



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2019–20

—

DECEMBER 2019

SMART.NODES

In November 2019 eight smart street poles (SMART.NODEs) were installed along the Geelong Waterfront to replace outdated, cluttered and disconnected street poles.

This is one way we are fulfilling our Clever and Creative Vision to become a leader in developing and adopting technology.





ABOUT THE PLAN

Council Plan 2018–22 – Putting Our Community First, Update 2019–20 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 actions.

Links to the vision

Greater Geelong: A Clever and Creative Future is the 30-year community vision for the region. *Council Plan 2018–22, Update 2019–20* outlines how we will work towards making Greater Geelong a clever and creative city-region.

December status update

There are 81 key priorities and 104 actions. At the end of December 2019, the majority of these were on track with:

- Five 'complete'
 - *Implement a new approach for the Community Investment and Support Fund.*
 - *Construct a green organics facility.*
 - *Trial a flexible parking solution for the CBD.*
 - *Establish and fund the Community Events Grant Fund.*
 - *Establish and support an organisational change management function.*
- Two 'not started'
 - *Review and implement Greater Geelong Cycling Strategy.*
 - *Commence operation of an Enterprise Project Management Office.*
- Four 'needs improvement'
 - *Continue remedial works of Osborne House.*
 - *Construct and launch the first stage of the Sunken Gallery.*
 - *Create a new advocacy function.*
 - *Undertake detailed design to create linkages between shared paths across the region.*

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 2019	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (2017)	57%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59% (2017)	60%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41% (2017)	43%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.17% (2018–19)	Reported annually.	◆

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	<i>Implement actions in the Ba-gurrk Gender Equity Framework.</i>	We commenced a pilot project with Municipal Association Victoria that tests a new gender analysis tool for specific projects. This pilot project is due for completion at the end of March 2020. In addition, planning is underway for our annual International Women's Day event to be held in March 2020.	■
Support local organisations that address homelessness, family violence and food shortages.	<i>Work with partner agencies to implement strategies aimed at addressing homelessness in Central Geelong.</i>	We commenced work on a new project with key partners such as the Barwon Homelessness Network that considers security measures for rough sleepers in Central Geelong.	■
	<i>Implement a strategic response to address food shortages in the Geelong region.</i>	We appointed a consultant to undertake a review and develop a business case for the sustainability of a food assistance program across Geelong. We met with several key stakeholders in December 2019 with further consultation, assessment and planning to be undertaken in 2020.	■
Develop a housing policy to provide a range of social and affordable housing options.	<i>Adopt and commence delivery of the first year of the Social Housing Plan.</i>	We presented the draft Social Housing Plan to Council in November 2019. It was then released for community feedback. We anticipate that the final plan will be presented to Council for endorsement in February 2020.	■

Improve safety in our community.	<i>Work with partner agencies to develop a Community Safety Strategy and Action Plan.</i>	We commenced scoping a community safety framework and action plan with key agencies such as Victoria Police, Department of Justice and agencies who specifically address safety issues.	■
Provide safer public spaces.	<i>Improve safety in the CBD including the Little Malop Street Mall and Moorabool Street.</i>	We began a trial of minor works as part of the Little Malop Street Central activation and public realm improvement project. The public toilet has been removed to make way for a performance space. The water feature will be reinstated and there will be new festoon lights, children's play equipment, planter boxes and seating. The results of the trial will help shape the long-term masterplan for the space, which will involve extensive community consultation.	■
Encourage responsible pet ownership.	<i>Implement the Domestic Animal Management Plan focusing on community awareness and education.</i>	We conducted several community and awareness initiatives including: <ul style="list-style-type: none"> • an audit of dog signage with new signage now being rolled out to key locations • temporary "pick up poo" signage installed at sporting grounds • rebranding animal management vehicles to improve visibility within the community • Park Your Pet App ongoing messaging, articles and visibility • community engagement about the proposed changes to dog control orders on Barwon Coast managed land • promotional City-branded dog poo bag dispensers distributed at City-attended pet events • creating a video about effective dog control. 	■
Promote healthy eating and support active living.	<i>Continue to work with sporting clubs, community groups and businesses to promote healthy eating.</i>	We continued to work on the reduction of sugar sweetened beverages at Council owned and operated recreation facilities. In conjunction with partner organisations in Victoria's South West region, we are supporting the 'Choose Water Every Day' Campaign, a call to action to select water over other beverages.	■
	<i>Create and facilitate more health and fitness options.</i>	We now offer across all four indoor leisure centres: <ul style="list-style-type: none"> • over 400 virtual fitness classes, providing flexible fitness class options. • over 100 MOTIVATE30 small group training classes, which continue to grow in popularity. 	■
	<i>Create the Mental Health Strategy and Action Plan.</i>	We developed a scoping paper to further understand our role in facilitating positive mental health. A new action plan is in development that outlines more specific activities to promote mental health.	■
Create healthy environments in children's settings.		We implement daily safety checks in children's outdoor play spaces prior to children's play.	■
Work towards having the safest roads in Victoria.	<i>Work towards becoming a "Towards Zero" council for road safety.</i>	We are updating our <i>Road Safety Strategy</i> to be considered by Council in early 2020.	■
		We are also working to secure \$3 million to implement additional road safety treatments throughout Corio and South Geelong.	

