



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22 QUARTERLY REPORT

DECEMBER 2018

CELEBRATING FAMILY FUN DAY AT THE POTATO SHED

The Potato Shed's free Family Fun Day celebrated it's 10th Anniversary on 21 October.





ABOUT THE PLAN

***Council Plan 2018–22 – Putting Our Community First* outlines how the City is working towards making Greater Geelong a clever and creative city-region. It guides how we allocate resources so we can deliver infrastructure, services and programs to the community in a sustainable way.**

The 11 strategic priorities we are focusing on until 2022 are:

- **Improved health and safety of our community**
- **Informed social infrastructure and planning**
- **A more inclusive and diverse community**
- **Planned sustainable development**
- **Effective environmental management**
- **Vibrant arts and culture**
- **Integrated transport connections**
- **A thriving and sustainable economy**
- **Growing our tourism and events**
- **Innovative finances and technology**
- **Organisational leadership, strategy and governance**

This quarterly report has been developed to meet our commitment to transparent performance reporting, including progress updates on our key priorities and aims.

Links to the vision

Greater Geelong: A Clever and Creative Future is the 30-year community vision for the region. *Council Plan 2018–22* outlines how we will work towards making Greater Geelong a clever and creative city-region.

December status update

There are 84 key priorities and 56 aims. At the end of December 2018, the majority of these were on track with:

- 4 'completed' year to date, 3 of these in the last quarter
 - *Renew the Multicultural Action Plan*
 - *Renew the Municipal Early Years Plan*
 - *Continue to invest in the community Environment and Sustainability grants program.*
- 2 'not started'
- 5 'needs improvement' and
- 1 'off track'.

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.

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54%	57%	-	Reported every two years.	△
Increase in percentage of adults rating their health as very good, or excellent.	Every two years	59%	60%	-	Reported every two years.	△
Increase in percentage of adults who are sufficiently physically active.	Every two years	41%	43%	-	Reported every two years.	△
Increase in percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46%	75%	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Showing leadership in gender equity, diversity and family violence prevention.		The draft <i>Ba-gurrk Gender Equity Framework and Action Plan</i> is to be endorsed on 29 January 2019. Ongoing support is also being provided for the Women in Community Life Committee, International Women's Day and Barwon Month of Action Against Family Violence activities.	■
Supporting local organisations that address homelessness, family violence and food shortages.		We are assisting the <i>Towards Home Plus, Geelong</i> program, a joint initiative led by Neami National, which will commence in February 2019. We are working with stakeholders to find a suitable solution and land options to progress the food relief centre. Progress is expected in the coming months.	■
Develop a housing policy to provide a range of social and affordable housing options.		We have appointed a consultant to complete a Social Housing Strategy by late 2019.	■
Improving safety in our community.	<i>Consult with the community on safety issues that are impacting them.</i>	We will continue to support local safety committees in Geelong and on the Bellarine to give the community a voice in developing local community safety priorities and aspirations. Victoria Police has used findings from the Our Future consultation to inform a major community consultation project around safety priorities across Geelong. Results are being used by a working group made up of representatives of the Bellarine and Geelong Safety Committees to identify a project that will be funded by the Department of Justice and Regulation.	■
Providing safer public spaces.	<i>Improve safety of, and user satisfaction with, community infrastructure.</i>	We have secured funding for safety upgrades to the Waurm Ponds Skate Park, through the Department of Justice and Regulation's Public Safety Infrastructure Fund. This includes new lighting, park furniture, closed circuit television (CCTV) cameras and landscaping improvements, expected for completion in early 2020.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Improve public safety on the Geelong Waterfront and in Central Geelong.</i>	We facilitate a Central Geelong Mall Subcommittee, chaired by Victoria Police and supported by the Department of Justice and Regulation. The collaborative approach is used to address perceived issues in and around the Little Malop Street Mall area. CCTV camera footage of the Central Mall precinct is monitored by both Victoria Police and our officers. The CCTV system is undergoing review and upgrade to provide improved quality and analysis of imagery.	■
Working with stakeholders to prevent crime.		We continue to be involved with the G21 Regional Justice Reference Group, which connects organisations across the G21 area and focuses on identified priorities across state departments, police and local government.	■
Encouraging responsible pet ownership.		Council has now adopted the <i>Dog Controls in Public Places Policy</i> , which identifies a mix of on-leash, off-leash and dog prohibited areas. Work is continuing on the development of the <i>Fenced Dog Parks – Siting, Design and Management Guidelines</i> . Feedback from recent engagement will be considered for the final guidelines, to be presented to Council early in 2019.	■
Promoting healthy eating and supporting active living.		The <i>Municipal Public Health and Wellbeing Plan 2018–2021</i> was endorsed by Council in October 2018. The plan outlines the goals and strategies we will use to maximise community health and wellbeing until 2021.	■
	<i>Consult with the community to create more health and fitness options.</i>	Quarterly leisure centre member health workshops have been conducted across our four indoor leisure centres. Motivate30 small group training sessions continue to expand in popularity across the facilities. We are also introducing Virtual Fitness programs, with Leisurelink being used as a pilot site.	■
Creating healthy environments in children’s settings.		We continue to actively monitor and promote immunisation for all children utilising early childhood services. The most recent national immunisation data shows that immunisation rates in Greater Geelong are higher than the national average for young children.	■
Working towards having the safest roads in Victoria.		Central Geelong pedestrian improvement works, which include upgrades to pedestrian crossing points and intersections, have been completed in Myers Street, Bellerine Street and at Eastern Beach. The <i>Geelong Road Safety Strategy</i> review is underway, with the final document and community engagement due in 2019.	■

LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE
WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites)	2,147.6 ha	-	Reported annually.	△
Percent of plans for key community infrastructure projects completed.	Annual	-	100%	-	37 key community infrastructure projects have been identified for delivery in 2018–19.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Providing more quality spaces that support active lifestyles.		The delayed construction of two new sporting ovals, netball courts and a community pavilion at Armstrong Creek East Precinct is nearing completion. The construction of a new softball and baseball pavilion at Stead Park is also nearing completion.	◆
Supporting the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities, and upgrade existing ones.</i>	New or upgraded facilities are being delivered at over twenty sport and recreation reserves in the municipality - from construction works for club rooms and amenities, to reserve infrastructure and sports lights. Some of these include: <ul style="list-style-type: none"> change facilities at Bell Park Sports Club and East Geelong Football Netball Club court update at Ocean Grove Tennis Club floodlighting at King Lloyd Reserve, Newtown. In November 2018, Council endorsed master plans for both West Oval and Herne Hill Reserve. The Armstrong Creek East Sport Pavilion and new sporting reserve is nearing completion and is due to open in February 2019.	■
Delivering accessible and attractive community infrastructure, based on community need.	<i>Complete planning and design of the Northern ARC Health and Wellbeing Hub.</i>	We have released the latest concept drawings for Northern ARC. Feedback on the initial design was overwhelmingly positive, although some minor changes were made to address community feedback about accessibility and functionality of the space. The schematic design phase is now well underway and due to be completed in February 2019. We will continue to actively lobby both state and federal government for funding.	■
	<i>Complete planning to upgrade existing children's centres, and provide new ones.</i>	Four new children's centres are in construction, with: <ul style="list-style-type: none"> Armstrong Creek and Highton to be operational within 2019 Drysdale and Purnell Road (Corio) scheduled to be open in 2020. Planning commenced for the Armstrong Creek West Children's Centre. 	■
	<i>Acquire land for new community infrastructure.</i>	We reached an agreement with VicRoads to purchase surplus land. This will be used for social infrastructure that can support the new and developing Fyansford community. We are currently awaiting contract of sale documentation from VicRoads.	■
	<i>Upgrade community facilities and make them safer.</i>	Three toilet blocks have been replaced to improve accessibility and will be open in January 2019 (pending approval). They are located at the Collendina Foreshore, Harvey Park, St Leonards, and Windmill Reserve, Newtown. Two other replacement blocks will be completed by March 2019, and a final block is scheduled for completion in May 2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Upgrade streets, roads, footpaths and drains.</i>	The 2018–19 renewal programs for the upgrade of roads, footpath, kerb and channel, drainage and bridges is underway. Some of the programs the City is currently undertaking include: <ul style="list-style-type: none"> • relining a major drain outfall in Clifton Springs • completing flood protection works at Ascot Street and Upper Skene Street, Newtown • constructing and resealing the Stations Street group of roads in Drysdale • footpaths at Thompson Road, Bell Park. 	■
Advocating and planning for a range of social and affordable housing options.		Planning policies to encourage housing diversity in established areas and key locations in greenfield areas are in place and development of a social housing policy is currently underway.	■
Maintaining our public open space.	<i>Provide more accessible public urban space.</i>	The <i>Open Space Needs Study</i> is currently being finalised and should be completed in March 2019, in time for the planned release of the draft <i>Social Infrastructure Plan</i> . In addition, officers have been working alongside the Geelong Authority to develop the draft <i>Central Geelong Open Space Study</i> . This will identify the specific needs for open space in the changing and growing Central Geelong area.	■

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT





A MORE INCLUSIVE AND DIVERSE COMMUNITY

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

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4%	60%	-	Reported every four years.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2%	75%	-	Reported every four years.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5%	80%	-	Reported every four years.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	TBD	-	Increase	-	Two gender neutral / accessible (combined) toilets opened at the Leopold Community Hub in December 2018.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Advocating for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Renew the Karreenga Aboriginal Action Plan</i>	An Aboriginal consultant has been appointed to work with the Aboriginal Advisory Committee to redevelop the <i>Karreenga Aboriginal Action Plan</i> and develop the City's first Reconciliation Action Plan. We have engaged Wadawurrung Traditional Owners to work on the historical and contextual part of the plan.	■
Improving our engagement with our culturally diverse population.	<i>Renew the Multicultural Action Plan</i>	Council endorsed the <i>Multicultural Action Plan 2018–22</i> in October 2018. The Multicultural Action Plan Advisory Committee will launch the plan in early 2019.	✓
Supporting activities that improve social connections in our community.	<i>Create a framework to support social and charitable groups</i>	A second round of Healthy and Connected Communities Grants opened in December 2018, to expend allocated funding.	■
		We facilitated and delivered a number of projects to foster social connections, including: Armstrong Creek network; Knowing Your Place Walks; Norlane Digital Festival; Digital Drop-In in Whittington; and International Day for People with Disability – Out of the Box Exhibition.	■
Promoting gender equity and diversity in our sporting and leisure facilities, and programs.		New gender neutral change rooms have been: <ul style="list-style-type: none"> constructed at Winter Reserve, Belmont planned as part of the West Oval Pavilion development nearing completion in the Lara United Football Club. 	■
Facilitating employment programs for the communities that need it most, including young people.		The Whittington Works demand-led employment project, funded by Jobs Victoria, continues to support job seeking residents in Whittington, in partnership with Bethany Community Support.	■
		We ran first aid and food safety training in the September school holidays and have also provided individual support to young people keen to secure local employment.	■
Improving access to facilities and programs for people of all abilities.	<i>Provide a grants scheme to fund community groups and initiatives that promote inclusion and accessibility.</i>	We are considering introducing annual themes, such as access and inclusion, to our Healthy and Connected Communities Grants program.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
		Our <i>Access and Inclusion Plan (2018–2022)</i> was endorsed by Council in November 2018. Plans to make additional accessibility resources for event organisers available are well underway with the delivery of a Marveloo (portable self-contained adult change facility) scheduled for January 2019.	
Recognising our returned service men and women.		We are supporting and facilitating a range of projects including: <ul style="list-style-type: none"> installing Bluestone Pavers with Victoria Cross recipient names and relocating the Spirit of ANZAC statue within Johnston Park developing Armistice Day Stories of Peace for Anzac day projections on City Hall in 2019 installing Honour Walls at the Ocean Grove War Memorial for Anzac Day developing a Connecting Memory Anzac Digital Story Trail for Armstrong Creek an Armistice Living Tribute for Johnstone Park, recognising the 100-year anniversary of the signing of the Armistice on 11 November 1918 adding to the Veterans of the Boer War collection through a partnership between the Lara RSL with the National Wool Museum. 	
Further developing programs that support older people and young people in our community.	<i>Renew the Municipal Early Years Plan</i>	Council endorsed the <i>Municipal Early Years Plan 2018–22</i> in November 2018. As well as being a plan of action to help us improve the health and wellbeing of the region’s children (aged 0-8) and their families, it is also intended as a guide for early years providers and services within the municipality.	✓
		We have started working on a positive and active ageing discussion paper to use during the consultation phase of our planned positive ageing strategy.	
Advocating for inclusive, multicultural activities and respect for cultural diversity.		Council adopted the <i>Multicultural Action Plan 2018–2022</i> in October. The plan builds on the work of the previous one, with specific action areas contributing to greater social cohesion and a more inclusive, connected and vibrant Greater Geelong.	

