPITAL PROJECTS						156,596,997	17,053,024	139,543,973

2020-21 Non Capital Program - New and Increased Initiatives by Division

Business Unit	Job Number	Project Name	Description	2020-21		
				Expenditure \$	Income \$	Net Expenditure \$
CHIEF EXECUTIVE						
Chief Executive Administration	D11610	Cultural Change Management	To allow for Managers/Coordinators to have regular forums to ensure cultural conversations and capability building.	20,000	0	20,000
Chief Executive Administration	D11620	Municipal Monitors	Payment for Monitors costs.	35,000	0	35,000
Total Chief Executive				55,000	0	55,000
PEOPLE & CULTURE						
People & Culture Admin	R14146	Delivery of Enterprise Agreement	Costs associated with the delivery and execution of the new Enterprise Agreement, commencing on 1st July 2020.	100,000	0	100,000
Total People & Culture				100,000	0	100,000
Property, Procurement & Assets	D15801	Asset Information & Data Collection	Funds will be used to collect data to close current gaps in our corporate asset information, to assist with making informed decisions and complying with accounting standards.	180,000	0	180,000
Property, Procurement & Assets	D15801	Strategic Asset Management Software	Purchase of software licences for Strategic Asset Management Modelling. The modelling will include all major asset classes (Civil Infrastructure, Buildings, Open Space and Recreation). Stand alone models will be refined for the Waterfront and Leisure Services Assets.	80,000	0	80,000
Property, Procurement & Assets	D15801	Corporate Asset Management Team	Establish and maintain the corporate systems for all assets that are not categorised as Civil Infrastructure. These include assets such as land, buildings, Open Space, Environmental Assets.	101,337	0	101,337
Total Customer & Corporate Services				361,337	0	361,337
CITY SERVICES						
Capital Projects	D67145	Iconic Christmas Tree Annual Installation	Funding for the annual installation and maintenance of the floating Christmas Tree.	439,827	0	439,827
Engineering Services	D36411	Improvement to parking currently located between Portarlington Senior Citizens building and Parks Hall	This area currently includes only a small number of sealed parking spaces, with the scope of this project being to improve the unsealed area.	100,000	0	100,000
Engineering Services	R36304	City Safe Graffiti Removal	Surfaces that need to be maintained by the City and keep up with the growing levels of graffiti.	500,000	0	500,000

2020-21 Non Capital Program - New and Increased Initiatives by Division

Business Unit	Job Number	Project Name	Description	2020-21		
				Expenditure \$	Income \$	Net Expenditure \$
Environment & Natural Resources	D61119	Northern and Western Growth Areas (NWGGA) Sustainability Action plans for each Precinct Structure Plan	The NWGGA Framework plan requires the delivery of an Environmentally Sustainable Design Action Plan with a focus on achieving net zero emissions. This funding will deliver the Deakin CoGG digital twin sustainability platform as well as delivery of the ESD action plans within each precinct structure plan. This project will ensure sustainable development is optimised for the new growth areas.	230,000	0	230,000
Environment & Natural Resources	R61166	Restoring Rural Landscapes	The project is to address one of the key agricultural and environmental issues impacting rural landscapes - the management of pest plants and animals on City managed roadsides and adjoining farm land. The increase of \$249k to \$549k in 2020-21 will reinstate funding as a one-off cut was made in 2019-20 to commence the project.	549,000	0	549,000
Environment & Natural Resources	D61199	Southeast Bellarine Coastal Reserve Strategy	Establishment of a multi-disciplinary panel of experts and stakeholders to examine options and report on benefits of amalgamating the Buckley Park Coastal Reserve and the Lake Victoria wetlands into a better protected, single iconic wildlife and cultural heritage park.	160,000	0	160,000
Parks & Gardens	R63164	Hoffman Walk Lara Botanical Gardens	Annual maintenance to public open space.	50,000	0	50,000
Waste Services	R38158	Hardwaste Collection	Provision of hard waste service to residential properties.	2,000,000	0	2,000,000
Total City Services				4,028,827	0	4,028,827
COMMUNITY LIFE						
Community Care	R55351	Geelong Food Assistance Program	Cover the annual rental costs of the city's proposed new Food Distribution Centre in North Geelong and provide a ongoing contribution towards emergency food costs in the Geelong region.	150,000	0	150,000
Healthy Communities	D52103	Samaritan House	Samaritan House Geelong is a place of hope with the aim to empower men with dignity, self-respect and confidence. The funding relates to a council contribution for one third of a construction project.	450,000	0	450,000
Social Planning & Investment	D66302	Norlane Community Initiatives	Spruhan Ave Community Hub Norlane: Upgrade facility to Offer Urban Farm, Build Commercial Kitchen, Upgrade Large Dining Hall, Kids Play Area.	400,000	0	400,000
Social Planning & Investment	D66A56	Ocean Grove Cricket Club - Playing Surface	2 Stage upgrade of the playing surface at the Ocean Grove Cricket Club Oval.	50,000	0	50,000
Social Planning & Investment	D66A54	Armstrong Creek Indoor Sports Stadium Business Case	Conduct feasibility of Indoor Sports Stadium in Armstrong Creek Town Centre, including multi court indoor sports stadium with potential for flexible entertainment space. Explore an alternative delivery model and use of developer contributions.	80,000	0	80,000
Social Planning & Investment	D66A55	Business Case - New Regional Sports Development (Soccer)	Develop a business case / feasibility study to inform the development of new regional sports development opportunities to support the participation of Soccer.	50,000	0	50,000
Social Planning & Investment	D66A57	Business Case - New Regional Sports Development (Basketball/ Netball)	Develop a business case / feasibility study to inform the development of new regional sports development opportunities for Basketball and Netball.	50,000	0	50,000
Social Planning & Investment	R66502	One Million Trees Project	Implement urban forest strategy canopy cover in public open space reserves.	100,000	0	100,000