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 2019	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (November 2017)	Maintain	2,177.9 ha (549 sites) (2018)	Reported annually.	■
Per cent of plans for key community infrastructure projects completed.	Annual	37 key community infrastructure projects have been identified for delivery by 2022.	100%	65% (June 2019)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Identify locations and construct two fenced dog parks.</i>	We are scoping priority sites for two new fenced dog parks.	■
Support the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities and upgrade existing ones.</i>	We have completed design and planning work for West Oval to be regional AFL facility. We have engaged a consultant to review the suitability of the Geelong Baseball Centre at Waurn Ponds as a venue for hosting international teams and regional baseball. We are revising the <i>Drysdale Sporting Precinct Master Plan</i> following community and stakeholder feedback received July–September 2019.	■
Deliver accessible and attractive community infrastructure, based on community need.	<i>Advocate for funding for the Northern ARC Health and Wellbeing Hub.</i>	We continue to collaborate with G21, Regional Development Victoria, Sport and Recreation Victoria and the Barwon Region Partnerships to advocate for state and federal government funding.	■
	<i>Engage with sporting clubs and community groups to improve access to community and sporting facilities.</i>	Marveloo continues to be activated and maintained for use in our community.	■
	<i>Complete planning to upgrade children’s centres, and construct and open new centres.</i>	We completed and opened the new Rosewall Community Centre in November 2019. We also completed construction of the Integrated Child and Family Centres at Corio (Purnell Road) and Drysdale, both due to open in 2020.	■
	<i>Acquire land for new community infrastructure.</i>	We have finalised the purchase of land in Fyansford from VicRoads for a future community facility. Land in Bell Park/Bell Post Hill was purchased to enable the development of a new Child and Family Community Hub.	■
	<i>Implement a new approach for the</i>	In November, we awarded \$3.2 million in grants to community clubs and groups across the region as part of	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Community Investment and Support Fund.</i>	our Community Investment and Support Fund. Our new approach included: <ul style="list-style-type: none"> • increased budget allocation for Community Infrastructure • final assessment by a community panel • a new grant for community events • changes to guidelines to reflect the priorities of council plan. 	✓
	<i>Develop a feasibility study for a livestock and information exchange facility.</i>	The Rural and Peri-Urban Advisory Committee appointed an organisation to undertake a feasibility study for a livestock and information exchange facility. Engagement with key stakeholders will inform the development of the study with a final report expected in April 2020.	■
	<i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i>	We held a series of meetings with Osborne Park Association representatives and a forum with community stakeholders on 12 November 2019. We re-scoped the project and prepared a program of renewal works to be undertaken. A report is being prepared for consideration by Council in February 2020.	■
Maintain our public open space.	<i>Improve playgrounds using the Geelong Play Strategy.</i>	We engaged with the community over November/December 2019 on the upgrade of nine neighbourhood playgrounds. We also sought community ideas on the design of a new sub regional nature-based playground at Goldsworthy Reserve, Corio.	■