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE

PLANNED SUSTAINABLE DEVELOPMENT

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

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares*	Increase	898.712 hectares	*December 2018 data will be used as baseline data.	△
15 years of residential land supply.	Annual	14+ years	Maintain		Reported annually.	■
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8%	50%	–	Reported annually.	△
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	–	Reported annually.	△
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	–	Reported annually.	△
Mandatory sustainable design assessment of all new developments.	n/a	n/a	Planning controls in place	–	The City has completed a public exhibition of a planning scheme amendment to include environmentally sustainable design local policy in the Greater Geelong Planning Scheme. The policy will require multi-dwelling developments to include an Environmentally Sustainable Development assessment as part of the planning permit process. It is expected the policy will be adopted and operating by mid-2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Making sure housing supply, diversity and affordability can meet the needs of our growing community.	<i>Complete the Settlement Strategy, to guide growth, boundaries and development in townships and urban areas.</i>	The <i>Settlement Strategy</i> was adopted by Council in October 2018. Planning scheme amendments required by the strategy will commence in 2019, following adoption of the <i>Northern and Western Geelong Growth Areas Framework Plan</i> .	■
Facilitating opportunities for infill residential development.		The <i>West Fyans Structure Plan</i> , <i>Pakington Street Urban Design Framework</i> and <i>South Geelong Urban Design Framework</i> are underway. Work underway includes community consultation and identification of types and scale of new infill development for these areas.	■
Continuing to develop urban growth areas across the region.		The framework plan for Northern and Western Geelong Growth Areas is progressing and will be considered by Council in early 2019. More than 30 active estates in Greater Geelong are providing a diversity of lot types and housing products. Infrastructure construction and planning is underway in our growth areas to meet the needs of new residents.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Managing the impact of development on the unique character of our townships.		Work with Department of Environment, Land, Water and Planning is underway to investigate designating parts of Geelong as distinctive landscape areas. Design controls to guide new development in Barwon Heads are being implemented through the <i>Barwon Heads Structure Plan</i> . The final amendment will be considered by Council in early 2019.	■
Improving the environmental performance of new developments, using planning controls.		We have completed the public exhibition period for a planning scheme amendment designed to include environmentally sustainable design local policy in the Greater Geelong Planning Scheme. It is expected the policy will be adopted and operating by mid-2019.	■
Delivering biodiversity conservation programs.		Our pest plant and animal control and revegetation works are ongoing. We have engaged an environmental ranger to assist with community education. A coastal Hooded Plover protection program is underway, in partnership with BirdLife Australia and community volunteers.	■
Preserving nature reserves, rural and coastal environments.	<i>Manage the delivery of nature reserves in new developments</i>	Our pest plant and animal control and revegetation works are ongoing. The City is supporting local community groups, including environmental education, and via the engagement of specialist environmental contractors, to assist with weed control works.	■
	<i>Establish Sparrovale Wetlands, to enhance the area and its biodiversity.</i>	The Sparrovale Masterplan is underway, although it is in its preliminary stages.	■
	<i>Continue a coordinated approach to drainage and water sensitive urban design.</i>	Council approved the Barwon Region Strategic Directions Statement for Integrated Water Management in October 2018, and it was signed off by the minister in December 2018. We also received a Victorian Planning Authority grant in December 2018 to prepare a stormwater services strategy.	■
	<i>Review of existing land for community facilities, with new land acquired where needed.</i>	We reached an agreement with VicRoads to purchase surplus land. This will be used for social infrastructure that can support the new and developing Fyansford community. We are currently awaiting contract of sale documentation from VicRoads.	■
	<i>Introduce a rural and peri-urban advisory body to build relationships and foster best practice.</i>	The Peri Urban Advisory Committee is currently working on a number of environmental initiatives. The committee has identified four priority areas for further work including: biosecurity; livestock exchange; information exchange and truck-wash facilities.	■