2020-21 Non Capital Program - New and Increased Initiatives by Division

Business Unit	Job Number	Project Name	Description	2020-21		
				Expenditure \$	Income \$	Net Expenditure \$
Total Community Life				1,330,000	0	1,330,000
PLANNING, DESIGN & DEVELOPMENT						
Planning & Growth	D65A29	Structure Planning	Council is required to prepare, review and update Structure Plans for townships, precincts and places to implement our planning frameworks and meet our housing needs. This includes reviewing planning issues as appropriate including housing capacity and diversity, urban character, environment issues and infrastructure needs. The Housing Diversity Strategy also identifies the need to prepare Structure Plans for Increased Housing Diversity Areas.	150,000	0	150,000
Planning & Growth	D65A31	Municipal Strategic Statement Review	This project will allow Council to update its Municipal Strategic Statement to align with the new format of the Planning Policy Framework introduced into all planning schemes in Victoria through amendment VC148 on 31 July 2018.	50,000	0	50,000
Planning & Growth	D65A41	Settlement Strategy Implementation	Council adopted the Settlement Strategy in Oct 2018, which provides a planning framework to deliver housing in the municipality to 2036. The strategy recommends further work be undertaken to secure a permanent settlement boundary for Geelong and the Bellarine.	150,000	0	150,000
Total Planning, Design & Development				350,000	0	350,000
GOVERNANCE, STRATEGY & PERFORMANCE						
Governance & Legal Services	D18301	Contract Document Refresh	Legal assistance in the re-writing of Contract Precedents (Contract templates) for use by the City when engaging suppliers, service providers, consultants and construction/civil contractors under Contract.	100,000	0	100,000
Strategy, Engagement & Performance	D28105	2020 Council General Election	Deliver on the City's legal and administrative obligations for the 2020 Council General Election.	1,261,965	0	1,261,965
Strategy, Engagement & Performance	D28106	Council Plan Development	The local government act changes specify that a Council must develop it's Council Plan using deliberative engagement with its community. This engagement will incur various costs including venue hire, equipment, staff resourcing, data evaluation, document production, communications and promotional materials.	100,000	0	100,000
Strategy, Engagement & Performance	D28107	Sustainability Framework implementation and reporting	A Sustainability Framework is currently being developed by the City. The implementation of this Framework in the first half of 2020 will need to be managed and a reporting process established to ensure that this important piece of work meets Council needs and community expectations.	215,978	0	215,978
Strategy, Engagement & Performance	R28101	Service Review	Funding to provide a review of COGG's services to improve efficiencies and identify shortfalls.	200,000	0	200,000
Total Governance, Strategy & Performance				1,877,943	0	1,877,943
ECONOMY, INVESTMENT & ATTRACTION						
Central Geelong & Waterfront	D73326	Lt Malop Street Central Activation project	This will introduce short-term solutions with a program of activation and works to improve Lt Malop Street Central. The project is in response to a resolution of Council on 25 June 2019 requesting a program of initiatives to activate Lt Malop Street central.	47,000	0	47,000
Central Geelong & Waterfront	D81127	Revitalising Central Geelong Engagement & Communications	Budget allocation for web site, social media, video and other collateral.	86,000	0	86,000

2020-21 Non Capital Program - New and Increased Initiatives by Division

Business Unit	Job Number	Project Name	Description	2020-21		
				Expenditure \$	Income \$	Net Expenditure \$
Central Geelong & Waterfront	D81133	Census of Land Use and Employment (CLUE) 2020	The CLUE is a survey of all commercial and industrial businesses in Central Geelong. Council have undertaken CLUE collection for Central Geelong in 2009, 2011 and 2017. The survey allows us to monitor and forecast future trends to support the shaping of Central Geelong as a strong centre of economy for the region. Comparative data across different years is imperative to allow the interpretation of trends in employment and land use.	100,000	0	100,000
Central Geelong & Waterfront	D81134	Laneways Waste Trial	The continuation of a 12 month trial (Mar 20 to Feb 21) to provide a place-based approach to commercial recycling and waste management in Central Geelong's laneways.	111,400	64,000	47,400
Economic Development & Events	D11701	Australian International Airshow	Sponsorship and activation at the Australian International Airshow in 2021, as per contractual arrangement. This includes the City's contracted biennial sponsorship of the International Airshow in 2021 \$440k and the City's activation of a Trade Expo Stand and Chalet at the major event which showcases defence related business and industry engagement \$125k.	585,000	20,000	565,000
Economic Development & Events	D60297	UNESCO City of Design Implementation Plan	The UNESCO City of Design designation is a major step forward, connecting UNESCO's international brand with the community's vision for Geelong to be recognised internationally as a clever and creative city. The initiatives in the Implementation Plan support our growing creative and cultural industries. Major initiatives are Geelong Design Week 2020 linking creativity with business and community.	100,000	0	100,000
Economic Development & Events	D60299	Cleantech Innovations Geelong	Cleantech Innovations Geelong (CIG) is a business and industry support program to develop markets for clean technologies (cleantech). Our vision is to establish Geelong as a Centre of Excellence for cleantech in Australia, by attracting investment, creating jobs and building skills. CIG is a partnership with state govt and the Geelong Manufacturing Council.	70,000	0	70,000
Economic Development & Events	D602A1	Rural Peri Urban	Livestock Information Exchange - Business Case and Phase 1 implementation.	150,000	0	150,000
Economy, Investment & Attraction	D80201	Geelong City Deal - Smart Parking Activities	As part of Councils City Deal, a council resolution on 26th March 2019 committing \$900k over three years to further develop and broaden smarter parking activities and associated data analytics and management.	300,000	0	300,000
Total Economy, Investment & Attraction				1,549,400	84,000	1,465,400
ACROSS MULTIPLE DIVISIONS						
Various	Various	Vital Communities	Resources and operating costs to support the implementation of the Social Housing & Social equity strategy and social prosperity. Project funds the continuing support of the Regional Industry Sector Employment (RISE) program, designed to tackle youth unemployment.	589,000	0	589,000
Total Across Multiple Divisions				589,000	0	589,000
TOTAL - NON CAPITAL PROJECTS				10,241,507	84,000	10,157,507

2020-21 Community Investment & Support Fund

Division	Business Unit	Job Number	Project Name	2019-20 Budget \$	2020-21 Budget \$	Description
Grant Programs						
City Services	Environment & Natural Resources	R61147	Environment & Sustainability Grant Program	70,000	70,000	Grants to not-for-profit community groups and organisations for programs and activities that help to achieve the goals and outcomes of Council's strategic objectives relating to environment and sustainability.
Community Life	Family Services	R54605	Children's Week Grants	5,000	5,000	Grants to support activities/events during Children's Week - held in October annually.
Customer & Corporate Services	Program Integration & Development	C20508	Community Infrastructure Grants - Public	2,000,000	2,000,000	Grants to not-for-profit community groups and organisations to support planning and delivery of capital works projects.
Customer & Corporate Services	Program Integration & Development	D57908	Healthy & Connected Communities Grants	243,000	243,000	Grants to not-for-profit community groups and organisations for programs and activities that support the community to be healthy and provide a sense of well-being and connection.
Customer & Corporate Services	Program Integration & Development	D57913	Community Infrastructure Grants - Private	1,000,000	1,000,000	Grants to not-for-profit community groups and organisations to support planning and delivery of capital works projects on facilities not located on Council owned or managed land.
Customer & Corporate Services	Program Integration & Development	D57916	First Nations Heritage Grants	0	100,000	Grants to preserve indigenous heritage.
Customer & Corporate Services	Program Integration & Development	R57902	Geelong Seniors Festival Program	24,000	24,000	Grants for community organisations to run activities and events in the Geelong Seniors Festival held October annually.
Customer & Corporate Services	Program Integration & Development	R57907	Sponsorship Geelong Christmas Carols	40,000	40,000	Grants to support community Christmas Carol events - Christmas Eve Johnstone Park, Ocean Grove, Northern Carols (plus carols supported in other grant programs tbc)
Customer & Corporate Services	Program Integration & Development	R57908	Christmas in the Community	0	40,000	\$5k per community centre: Corio, Cloverdale, Norlane, Rosewall, Anakie, Lara, Whittington and Eastern Hub.
Economy, Investment & Attraction	Arts & Culture	R57703	Creative Communities Grants Program	220,000	220,000	Grants to not-for-profit community groups and organisations and artists to support the initiation, development and delivery of quality arts projects, enriching the cultural fabric of the Geelong region and maximising community participation in local arts activity.
Economy, Investment & Attraction	Central Geelong and Waterfront	D81104	Central Geelong Heritage Fund	200,000	100,000	Grants to owners and occupiers to support the restoration of heritage building facades, which will benefit the commercial streetscapes within Central Geelong.
Economy, Investment & Attraction	Economic Development & Events	D117B6	Community Events Grants Program	200,000	200,000	Grants to community groups to support moderate sized events which bring economic benefits to the City, strengthen and enrich community, celebrate common interests, showcase local competitive advantages and provide opportunities for local participation.
Grants Sub Total				4,002,000	4,042,000	

2020-21 Community Investment & Support Fund

Division	Business Unit	Job Number	Project Name	2019-20 Budget \$	2020-21 Budget \$	Description
Sponsorships & Donations						
Customer & Corporate Services	Program Integration &	D57907	Give Where You Live	20,000	20,000	Donation
Economy, Investment & Attraction	Economic Development & Events	D60260	Geelong Business Excellence Awards	10,000	10,000	Sponsorship for the Geelong Business Excellence Awards in return for category naming rights.
Sponsorships & Donations Sub Total				30,000	30,000	

Partnerships						
City Services	Emergency Management	R37220	Emergency Management	1,800	1,800	Contribution to CREST (Citizens Radio Volunteers).
City Services	Environment & Natural Resources	D61171	Bellarine Catchment Network	20,000	20,000	To support the Bellarine Catchment Network in providing environment projects for the Bellarine Peninsula community.
City Services	Environment & Natural Resources	R61117	Environment Partnership	15,000	15,000	Support for community environment organisations.
City Services	Environment and Natural Resources	D61166	Friends of Buckley Falls	15,000	15,000	Partnership with Geelong Environment Council.
Community Life	Health, Equity & Planning	D55913	Active Geelong - Partnership	50,000	0	Strategic Partnership to support the Municipal Health and Wellbeing plan as a once off contribution in 2019-20.
Customer & Corporate Services	Customer & Corporate Services Admin	R20101	G21 Contribution	494,375	504,263	Contribution to G21 Regional Organisation.
Customer & Corporate Services	Program Integration & Development	D57901	Geelong Cricket Association	257,017	262,157	Three-year partnership for turf wicket upkeep.
Customer & Corporate Services	Program Integration & Development	D57902	BisSport funding program	6,000	6,000	Partnership with Barwon Sports Academy to support elite athletes to compete.
Customer & Corporate Services	Program Integration & Development	D57903	Park Stewardship Funds	10,000	10,000	Council commitment to groups to develop parks (including Hoffman Walk).
Customer & Corporate Services	Program Integration & Development	D57904	Surf Life Saving Grants	48,750	48,750	Partnership to provide professional life guards at Ocean Grove, Barwon Heads and Bancoora.
Customer & Corporate Services	Program Integration & Development	D57905	Barwon Sports Academy	60,760	61,975	Council contribution to operating costs and in-kind memberships.
Customer & Corporate Services	Program Integration & Development	D57906	Life Education Van	8,000	8,000	Contribution to operating costs.
Customer & Corporate Services	Program Integration & Development	D57911	Peninsula Park & Ride	12,000	12,000	Partnership with Barwon Coast Committee of Management for Ocean Grove-Barwon Heads shuttle bus for six weeks during summer.
Customer & Corporate Services	Program Integration & Development	D57914	Support Vulnerable People - Partnership	20,000	20,000	Support charitable groups who provide support programs for vulnerable people within the City of Greater Geelong.
Customer & Corporate Services	Program Integration & Development	D57915	Barwon Heads Football Netball Club	0	20,000	A three year agreement to provide funding to subsidise Barwon Heads Football Netball Club (BHFNC) for maintenance and watering of Howard Harmer Reserve.
Customer & Corporate Services	Program Integration & Development	R57904	Neighbourhood Houses	169,000	169,000	Partnership with Neighbourhood Houses for operating costs and community development projects.

2020-21 Community Investment & Support Fund

Division	Business Unit	Job Number	Project Name	2019-20 Budget \$	2020-21 Budget \$	Description
Economy, Investment & Attraction	Arts and Culture	R57603	Geelong Art Gallery	1,290,660	1,316,473	Triennial agreement adopted in 2016-17. Agreement for 2019-20 onwards currently in progress.
Economy, Investment & Attraction	Arts and Culture	R57605	Geelong Maritime Museum	9,000	9,000	Continuation of funding.
Economy, Investment & Attraction	Arts and Culture	R57704	Courthouse Youth Arts	265,916	271,234	Continuation of funding.
Economy, Investment & Attraction	Arts and Culture	R57706	Courthouse Back to Back	8,581	8,753	Continuation of funding.
Economy, Investment & Attraction	Economic Development & Events	D11707	Head of the Schoolgirls Rowing Regatta 2020-2024	50,000	0	One off grant in 2019-20 - As part of the bid to secure the HOSG Regatta in Geelong for a further 5 years (2020-2024) the City committed to provide extended launch facilities for boats. This will be achieved by the provision of a grant to Rowing Geelong to manufacture, purchase and own two purpose made floating pontoons which will be used to extend the launch facilities at the Barwon River.
Economy, Investment & Attraction	Economic Development & Events	D11718	Pako Festa	100,000	100,000	Three-year commitment to support regional signature community event 2019, 2020 & 2021.
Economy, Investment & Attraction	Economic Development & Events	Various	Regional Signature Community events	70,000	116,000	Council civic responsibility and regional signature community events. Includes Denis Walter Christmas Carols, Australia Day Committee, Geelong Show, Gala Day and Geelong Cup.
Partnerships Sub Total				2,981,859	2,995,405	