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

EFFECTIVE ENVIRONMENTAL MANAGEMENT

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

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increase in garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Every three months	56.32%	60%	56.7%	Green waste is reduced due to the extended dry period, but has a peak in Spring. Recycling is increasing due to the summer holiday period on the Bellarine Peninsula. Overall, recycling weight per capita is slowly reducing due to a reduction in newspaper circulation and conversion of glass containers to plastic.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 ¹	50%	-	Reported annually.	△
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually	Increase	-	Reported annually.	△
Increased suburban tree canopy.	Every two years	14%	16%	-	Reported every two years.	△
Increased number of street trees planted per annum.	Every three months		>1,850 per annum	902	Street tree planting mainly occurs during late Autumn and Winter as this is the best time of year for planting.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Continue to improve environmental management services.</i>	We have undertaken the following work at City owned facilities: <ul style="list-style-type: none"> • rooftop solar systems installed, with 21 systems to be in operation by the end of 2019 • upgraded inefficient lighting across multiple sites • heating, ventilation and cooling upgrades and building management systems installed to more efficiently heat and cool our facilities. 	■
	<i>Continue to embed One Planet Living principles across the organisation.</i>	We are training our employees in One Planet Living, including presentations at employee induction sessions.	■
Educating and assisting our community to act on climate change, by reducing waste, emissions and water usage.	<i>Identify 'waste-to-energy' options for our region.</i>	We will continue to meet with other local governments, energy providers, waste-to-energy companies and other stakeholders to explore options for alternative waste treatment.	■
	<i>Trial a hard waste collection service.</i>	A contractor has been appointed, a booking system is currently being developed and a community information plan has also been developed.	■

¹ Target and baseline to achieve emissions reduction from Council's buildings and vehicle fleet from 2014-15 levels as per the City's Zero Carbon Emissions Strategy.

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Renew the Environment Management Strategy.</i>	We have appointed a consultant to assist with the review. They will start an internal engagement in the coming months.	■
	<i>Continue to invest in the community Environment and Sustainability grants program.</i>	We allocated all \$50,000 of our 2018–19 Environment and Sustainability Grants Program funds in December 2018.	✓
	<i>Investigate options to achieve zero waste to landfill and support the community to do likewise.</i>	We are exploring options to achieve zero landfill waste through discussions with other local governments, businesses and state government agencies. Findings will be presented in our Waste Strategy, which is currently under development.	■
Using sustainable materials to construct and renew roads, footpaths and street furniture.		We are using recycled crushed concrete in sub-base construction for footpaths. We are also investigating the possibility of using recycled plastic in asphalt pavements by speaking to suppliers and other local Governments.	■
Progressively changing standard street lights to LED lights, to help reduce carbon emissions.		We have developed a business plan, including financial modelling, for the replacement of our existing 20,000+ streetlights with LED lighting.	■
Commencing Drysdale landfill rehabilitation.		We have engaged a consultant and community consultation about the development of the <i>Drysdale Landfill Landscape Plan</i> is scheduled to begin in the next two months.	■
Constructing a green organics facility.		We have opened the new Geelong Garden Organics Composting Facility and received a site licence from the Environmental Protection Authority in late December 2018. The first load of green organic material is expected in mid-January 2019.	✓
Planting more trees to green and cool our urban areas.		Between July and December 2018, we planted 1,132 new advanced trees in streets and parks as part of the <i>Urban Forest Strategy</i> and we are currently using additional resources over summer to water street and park trees. Preparation and planning for the 2019 planting season has begun.	■
Reducing single-use plastic across the region.		We will develop and implement a Plastic Wise program to reduce single-use plastics at all our events, functions, activities and offices by December 2019.	■
Managing pest plants and animals more effectively.		Rabbit control efforts have been hindered by new limits on the use of poisons imposed by the Department of Environment, Land, Water and Planning. We are currently developing a new rabbit action plan to help control rabbit populations.	■
	<i>Protect and rehabilitate our beaches, waterways and conservation reserves.</i>	Our pest plant and animal and revegetation programs are ongoing and a coastal Hooded Plover program is also underway.	■

LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND
IMPLEMENTATION OF
SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