Geelong Major Events

Economy, Investment & Attraction	Economic Development & Events	D11701	Australian International Airshow	0	440,000	Sponsorship of the Australian International Airshow.
Economy, Investment & Attraction	Economic Development & Events	D117B9	Twenty20 World Cup Cricket 2020 - Geelong Host City	0	120,000	Event sponsorship of the Twenty20 World Cup Cricket major event in 2020 to be held at GMHBA Stadium.
Economy, Investment & Attraction	Economic Development & Events	Various	Major Events to be confirmed	1,230,000	1,230,000	Funding for the attraction of major events to Geelong.
Geelong Major Events Sub Total				1,230,000	1,790,000	

Total	8,243,859	8,857,405	
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Fees & Charges Analysis

Each year Council's fees and charges are reviewed as part of the budget process. Existing fees and charges have been increased in line with cost increases, market levels, changes in supply and demand for services and the user pay principles. Council has a continuing commitment to ensure its services are priced fairly to allow for maximum community participation, whilst meeting National Competition Policy requirements for services subject to competition.

Discretionary Fees and Charges

The major movements in Council's discretionary fees and charges include:

City Services

- From 1 July to 31 December 2020, fees for waste disposal at the North Geelong and Drysdale transfer stations have increased from \$22.50 to \$23.00 for a car boot, and will increase to \$26.00 from 1 January 2021. Single Axle trailers have increased from \$44.50 to \$45.00 between July and December and to \$51.50 from January 2021. Heaped single axle trailers have increased from \$58.50 to \$59.50 between July and December and to \$68.00 from January 2021.
The increases in fees from 1 January 2021 are due to pass through of the expected \$20 /tonne increase, in the EPA levy.
- From 1 July to 31 December 2020, the fee for disposal of multiple animal carcasses has been increased from \$149.00 to \$151.30, which will increase to \$173.30 from 1 January 2021. Single animal carcass have increased from \$50.50 to \$51.30 between July and December and \$58.70 from January 2021.
- The fee for commercial collection has increased from \$364.00 to \$429.00 a \$65.00 increase in price. This fee has been increased in line with competitors under competitive neutrality policy requirements.
- Reinstatements income has increased in line with a cost analysis of completing the service. Up to 10m2 of deep strength asphalt has increased by \$6.57, from \$328.50 to \$335.07.

Planning, Design and Development

- Desexed and microchipped dogs have increased from \$42.40 to \$43.20. The pensioner desexed and microchipped dog fees have increased from \$21.20 to \$21.60. Desexed dog fees have increased from \$59.60 to \$60.80. Full fees for the registration of a dog have increased by \$3.80 from \$192.00 to \$195.80. The pensioner full fee for the registration of a dog has increased by \$1.90 to \$97.10.
- Cat fees for a desexed and microchipped cat have increased from \$32.60 to \$33.20. Pensioner fees for a desexed and microchipped cat have increased by \$0.30 from \$16.30 to \$16.60. Desexed cat fees have increased by \$1.00 to \$51.20. The pensioner fee for a desexed cat has increased by \$0.50 from \$25.10 to \$25.60
- New fees in place for 2020-21 are based on the introduction new swimming pool regulations and required inspections. Lodgement fees for compliant swimming pools are \$20.44 and for non-compliant swimming pools \$385.00.
- Casual parking fees for 2020-21 will increase from \$3.00 to \$3.10 per hour.

- The annual fee for a car parking permit at Haymarket, Wesley and Little Ryrie Street car parks have increased by \$224.00 to \$2,480.00. Busport and Civic Centre parking reserved permits have increased by \$288.00 to \$3,168. Busport and Civic Centre parking unreserved permits have increased by \$224.00 to \$2,480.00. Western Beach car parking permits have increased \$216.00 to \$2,376.00.
- All day capped street parking will increase from \$5.80 to \$6.40. Haymarket day parking will increase \$0.50 to \$13.50.
- Statutory planning written requests for information have increased from \$150.00 to \$165.00 in line with the costs associated with providing the service.
- Building fees have increased in line with CPI. An owner builder permit for alterations and additions between \$10,001 - \$25,000 has increased from \$2,200.00 to \$2,440.00. A registered builder permit for alterations and additions between \$10,001 - \$25,000 has increased from \$1,600.00 to \$1,632.00.

Community Life

- The standard hourly rate for venue hire has increased from \$36.50 to \$37.50.
- Community bus hire has increased from \$63.50 to \$65.00 for 24 hour hire.
- Hire of Council sporting facilities has been increased in line with stage 2 of the Fair Play Strategy. The community rate for seasonal hire summer oval 1 will increase from \$2,772.00 to \$3,751.00, seasonal hire for winter oval 1 will increase from \$3,788.40 to \$4,783.00.
- Meals on Wheels to Council clients will remain constant at \$9.30 per meal. Full cost meals to agencies have also been held at 2019-20 rates of \$22.22.
- Fees for personal care will increase from \$7.40 to \$8.60. Respite care will increase from \$7.40 to \$8.60 and home care will increase from \$7.40 to \$8.60. These fees are aligned with the Federal client contribution framework. Agency fees for personal & respite care during normal hours will increase \$1.57 to \$64.46.
- Occasional care fees at Council's childcare facilities and integrated children centres will increase by \$3.00 from \$76.00 to \$79.00 for 5 hours.
- School holiday program fees will increase from \$74.80 to \$78.00.
- Long Day Care fees are increasing around 4.1% across most childcare facilities and integrated children centres. Ariston, Boorai, Purnell Road, Drysdale and Leopold centres weekly fee will increase from \$598.80 to \$623.00. Belmont and Whittington will increase from \$592.50 to \$616.50.
- Kindergarten fees are set to match the State Government subsidy and are set each calendar year rather than financial year. Four year old kindergarten fees for 15 hour sessions will increase from \$1,580 to \$1,590. Three year old kindergarten fees for 3.5 hours for will increase \$49.00 to \$2,680 for a 7.5 hour session.
- Hire of the Arena auditorium for community groups has increased by \$100.00 from \$3,000.00 to \$3,100.00. The commercial rate hire per day for the auditorium has increased from \$5,000.00 to \$5,100.00.
- Leisure centre family memberships have increased by \$36.00 to \$1,896.00. Active adult 12 month memberships have increased by \$12.00 to \$720.00. Learn to swim fees have increased from \$17.90 to \$18.30. Webstar swim school fortnightly fees have increased from \$30.00 to \$30.75. Casual adult gym visits has increased by \$0.50 to \$18.00. Casual adult swim visits have been maintained at \$8.00.

- A season ticket for the Kardinia or Lara Pool have remained constant at \$405.00. Concession season tickets will remain at \$293.00 and a family season ticket will remain at \$790.00.
- Annual membership fees for the Queens Park Golf Course have increased from \$590.00 to \$602.00 for an adult. Balyang Par 3 has annual adult memberships increased from \$385.00 to \$389.00 and Elcho Park \$575.00 to \$586.50.

Economy, Investment and Attraction

- Carousel rides have remained at the 2019-20 fee of \$5.00. Private bookings for 4-6 hours at the Carousel have increased by \$37.00 to \$1,887.00. Children's birthday parties have increased by \$3.00 to \$168.00.
- National Wool Museum admission prices are generally increased biennially with the last increase occurring in 2018-19. The adult general admission price has increased the by \$2.00 to \$12.00, child admission increased by \$1.00 to \$7.00 and family admission increased by \$3.00 to \$33.00.
- The weekly corporate rate for the hire of the Potato Shed (all areas) has increased from \$8,500.00 to \$8,550.00. The daily corporate rate for all areas has increased from \$2,600.00 to \$2,620.00. The daily community rate for hire of all areas has been maintained at \$1,000.00.

City of Greater Geelong - Fees and Charges > 5% (2020-21 Budget)				Basis of Charge D= Discretionary A= Act of Parliament L = Local Law			
Fees and Charges		Basis of Charge	Charge 2019-20 \$ per unit	Charge 2020-21 \$ per unit	Movement in price per unit \$	Movement in rate%	Comments
Customer & Corporate Services							
Property & Revenue							
P&V Rate search over 7 years		D	75.00	80.00	5.00	6.7%	
P&V Sales Register		D	1,070.00	.00	(1,070.00)		Fee has been removed from 2020-21
Admin Fee on Refunds		D	.00	30.00	30.00		Discretionary fee to be applied in certain circumstances to recover administration costs for rate refunds
P&R Renumbering Charge to Subdividers		D	90.00	95.00	5.00	5.6%	
City Services							
Waste Collection Services							
Other Recycling service		D	185.00	199.80	14.80	8.0%	
Commercial collection -1 bin weekly		D	364.00	429.00	65.00	17.9%	This service is an optional service that commercial properties can choose to engage the City for. The fee has been increased in line with competitors under the competitive neutrality requirements.
Commercial collection -extra bins		D	260.00	364.00	104.00	40.0%	This service is an optional service that commercial properties can choose to engage the City for. The fee has been increased in line with competitors under the competitive neutrality requirements.
Waste Disposal Services							
Waste Car Boot	1 Jul to 31 Dec 2020	D	22.50	23.00	.50	2.2%	
Waste Car Boot	1 Jan to 30 Jun 2021	D	22.50	26.00	3.50	15.6%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Utilities Vans Single Axle trailers	1 Jul to 31 Dec 2020	D	44.50	45.00	.50	1.1%	
Waste Utilities Vans Single Axle trailers	1 Jan to 30 Jun 2021	D	44.50	51.50	7.00	15.7%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Single axle trailers (heaped)	1 Jul to 31 Dec 2020	D	58.50	59.50	1.00	1.7%	
Waste Single axle trailers (heaped)	1 Jan to 30 Jun 2021	D	58.50	68.00	9.50	16.2%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Tandem Trailers (waterline)	1 Jul to 31 Dec 2020	D	58.50	59.50	1.00	1.7%	
Waste Tandem Trailers (waterline)	1 Jan to 30 Jun 2021	D	58.50	68.00	9.50	16.2%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Tandem Trailers (heaped)	1 Jul to 31 Dec 2020	D	117.50	119.00	1.50	1.3%	
Waste Tandem Trailers (heaped)	1 Jan to 30 Jun 2021	D	117.50	136.00	18.50	15.7%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Car tyres up to 1M diameter each	1 Jul to 31 Dec 2020	D	10.00	10.00	.00	0.0%	
Waste Car tyres on rims	1 Jan to 30 Jun 2021	D	11.00	11.00	.00	0.0%	
Waste Truck Tyres	1 Jul to 31 Dec 2020	D	34.00	34.00	.00	0.0%	
Waste Concrete/Build-Build rubble/concrete	1 Jan to 30 Jun 2021	D	121.40	123.30	1.90	1.6%	

Fees and Charges		Basis of Charge	Charge 2019-20 \$ per unit	Charge 2020-21 \$ per unit	Movement in price per unit \$	Movement in rate%	Comments
Waste Concrete/Build-Build rubble/concrete	1 Jul to 31 Dec 2020	D	121.40	141.20	19.80	16.3%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Pres Waste Mattresses	1 Jan to 30 Jun 2021	D	24.00	25.00	1.00	4.2%	
Metreage	1 Jul to 31 Dec 2020	D	58.50	59.50	1.00	1.7%	
Metreage	1 Jan to 30 Jun 2021	D	58.50	68.00	9.50	16.2%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Single Axle Caged Trailer	1 Jul to 31 Dec 2020	D	88.00	89.50	1.50	1.7%	
Single Axle Caged Trailer	1 Jan to 30 Jun 2021	D	88.00	102.00	14.00	15.9%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Single Axle Caged Heaped Trailer	1 Jul to 31 Dec 2020	D	117.50	119.00	1.50	1.3%	
Single Axle Caged Heaped Trailer	1 Jan to 30 Jun 2021	D	117.50	136.00	18.50	15.7%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Tandem Caged Trailer	1 Jul to 31 Dec 2020	D	176.00	178.50	2.50	1.4%	
Tandem Caged Trailer	1 Jan to 30 Jun 2021	D	176.00	204.00	28.00	15.9%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Tandem Caged Heaped Trailer	1 Jul to 31 Dec 2020	D	235.00	238.00	3.00	1.3%	
Tandem Caged Heaped Trailer	1 Jan to 30 Jun 2021	D	235.00	272.00	37.00	15.7%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Animal Carcass (single)	1 Jul to 31 Dec 2020	D	50.50	51.30	.80	1.6%	
Waste Animal Carcass (single)	1 Jan to 30 Jun 2021	D	50.50	58.70	8.20	16.2%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Animal Carcass (multiple)	1 Jul to 31 Dec 2020	D	149.00	151.30	2.30	1.5%	
Waste Animal Carcass (multiple)	1 Jan to 30 Jun 2021	D	149.00	173.30	24.30	16.3%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Fish /Scallop/Poultry waste	1 Jul to 31 Dec 2020	D	198.40	201.50	3.10	1.6%	
Waste Fish /Scallop/Poultry waste	1 Jan to 30 Jun 2021	D	198.40	226.20	27.80	14.0%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Industrial Waste	1 Jul to 31 Dec 2020	D	149.00	151.30	2.30	1.5%	
Waste Industrial Waste	1 Jan to 30 Jun 2021	D	149.00	173.30	24.30	16.3%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Clean Fill	1 Jul to 31 Dec 2020	D	73.50	74.50	1.00	1.4%	
Waste Clean Fill	1 Jan to 30 Jun 2021	D	73.50	94.50	21.00	28.6%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Greenwaste (clean)	1 Jul to 31 Dec 2020	D	135.20	137.30	2.10	1.6%	
Waste Greenwaste (clean)	1 Jan to 30 Jun 2021	D	135.20	157.20	22.00	16.3%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.
Waste Seaweed	1 Jul to 31 Dec 2020	D	126.30	128.25	1.95	1.5%	
Waste Seaweed	1 Jan to 30 Jun 2021	D	126.30	146.90	20.60	16.3%	Increase from 1 January 2021 is a result of an increase in the EPA levy of \$20 /tonne.