VIBRANT ARTS AND CULTURE

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

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325	Increase	-	Reported annually.	△
Increased access to cultural collections through on-line engagement.	Annual	49,093	Increase	-	Reported annually.	△
Increase in the percentage of active library members in the municipality.	Annual	19.28%	20%	-	Reported annually.	△
Increased employment in creative occupations.	Every five years	4.75%	Increase	-	Data available from 2021 Census.	△
Maintained visitation to our key cultural facilities: National Wool Museum, Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre.	Annual	National Wool Museum 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934	Maintain	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Incorporating arts and cultural initiatives into infrastructure development, to enhance our sense of place.		Our implementation of the <i>Public Art Strategy</i> continues, with a range of projects including: <ul style="list-style-type: none"> • launch of Leopold Community Hub sculpture commission in December 2018 and • the Underwater Sculpture Park at Clifton Springs (now titled the Sunken Gallery). We are also contributing to the heritage interpretation of the Sale Yards.	■
Recognising and sharing our heritage through storytelling.		We have been working on the following storytelling projects: <ul style="list-style-type: none"> • five stories completed for the Connecting Memory project • an interpretative trail commemorating our Anzac heritage • Bronze Stories, a Central Geelong installation. • exhibitions and public programmes at the National Wool Museum, which include a national project featuring the stories of regional women working on the land • the National Wool Museum's 30th anniversary. 	■
Recognising and celebrating Geelong's Aboriginal culture and history.		We are about to start planning for the 2019 Reconciliation Projection Program. We have also completed a DVD of the 2018 program which will be distributed. <p>Other projects we have been working on include:</p> <ul style="list-style-type: none"> • the Armstrong Creek Connecting Memory project, featuring stories of the First People 	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
		<ul style="list-style-type: none"> working with Wadawurrung to preserve a scar tree, with the aim of placing it at the National Wool Museum Renaming a major park in Armstrong Creek Bunjil's Nest, in honour of Bunjil, the creator spirit of the Wadawurrung and Kulin nation. 	
Working with galleries and museums to improve our public art and heritage offering.	<i>Develop a cultural strategy that advances our museums and galleries.</i>	We have done a lot of research to inform the upcoming cultural strategy and heritage asset strategic plan, and the framework for engagement has commenced. The <i>Public Art Strategy</i> will also be refreshed as part of this process.	■
	<i>Attract more national art exhibitions to the region.</i>	Major national and international exhibitions programed for 2018–19 at the Geelong Gallery and National Wool Museum include: <ul style="list-style-type: none"> the Archibald Prize the Marion Hall Best exhibition London's Natural History Museum Wildlife Photographer Awards and Sidney Nolan's Ned Kelly series. 	■
Attracting new, and supporting existing, creative industries.		Renew Geelong, a project we fund in partnership with Creative Victoria, has been successfully launched to allow local creatives to use vacant shops and spaces in Central Geelong on a rent-free basis, via a 30-day rolling license. The Creative Geelong project, also cofounded with Creative Victoria, has been ongoing, staging a number of workshops.	■
Delivering UNESCO City of Design creative outcomes, including: National Wool Museum Master Plan; Geelong Gallery redevelopment; Mountain to Mouth; Geelong After Dark; cultural trails.		Major projects, featured as UNESCO City of Design, are in the scoping and planning stages and creative partnerships are being developed, in particular for Geelong After Dark, Mountain to Mouth and Pivot Summit. Geelong is also partnering with Melbourne City of Design for the first time in 2019.	■
Working with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		The Geelong Regional Library Corporation continues to deliver a range of program and services, including the Word for Word Festival at the Geelong Library and Heritage Centre in November 2018.	■
	<i>Support music and performing arts programs.</i>	The next iteration of Connecting Song, a three-part mentorship of experienced songwriters with young emerging musicians, is underway, with mentors and mentees working together in preparation for Geelong After Dark.	■
	<i>Commence Osborne House remediation.</i>	We are undertaking a precinct master plan, which incorporates the land within the boundaries of Swinburne Street, Mackey Street, Princes Highway and the foreshore, including St Helens. This will include options for future use of Osborne House. Community engagement is currently underway and the plan should be finalised by April 2019. The building works are continuing, with the house emptied and artefacts being cleaned and protected. The house itself has been tested and mould levels have reduced.	■
	<i>Put heritage and conservation plans in place for significant infrastructure.</i>	The <i>Municipal Heritage Strategy</i> was adopted in August 2017. Conversation management plans are a critical tool for the ongoing protection of our heritage buildings and they are being prepared and implemented for many City owned sites.	■

LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS





INTEGRATED TRANSPORT CONNECTIONS

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

■ On track
 ◆ Needs improvement
 ◼ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths	Increase	-	Reported annually.	■
Increased community satisfaction rating with sealed local roads.	Annual	49	60	-	Reported annually.	△
Renewal gap for road management reduced.	Annual	\$4.5 M	Reduce	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Supporting projects in the G21 Region Road Transport Plan.	<i>Establish a traffic management plan for the northern growth corridor (including Lara).</i>	We have collected data and completed an engagement survey for the Lara Traffic Study. We will now prepare an action plan and confirm it with the working group, VicRoads and the Transport Group prior to rollout.	■
	<i>Work with VicRoads to deliver truck restrictions in Central Geelong.</i>	A <i>Central Geelong Freight Movement Plan</i> has been prepared by Transport for Victoria, with recommendations pending funding and finalisation of the <i>Transport Network Operating Plan</i> .	■
Working with VicRoads to deliver the Network Operating Plan, to improve bus services.		Transport for Victoria has held three workshops with industry stakeholders and prepared a draft <i>Network Plans for Transport and Bus Access in Central Geelong</i> . Community engagement is scheduled for February 2019.	■
Improving our road management and engagement program.		The <i>Road Management Plan</i> was updated and adopted in 2018. Our <i>Roads to Success</i> promotion has had a lot of online interest and increased customer understanding of 'pot-hole' repairs. We are also progressing the <i>Paths to Success</i> lean improvement project, which aims at reducing outstanding defects in footpaths and kerb and channels.	■
Delivering better-connected walking, cycling and trail paths across our region.	<i>Upgrade existing roads, streets and footpaths.</i>	Funding to prepare a shared trails master plan was allocated in 2018–19. We issued a consultant's brief, and a draft base plan is due in the first quarter of 2019. This will be followed by community engagement.	■
Advocating to improve rail, road and sea connections for our region.		The <i>Fast Rail to Melbourne</i> report was adopted by Council in December 2018. The report, presented to the Victorian Government, advocates for a faster rail service linking Geelong and Melbourne. The report was also presented to the G21 Transport Pillar in December 2018.	■
Working with government to improve freight connections to the Geelong Port.		Recent works at McLeod Street in North Geelong have improved access to the port. Regular meetings have been scheduled to inform future infrastructure projects.	■
Advocating and planning for a second container port at Bay West.		We provide support to the G21 Transport Pillar on this issue as required. The group has responded to the Victorian Government call for submissions and we are awaiting further opportunities for input or a decision.	Not started