Fees and Charges			Basis of Charge	Charge 2019-20 \$ per unit	Charge 2020-21 \$ per unit	Movement in price per unit \$	Movement in rate%	Comments
Community Life								
Comm Home Support Program								
Personal Care		D	7.40	8.60	1.20	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Personal Care - Medium		D	18.50	21.50	3.00	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Personal Care - High		D	51.80	60.20	8.40	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Personal Care - Hardship Fee		D	3.00	.00	(3.00)	-100.0%	No gap fee charged for hardship customers	
Respite - Medium		D	18.50	21.50	3.00	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Respite - High		D	51.80	60.20	8.40	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Respite Care - over 18		D	7.40	8.60	1.20	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Home Care - Low		D	7.40	8.60	1.20	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Home Care - Medium		D	18.50	21.50	3.00	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
Home Care - High		D	51.80	60.20	8.40	16.2%	Fee increase required to meet the net cost of providing the service. Structured small dollar value increase.	
General Care - Hardship Fee Rate		D	3.10	.00	(3.10)	-100.0%	No gap fee charged for hardship customers	
Community & Recreation								
Seasonal Hire Summer- Community 1 Oval- Community Rate		D	2,772.00	3,751.00	979.00	35.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate	
Seasonal Hire Winter- Community 1 Oval- Community Rate		D	3,788.40	4,783.00	994.60	26.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate	
Seasonal Hire Summer- Community 2 Oval- Community Rate		D	1,812.80	2,453.00	640.20	35.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate	
Seasonal Hire Winter- Community 2 Oval- Community Rate		D	2,477.20	3,127.00	649.80	26.2%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate	
Seasonal Hire Summer- Community 3 Oval- Community Rate		D	906.40	1,227.00	320.60	35.4%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate	
Seasonal Hire Winter- Community 3 Oval- Community Rate		D	1,238.60	1,564.00	325.40	26.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate	
Seasonal Hire Summer- Community 1 Pitch- Community Rate		D	1,599.40	2,164.00	564.60	35.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate	
Seasonal Hire Winter- Community 1 Pitch- Community Rate		D	2,185.70	2,760.00	574.30	26.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate	
Seasonal Hire Summer- Community 2 Pitch- Community Rate		D	906.40	1,227.00	320.60	35.4%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate	

Fees and Charges		Basis of Charge	Charge 2019-20 \$ per unit	Charge 2020-21 \$ per unit	Movement in price per unit \$	Movement in rate%	Comments
Seasonal Hire Winter- Community 2 Pitch- Community Rate		D	1,238.60	1,564.00	325.40	26.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- Community 3 Pitch- Community Rate		D	559.90	758.00	198.10	35.4%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- Community 3 Pitch- Community Rate		D	764.50	966.00	201.50	26.4%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- Reserve- Community Rate		D	383.90	519.00	135.10	35.2%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- Reserve- Community Rate		D	524.70	662.00	137.30	26.2%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- Court- Community Rate		D	129.80	176.00	46.20	35.6%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- Court- Community Rate		D	178.20	224.00	45.80	25.7%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- Criterium- Community Rate		D	273.90	371.00	97.10	35.5%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- Criterium- Community Rate		D	374.00	472.00	98.00	26.2%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- Velodrome- Community Rate		D	81.40	110.00	28.60	35.1%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- Velodrome- Community Rate		D	111.10	140.00	28.90	26.0%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- BMX- Community Rate		D	383.90	519.00	135.10	35.2%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- BMX- Community Rate		D	524.70	662.00	137.30	26.2%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- Athletics- Community Rate		D	906.40	1,227.00	320.60	35.4%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- Athletics- Community Rate		D	1,238.60	1,564.00	325.40	26.3%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate
Seasonal Hire Summer- Bowls- Community Rate		D	159.50	217.00	57.50	36.1%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 12% of commercial rate
Seasonal Hire Winter- Bowls- Community Rate		D	218.90	276.00	57.10	26.1%	Fee & Charges structure as per stage 2 of the Fair Play Strategy. Community rate is 15% of commercial rate

Fees and Charges			Basis of Charge	Charge 2019-20 \$ per unit	Charge 2020-21 \$ per unit	Movement in price per unit \$	Movement in rate%	Comments
Planning, Design & Development								
Statutory Planning								
Extension of Time		D	250.00	300.00	50.00	20.0%	Fee increase required to meet the net cost of providing the service.	
Secondary Consents		D	400.00	450.00	50.00	12.5%	Fee increase required to meet the net cost of providing the service.	
Written Request for Information		D	150.00	165.00	15.00	10.0%	Fee increase required to meet the net cost of providing the service.	
Written Request for Information Commercial/Industrial/Other		D	200.00	240.00	40.00	20.0%	Fee increase required to meet the net cost of providing the service.	
Parking								
Permit Parking - Western Beach		D	2,160.00	2,376.00	216.00	10.0%		
Reserve/Business Parking - Civic Centre		D	2,880.00	3,168.00	288.00	10.0%		
General Permit (unreserved space) - Civic Centre		D	2,256.00	2,480.00	224.00	9.9%		
Reserved Space - Busport		D	2,880.00	3,168.00	288.00	10.0%		
Permit Space (unreserved) - Busport		D	2,256.00	2,480.00	224.00	9.9%		
Casual Street Parking		D	3.00	3.10	.10	3.3%		
Wesley Parking Permits		D	2,256.00	2,480.00	224.00	9.9%		
Reserve Car Park Space - Metered		D	44.85	46.00	1.15	2.6%		
Reserve Car Park Space - unmetered		D	24.10	25.00	.90	3.7%		
Park Permits - Lt Ryrie OSCP		D	2,256.00	2,480.00	224.00	9.9%		
Reserved Car Parking Spaces (Long Term) Non- Metered		D	19.85	20.50	.65	3.3%		
Reserved Car Parking Spaces (Long Term) Metered		D	35.90	37.00	1.10	3.1%		
Mobile Courier Parking Permit		D	112.45	115.00	2.55	2.3%		
Mobile Business Parking Permit		D	337.85	345.00	7.15	2.1%		
Street Occupation per day (no building permit)		L	33.90	34.50	.60	1.8%		
Replacement swipe permit pass		D	21.00	25.00	4.00	19.0%		
4P capped parking fee		D	5.80	6.40	.60	10.3%		
3P capped parking fee		D	5.80	6.40	.60	10.3%		
All day capped fee (low occ area)		D	5.80	6.40	.60	10.3%		
Haymarket Month Permit		D	2,256.00	2,480.00	224.00	9.9%		
Haymarket Day Parking		D	13.00	13.50	.50	3.8%		
Building Services								
Build - Consultancy services - Technical Officers (per hr)		D	95.00	135.00	40.00	42.1%	Increase \$40/hr due to an increase in profession indemnity insurance costs	
Build - Consultancy services - Building Inspector & Assistant BS (Per hr)		D	121.50	161.50	40.00	32.9%	Increase \$40/hr due to an increase in profession indemnity insurance costs	
Build - Consultancy services - Building Surveyor (per hr)		D	165.75	205.75	40.00	24.1%	Increase \$40/hr due to an increase in profession indemnity insurance costs	
Build - Consultancy services - municipal building surveyor/team leaders (per hr)		D	240.50	280.50	40.00	16.6%	Increase \$40/hr due to an increase in profession indemnity insurance costs	

Fees and Charges		Basis of Charge	Charge 2019-20 \$ per unit	Charge 2020-21 \$ per unit	Movement in price per unit \$	Movement in rate%	Comments
Build- Stat - Application for council assessment - Technical Officers		D	95.00	135.00	40.00	42.1%	Increase \$40/hr due to an increase in profession indemnity insurance costs
Build - Stat - Application for council assessment - Building Inspector/ Assistant B.S		D	121.50	161.50	40.00	32.9%	Increase \$40/hr due to an increase in profession indemnity insurance costs
Build - Stat - Application for council assessment - Building surveyor		D	165.75	205.75	40.00	24.1%	Increase \$40/hr due to an increase in profession indemnity insurance costs
Build - Stat - Application for council assessment - MBS/ Team Leaders		D	240.50	280.50	40.00	16.6%	Increase \$40/hr due to an increase in profession indemnity insurance costs
Information Search Fee - Swimming Pool Regulation		A	.00	47.24	47.24		New regulated fee
Lodgement Fee - Compliant - Swimming Pool Regulation		A	.00	20.44	20.44		New regulated fee
Lodgement Fee -Non Compliant - Swimming Pool Regulation		A	.00	385.00	385.00		New regulated fee
Economy, Investment & Attraction							
National Wool Museum							
NWM Auction Room - Standard Full Day Rate		D	400.00	440.00	40.00	10.0%	Biennial rate - last fee increase 2018-19
NWM Auction Room - Regular User Day Rate		D	355.00	390.00	35.00	9.9%	Biennial rate - last fee increase 2018-19
NWM Auction Room - CoGG & Community Group Rate		D	310.00	340.00	30.00	9.7%	Biennial rate - last fee increase 2018-19
NWM Auction Room - Half Day Rate		D	250.00	275.00	25.00	10.0%	Biennial rate - last fee increase 2018-19
NWM Auction Room - Hourly Rate		D	90.00	100.00	10.00	11.1%	Biennial rate - last fee increase 2018-19
NWM Auction and Multifunction Room - Standard Full Day Rate		D	720.00	790.00	70.00	9.7%	Biennial rate - last fee increase 2018-19
NWM Auction and Multifunction Room - Regular User Rate		D	640.00	700.00	60.00	9.4%	Biennial rate - last fee increase 2018-19
NWM Auction and Multifunction Room - CoGG & Community Group Rate		D	575.00	630.00	55.00	9.6%	Biennial rate - last fee increase 2018-19
NWM Auction and Multifunction Room - Half Day Rate		D	440.00	485.00	45.00	10.2%	Biennial rate - last fee increase 2018-19
NWM Auction and Multifunction Room - Hourly Rate		D	220.00	250.00	30.00	13.6%	Biennial rate - last fee increase 2018-19
NWM Strachan Room - Standard Full Day Rate		D	715.00	780.00	65.00	9.1%	Biennial rate - last fee increase 2018-19
NWM Strachan Room - Regular User Day Rate		D	640.00	700.00	60.00	9.4%	Biennial rate - last fee increase 2018-19
NWM Strachan Room - CoGG & Community Group Day Rate		D	550.00	600.00	50.00	9.1%	Biennial rate - last fee increase 2018-19
NWM Strachan Room - Half Day Rate		D	440.00	485.00	45.00	10.2%	Biennial rate - last fee increase 2018-19
NWM Strachan Room - Hourly Rate		D	220.00	240.00	20.00	9.1%	Biennial rate - last fee increase 2018-19
Labour - Regular Hourly Rate		D	50.00	65.00	15.00	30.0%	Biennial rate - last fee increase 2018-19