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Supporting further international flights at Avalon.		<p>Tourism Greater Geelong and The Bellarine continues to work closely with both Avalon Airport and Air Asia to promote the new Avalon services in the following ways:</p> <ul style="list-style-type: none"> • media and travel trade familiarisations of the region • volunteers providing visitor information services at Avalon • training programs for ambassadors who work with and support departing and arriving passengers. <p>Avalon Airport is now a Tourism Greater Geelong and the Bellarine platinum partner.</p> <p>Efforts continue to attract additional airlines, new routes and destinations to Avalon, with further flight announcements anticipated in mid-2019.</p> <p>Research will commence in the first quarter of 2019 to better understand the travel patterns of Air Asia inbound passengers. Work will also commence on promoting Air Asia to the student market in Geelong, with the aim of boosting visits from family and friends.</p>	
Supporting the redevelopment of the rail station precinct, including a modern bus terminal.		Development Victoria has completed their peer review of the master plan and prepared a suite of recommendations, including a staging plan for consideration by the Victorian Government.	
Delivering the Better Bike Connections project.		<p>Community engagement on the Moorabool Street section of the Building Better Bike Connections Project is scheduled for February 2019.</p> <p>High Street survey results were released in December 2018. The tender for the Geelong West route closed in December 2018. Tender evaluation is underway for delivery of works in the first quarter of 2019.</p>	
	<i>Investigate and develop parking solutions in Central Geelong.</i>	The Revitalising Central Geelong partnership have initiated a consultation period for the Central Geelong Car Parking Discussion Paper. This will allow members of the community, as well as holidaymakers and visitors to the region, to provide their feedback on transport and parking options. The feedback will influence a Central Geelong Parking Strategy, to be developed in 2019.	

LINKS TO THE CLEVER CREATIVE VISION



A FAST, RELIABLE AND
CONNECTED TRANSPORT
NETWORK

A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses	Increase	-	Reported annually.	△
15 years of industrial land supply planned.	Annual	21 years	Maintain	-	Reported annually.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Continuing to work with government to deliver projects that revitalise Central Geelong.		The Revitalising Central Geelong partnership, jointly funded with the Victorian Government, is continuing to deliver on the <i>Revitalising Central Geelong Action Plan</i> . Recent activity includes: <ul style="list-style-type: none"> • Malop Street Green Spine Block 1 design • NDIA frontage work and planning for Blocks 3 to 6 • consultation on Central Geelong Parking • commencement of the Activity Centre Zone review and • progressing the Transport Network Operating Plan and Bus Service Review. 	■
Working with government to deliver City Deal projects.	<i>Work with government and local stakeholders to scope City Deal projects.</i>	City Deal project negotiations are ongoing. Discussions ceased during the caretaker period for the state election (November 2018) and recommenced post-election. The timing for signing City Deal is yet to be finalised, with both the state and federal governments yet to agree on the final projects to be included.	■
Using Geelong's UNESCO City of Design award to secure economic development projects.		The following work has been developing over the last quarter: <ul style="list-style-type: none"> • Geelong, in partnership with the National Gallery Victoria, will host a program of 27 events in March 2019 as part of Melbourne Design Week. A major stakeholder event will be delivered in March to coincide with this. • We attended the City of Design sub-network meeting, as part of our obligation to the UNESCO network. We have also met with representatives from Adelaide (City of Music), Melbourne (City of Literature) and Singapore (City of Design). • The Geelong City of Design logo has been trademarked, a style guide finalised and a new brochure has been completed. • We have signed up to the Creative Cities Network website. • A funding application to the Building Better Regions Fund has been completed and submitted. • We have also secured the international Pecha Kucha license, which will support activating the design sector in Geelong. 	■
Attracting new investments to the region.		We received over 200 business enquiries in 2018, including 50 new investment opportunities. We have supported Cross Laminated Offsite Solutions, Vestas Renewable Energy Hub, and Eco Kit Homes in establishing in Geelong. We have played a major role in developing the Better Approvals Process, streamlining the business approvals process, and will act as the concierge for the process.	■
Helping to renew industrial precincts.		Work to implement the <i>West Fyans Structure Plan</i> and the <i>Pakington Street Urban Design Framework</i> is underway. These projects will help transition older industrial areas to a mix of contemporary employment and residential uses.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Supporting and promoting local businesses, markets and products.		<p>We are providing a number of programs designed to support small business in the region. These include:</p> <ul style="list-style-type: none"> • Business Victoria workshops • Australian Taxation Office workshops • Free business mentoring through Business Victoria’s mobile business centre. • partner and support programs delivered by ManuFutures, Runway, Geelong Manufacturing Council and the Chamber of Commerce. 	■
	<i>Make land available to attract new industry.</i>	We completed industrial land supply monitoring in 2018. There has been a significant increase in demand in recent years, but sufficient supply remains for at least 20 years.	■

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES




GROWING OUR TOURISM AND EVENTS

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

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Annual increase in the percentage of visitors.	Annual	5.1 million (Apr 17-Mar 18)	2.1 per cent per annum	-	Reported annually.	△
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17-Mar 18)	3.8 per cent per annum	-	Reported annually.	△
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17-Mar 18)	4.9 per cent per annum	-	Reported annually.	△
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17-Mar 18)	1.9 per cent per annum	-	Reported annually.	△
Annual increase in tourism employment.	Annual	Estimated 5,906	1.6 per cent per annum	-	Reported annually.	△
Return on investment of Geelong major events to the municipality.	Annual	46:1	30:1	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Working with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		Changes within the state and federal governments has delayed the finalisation of the City Deal. Tourism Greater Geelong and The Bellarine continues to lobby for the Convention and Exhibition Centre.	■
Delivering the Visitor Economy Strategy 2017–21 and the Tourism Development Plan.	<i>Complete preliminary work for the establishment of the Mineral Springs Spa.</i>	The funding agreement Regional Development Victoria to undertake bore integrity testing is still to be finalised. This is a critical prerequisite prior to the commencement of an expression of interest/tender process. As a result, the site assessment has not yet been completed and work continues with state government to reissue funding that better aligns with site assessment and new timing anticipated. The project timing has been deferred to the 2019–20 budget. Once the site assessment and expression of interest are completed in 2019–20 financial year the project scope, timing and planning will be determined.	Not started
	<i>Continue to attract cruise ships.</i>	Our region will host the Australian Cruise Association in Geelong for their annual conference in September 2019. Further work is underway with the owners of Cunningham Pier to refine the consultant’s report into using the pier to host expedition and small-to-medium cruise ships. Three cruise ships will visit Geelong in 2018–19, disembarking over 2,500 passengers. They will be greeted by Tourism Greater Geelong and The Bellarine’s meet-and-greet welcome service. Two cruise ships have confirmed plans to visit Geelong in 2019-20 season. Lack of permanent pier structures and the subsequent use of swing moorings will continue to restrict the number of ships visiting Geelong waters.	■
	<i>Support the Geelong Waterfront Safe Harbour Precinct Project.</i>	A preliminary consultation has been undertaken on the precinct concepts, which will inform the master plan currently being developed.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Help to upgrade visitor facilities, experiences and accommodation.</i>	A tourism development plan for the region is under development, with consultants undertaking an industry and partner consultation.	
	<i>Commence construction of an artificial reef and underwater sculpture park.</i>	Consultants have been engaged to oversee stage 1 of 'The Sunken Gallery' project. This includes: <ul style="list-style-type: none"> formalising in principle support for the project by external stakeholders developing a marketing and communications plan, including consultation identifying project partners and funding opportunities. Expression of interest documentation has been developed to engage artists with a local artist selected to install a work first commissioned for Mountain to Mouth, as a land based marker for the Sunken Gallery.	
Building on the current events program and increasing cross-promotional opportunities.	<i>Continue to support high-quality events across the region.</i>	Tourism Greater Geelong and The Bellarine continues to work in partnership with both event organisers and Visit Victoria to promote the region's major events including the Victorian Golf Open, Cadel Evans Great Ocean Ride and the International Airshow at Avalon. This has been done in the following ways: <ul style="list-style-type: none"> packages and information kits provided to the crews of all boats participating in the Festival of Sails Tourism Greater Geelong and The Bellarine's digital platforms, visitor guides and visitor information services a pop-up service to welcome and support of visitors going to events in Geelong and Melbourne. 	

LINKS TO THE CLEVER CREATIVE VISION



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES

INNOVATIVE FINANCES AND TECHNOLOGY

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

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the city 11 council facilities with free community Wi-Fi	Increase	-	Reported annually.	△
More online transactions with our customers.	Every three months	Payments – 114,257 Forms – 17,517 Requests for Service – 24, 074	Increase	-	Reported annually.	△
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	-	Reported annually.	△
Increased revenue streams.	Annual	-	Increase	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Delivering smart technology solutions to areas such as street lighting, parking, waste management and children’s services.		We are currently installing a LoRaWAN low powered sensor network across the municipality to enable the use of smart sensors. This is an important piece of infrastructure for services such as parking management, environmental monitoring, movement and people counting, waste management, asset usage and management.	■
Delivering Smart Cities infrastructure using electronic data collection to better manage assets and resources.		We are currently installing two data platforms to improve the collection, management, sharing and visualisation of data and open data sets. An internal data register is set to be launched in March 2019, to improve identification and collaboration of data sharing between our departments. In March, we will also launch a new open data platform to the public, enabling greater access to council data. This tool is an important element in developing a Geelong data exchange for the City.	■
Increasing free Wi-Fi in public spaces and community facilities.		A \$1.8M grant from the state government has been approved and project planning has begun. Community engagement is scheduled to begin in February-March 2019.	■
	<i>Improve digital access for the Geelong community.</i>	Around 50 members of the community attended the Norlane Digital Expo held in October. The expo, supported by the City and delivered by students from St Thomas Aquinas, gave community members the opportunity to engage with digital technologies and experiences. The City is also facilitating a Whittington Digital Inclusion working group to plan and implement projects through 2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Developing digital tools and technologies to improve service delivery and our customer experience.	<i>Drive digital transformation in the organisation.</i>	Delays have been encountered with recruitment which has impacted on the initiation of this project. The City will complete a two stage procurement process – a request for information, followed by a request for tender. We anticipate contracts to be awarded in April 2020.	◆
Establishing sustainable financial and infrastructure management systems for our future.			
Attracting more technology-focused businesses to our region.		We are working with various stakeholders in the region to support the tech industry and the start-up and entrepreneurial sector. In partnership with Deakin, Geelong hosted the StartCon conference in October. This international 'pitch-fest' attracts businesses keen to win a place in the StartCon Final "Pitch for a \$1 million" held in Sydney.	■
Examining our budget to fund future initiatives.	<i>Review the efficiency of our service delivery.</i>	We are currently scoping out initiatives for 2019–20, as part of the 2019–20 budget process.	■

LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND
ADOPTING TECHNOLOGY



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES










ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE



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

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54	>70	-	Reported annually.	△
Increased community satisfaction with customer service.	Annual	70	>80	-	Reported annually.	△
Increased community satisfaction in decision-making.	Annual	53	>60	-	Reported annually.	△
Increased community satisfaction with community consultation (engagement).	Annual	50	>60	-	Reported annually.	△
Increased community satisfaction with overall council direction.	Annual	54	>70	-	Reported annually.	△
Reduction in Lost Time Injury Frequency Rate.	Every three months	14.9	Reduce	21.7	Due to the change in reporting methods, to align with industry standards, there is likely to be an increase in Lost Time Injury (LTI) numbers. The City is actively working to reduce the number and frequency of LTIs.	●
Increased employee engagement.	Annual	54%	70%	-	Reported annually.	△
Increased employee satisfaction.	Annual	62%	80%	-	Reported annually.	△
Increased positive media coverage.	Every three months	55%	Increase	62.3%	Media coverage is reported as the average for the first six months of the financial year.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Proactively managing our assets, including land holdings.		The Asset Management Transformation Project is progressing, with: <ul style="list-style-type: none"> the final draft policy ready for approval by the Asset Management Steering Committee the framework and strategy progressing well creation of asset management plan templates for each category type. These components will all be completed by February 2019. Recruitment of key roles will be finalised in late January 2019, providing much needed expertise to deliver this major change project.	◆
Consolidating the City of Greater Geelong offices.	<i>Plan for consolidating Council offices.</i>	Council has approved recommendations for consolidating our offices into one central location. Stage 2, which involves sorting proposals from developers and their design teams, has closed and we are looking to appoint a developer by the end of March 2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Communicating and engaging more effectively with the community, in areas of need.		<p>We have commenced community engagement to identify needs in the following priority areas:</p> <ul style="list-style-type: none"> • access and inclusion • lifelong learning and jobs • digital inclusion • community resourcing. <p>In partnership with local schools and organisations, we have developed a Youth Leadership Program, which offers 20 young people the opportunity to influence the City's decision-making. The City also continues to run core youth programs in areas of high need including Whittington, Lara and Corio.</p>	
Continuing to transform our workplace culture.	<i>Implement the actions in the annual employee opinion survey.</i>	<p>Executive action planning for Investment in Our People has commenced.</p> <p>Employee opinion forums are being conducted across the organisation between December 2018 and February 2019.</p>	
Using data and analytics to make better decisions.		<p>We are continuing to refine ways of using data to report on organisational performance.</p> <p>We have also commenced work on the development of a performance monitoring framework, which will give a holistic view of performance across the organisation.</p>	
Making our processes more effective and efficient.		<p>Just over 400 staff have participated in Introduction to Lean Thinking training while a further 16 staff have progressed through to Lean Basics training.</p> <p>There are 19 Business Improvement projects currently happening across the organisation that are focussed on better customer outcomes and reducing lead times on products and services.</p> <p>As demand for support outweighs our capacity to deliver, there has been a delay in the development of the Lean Basics and Lean Leader training programs.</p>	
Increasing state and federal funding for the region.		<p>We are continuing to advocate for regional priorities, in partnership with G21 and the Committee for Geelong.</p> <p>Our Chief Executive Officer and Mayor attended delegations to Canberra to advocate for the Northern ARC Health & Wellbeing Hub and fast rail to Geelong projects.</p> <p>We successfully applied for Regional Roads Victoria funding for Elcho Road, Lara.</p>	
Developing, promoting and improving the City's brand.		<p>We have advanced or completed a number of specific projects to enhance the City's brand, including:</p> <ul style="list-style-type: none"> • new in-house writing programs for officers, based on our writing standard • redesign of signage on animal management vehicles • a range of City-branded collateral (including brochures, print and online advertisements) • support for our annual Christmas program. 	
Leading major local organisations in collaborative projects.		<p>We will continue to bring together key regional stakeholders, via our Vision Partner Group. Membership will be expanded and the group will meet in the first quarter of 2019.</p>	
Using better communication to strengthen our strategic priorities.	<i>Strengthen strategic, governance and communication frameworks.</i>	<p>We are now enacting our <i>Corporate Communications and Marketing Strategy</i> to support the clever and creative 30-year vision, the Council Plan 2018–22, and all other high-level communications and engagement activities both internally and externally.</p> <p>Other work that has been completed includes:</p> <ul style="list-style-type: none"> • graphic design support for the City's new Operating Framework • completed the first year trial of an education program about local government operations, targeted at schools. 	
	<i>Convene a Junior Council, with input into decision making, to improve engagement with young people.</i>	<p>We received a total of 55 nominations for the Youth Council. All wards were represented (a minimum of 8 per ward). The majority (80 per cent) of applicants identified as female. Voting by Youth Advisory Group members is to take place in late December/early January.</p>	

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Begin five-year service planning.</i>	Our five-year service planning process is well underway, with all designated services due to complete plans by 30 June 2019. Delivery of these plans will set the foundations for service delivery over the coming years, and allow the organisation leaders and councillors to make informed, comparative decisions about investment in service delivery for the future.	
	<i>Strengthen relationships with neighbouring councils, including G21 region councils and the City of Wyndham.</i>	Our Mayor and Chief Executive Officer are both on the board of G21 - Geelong Region Alliance. The Executive Leadership Team have met with City of Wyndham's executive to strengthen ties and discuss common projects.	



LEOPOLD COMMUNITY HUB

Leopold's eagerly-anticipated community hub and library is now complete. The library officially opened to the public on 3 December and youth and senior programs will commence in early 2019.



CITY OF GREATER GEELONG

PO Box 104

Geelong VIC 3220

P: 5272 5272

E: contactus@geelongcity.vic.gov.au

www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

100 Brougham Street

Geelong VIC 3220

8.00am – 5.00pm

ISBN: 978-0-6483576-0-5

© City of Greater Geelong 2018

LATEST NEWS:

 [@CityofGreaterGeelong](#)

 [@GreaterGeelong](#)

 [@CityofGreaterGeelong](#)

 [CityofGreaterGeelong](#)

The *Council Plan 2018–22* is supported by the *Strategic Resource Plan 2018–22*.

The *Annual Action Plan and Budget* outlines the major initiatives to be funded each year in order to deliver the plan.

For a copy of the current documents go to www.geelongaustralia.com.au or call 5272 5272.