Fees and Charges		Basis of Charge	Charge 2019-20 \$ per unit	Charge 2020-21 \$ per unit	Movement in price per unit \$	Movement in rate%	Comments
Labour - Concessional Hourly Rate		D	35.00	40.00	5.00	14.3%	Biennial rate - last fee increase 2018-19
Security & Out of Hours Costs - Museum Staff 5pm-9am Hourly Rate		D	100.00	110.00	10.00	10.0%	Biennial rate - last fee increase 2018-19
Security & Out of Hours Costs - Micom Security Call Out - Minimum 4 Hours		D	300.00	330.00	30.00	10.0%	Biennial rate - last fee increase 2018-19
Commercial Kitchen Rental - Day Rate		D	500.00	550.00	50.00	10.0%	Biennial rate - last fee increase 2018-19
NWM M/Ship Child Age 2-16		D	17.00	.00	(17.00)	-100.0%	Biennial rate - last fee increase 2018-19
NWM Gen Adm Adult		D	10.00	12.00	2.00	20.0%	Biennial rate - last fee increase 2018-19
NWM Gen Adm Concession		D	8.00	9.00	1.00	12.5%	Biennial rate - last fee increase 2018-19
NWM Gen Adm Child		D	6.00	7.00	1.00	16.7%	Biennial rate - last fee increase 2018-19
NWM Gen Adm Family		D	30.00	33.00	3.00	10.0%	Biennial rate - last fee increase 2018-19
NWM Gen Adm Group		D	8.00	9.00	1.00	12.5%	Biennial rate - last fee increase 2018-19
NWM Gen Adm School		D	5.00	6.00	1.00	20.0%	Biennial rate - last fee increase 2018-19
NWM Gen Adm Pre-School - Group		D	6.00	7.00	1.00	16.7%	Biennial rate - last fee increase 2018-19
NWM Gen Adm Pre-School - Individual		D	10.00	11.00	1.00	10.0%	Biennial rate - last fee increase 2018-19
Central Geelong & Waterfront Place Management							
Group Booking 10-19 people		D	4.50	5.00	.50	11.1%	Small value increase
Group Booking 20-49 people		D	4.50	5.00	.50	11.1%	Small value increase
Group Booking 50+ people		D	4.50	5.00	.50	11.1%	Small value increase
Multi Ride Ticket (10)		D	45.00	45.00	.00	0.0%	Small value increase
Concession		D	5.00	5.00	.00	0.0%	Small value increase
User Fees		D	3.00	3.00	.00	0.0%	Small value increase

GLOSSARY OF TERMS

Act	Means <i>Local Government Act 1989</i> .
Accounting standards	Accounting standards are issued from time to time by the professional accounting bodies and are applicable to the preparation of general purpose financial reports.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund the capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	Local Government (Planning and Reporting) regulations 2014 - Schedule 3. The adjusted underlying surplus (or Deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which can be masked in the net surplus (or deficit) by capital-related items.
Annual budget	Local Government (Planning and Reporting) regulations 2014 - Schedule 3. Plan under section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other sources required.
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
Asset renewal	Local Government (Planning and Reporting) Regulations 2014 - Regulation 5. Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to original capability.
Asset upgrade	Local Government (Planning and Reporting) Regulations 2014 - Regulation 5. Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond its original life.
Australian Accounting Standards (AAS)	means the accounting standards published by the Australian Accounting Standards Board.
Better practice	means that in the absence of legislation or a relevant Australian Accounting Standard this commentary is considered by Local Government Victoria to reflect better practice reporting.
Borrowing strategy	Local Government (Planning and Reporting) Regulations 2014 - Regulation 5. A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving strategic objectives specified in the council plan.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.

GLOSSARY OF TERMS

Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the 2020-2021 financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works are those that are incomplete in the current budget year due to unavoidable delays and will be completed in the following budget year.
Community plan / vision	A "community owned" document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.
Council plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.
Current year rate increase (Rating information)	A statement included in the budget quantifying the amount of the rate change for the forthcoming year and disclosing any significant factors influencing the rate change.
Differential rates	When a Council intends to declare a differential rate (e.g. business and residential), information prescribed by the Act under section 161 must be disclosed in the Council Budget.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution, change the purpose of these reserves.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.
Financial statements	means the financial statements and notes prepared in accordance with the <i>Local Government Model Financial Report</i> , Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and statement of capital works, included in the annual report.
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential to ensuring that a Council remains financially sustainable in the long term.
Financial year	means the period of 12 months ending on 30 June each year.
Heritage asset	means an asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.
Infrastructure	Non-current property, plant and equipment excluding land.

GLOSSARY OF TERMS

Infrastructure strategy	An infrastructure strategy is the process by which the council's current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government model financial report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
Local Government (Planning And Reporting) Regulations 2014	Regulations, made under Section 243 of the Act prescribe: <ul style="list-style-type: none"> (a) the content and preparation of the financial statements of a Council. (b) the performance indicators and measures to be included in a budget, revised budget and annual report of a Council. (c) the information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report. (d) other matters required to be prescribed under Parts 6 and 7 of the Act.
Minister	means the Minister for Local Government.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non financial resources	Local Government (Planning and Reporting) Regulations 2014 - Regulation 5. Resources of a non financial nature (such as human resources, information systems and processes, asset management systems) that are consumed by a Council in the achievement of its strategic resource plan goals.
Non-recurrent grant	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 the Council's Strategic Resource Plan.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating performance	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements, or savings in outflows of future economic benefits, in the form of increases in assets or reductions in liabilities; and that result in an increase in equity during the reporting period.
Own-source revenue	Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Principal accounting officer	means the person designated by a council to be responsible for the financial management of the council.

GLOSSARY OF TERMS

Rate cap	The maximum annual rate of increase that Councils can apply to their rates revenue, as advised by the Minister for Local Government under Section 185D of the <i>Local Government Act 1989</i> .
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's Budget financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	means the <i>Local Government (Planning and Reporting) Regulations 2014</i> .
Restricted cash	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report.
Revised budget	Section 128 of the Act permits a council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act 2004	The purpose of this Act which came into operation from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the <i>Local Government Act 1989</i> .
Services, initiatives and major initiatives	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the Council plan during the current year and have a major focus in the budget.</p>
Specialised assets	means assets designed for a specific limited purpose. Specialised assets include buildings such as schools, hospitals, court houses, emergency services buildings (police, fire, ambulance and emergency services), specialised buildings to house infrastructure (pump stations, etc.), some heritage properties and most infrastructure assets.
Statement of capital works	The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9.
Statement of cash flows	<p>The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows.</p> <p>The cash flows statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.</p>

GLOSSARY OF TERMS

Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Statement of human resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative and contractual requirements. These reserves are not available for other purposes.
Strategic resource plan (SRP)	<p>means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. Is also referred to as the long term financial plan.</p> <p>Section 126 of the act states that:</p> <ul style="list-style-type: none"> - the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives. - the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years. - the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years. - the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan. - council must review their strategic resource plan during the preparation of the council plan. - council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website. - prudently manage financial risks relating to debt, assets and liabilities. - provide reasonable stability in the level of rate burden. - consider the financial effects of council decisions on future generations. - provide full, accurate and timely disclosure of financial information. <p>In addition to section 126 of the Act, parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of a strategic resource plan.</p>
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.