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 2019	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5% (2014)	80%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	Annual	-	Increase	8 facilities (June 2019)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocate for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Develop and launch the Reconciliation Action Plan.</i>	We worked with a Reconciliation Action Plan (RAP) working group on the development of our first RAP under the theme of "Reflect". The first draft plan has been presented to Reconciliation Australia and we aim to present the final RAP in time for Reconciliation Week, held in May 2020.	■
Advocate for inclusive, multicultural activities and respect for cultural diversity.	<i>Implement the first year of the Multicultural Action Plan.</i>	We delivered actions from the <i>Multicultural Action Plan</i> including a Men's Swimming program and reviewing our <i>Diversity Policy</i> .	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support activities that improve social connections in our community.		<p>We continued our youth interactions aimed at improving social and community connections through groups, holiday programs, drop in programs and events, engaging with 7,931 young people.</p> <p>We also:</p> <ul style="list-style-type: none"> provided grants to community groups to provide regional events as part of International Day of People with Disability partnered with the Gordon Skills and Jobs Centre to support the WorkWise Women program which saw 20 women participate in five-week program to build social connections and capacity for work and training attended the Wyndham Community Education Centre to communicate with newly arrived job seekers around opportunities to minimise isolation. 	
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<i>Continue to invest in programs and facilities to support gender equity in sport.</i>	<p>We hosted a forum in December 2019 to recognise local sporting clubs that implemented successful gender equity practices. This project was made possible with a grant from Municipal Association Victoria.</p> <p>We will continue to work with sporting clubs to emphasise the importance of gender equity approaches in 2020.</p>	
Facilitate employment programs for the communities that need it most, including young people.	<i>Deliver employment programs for people with Jobs Victoria Employment Network and Skilling the Bay.</i>	<p>We had 40 new participants registered in Skilling the Bay programs which included:</p> <ul style="list-style-type: none"> Good Cycles program Certificate II Production Horticulture Certificate III Cleaning Operations Jamie's Ministry of Food Program Go Traffic training program Work ready life skills program. 	
Improve access to facilities and programs for people of all abilities.	<i>Implement the Community Access and Inclusion Plan including the Changing Places Strategy.</i>	<p>Our <i>Access and Inclusion Plan</i> is being implemented, with initial outcomes to be reported in January 2020.</p> <p>We installed the Changing Places amenities in Westfield Geelong as part of the Central Geelong Accessibility Improvements Project. This is a joint project with the Department of Environment, Land Water and Planning and Westfield.</p> <p>We now have seven Changing Places facilities across the municipality.</p>	
	<i>Start design of inclusive playground at Rippleside Park.</i>	<p>We commenced planning for the new all accessible regional playspace at Rippleside Park. The community was engaged on design ideas over October/November 2019 and we are now developing concept design plans. Further community engagement and detailed planning will be undertaken in 2020.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Recognise our returned service men and women.		<p>We facilitated and supported a range of projects to ensure there is recognition and respect for our returned service women and men including:</p> <ul style="list-style-type: none"> • identifying plaques and memorial across the municipality requiring maintenance, care and repairs • relocating the Spirit of ANZAC statue and Victoria Cross recipient pavers within Johnston Park. • supporting the special Remembrance Day performance of 'The Mission' by Tom Molyneux at Courthouse Youth Arts. 	■
Further develop programs that support older people and young people in our community.	<i>Develop and launch the Positive Ageing Plan.</i>	We will recruit a new role to develop a Positive Ageing Plan and have tendered for an external consultant to assist in this plan's development.	■

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 2019	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares (December 2018)	Increase	1,275.471 hectares (June 2019)	We have increased the natural habitat that we manage by 376.759 hectares.	■
15 years of residential land supply planned.	Annual	14+ years (January 2017)	Maintain	26 years (June 2019)	Reported annually.	■
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (December 2016)	40%	23.0% (2018)	There has been a significant increase in the total annual dwelling production. Greenfield development is most able to respond to spikes in demand for new dwellings.	⬠
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.	Annual	n/a	Planning controls in place	-	We incorporated the new Environmentally Sustainable Development guidelines into the Planning Scheme via a planning scheme amendment which was gazetted on 17 October 2019.	✓

Four-year council plan priorities

2019–20 actions	Progress comment	Status
Ensure housing supply, diversity and affordability can meet the needs of our growing community.	Council referred Amendment C395, which seeks to implement the <i>Settlement Strategy</i> into the Geelong Planning Scheme, to an independent planning panel. The panel hearing is ongoing and will conclude in February 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Facilitate opportunities for infill residential development.	<i>Adopt the Saleyard Precinct Master Plan.</i>	The draft <i>Saleyards Precinct Plan</i> will be considered by Council in early 2020.	■
Continue to develop urban growth areas across the region.	<i>Commence a Precinct Structure Plan in each of the Northern and Western Geelong Growth Areas.</i>	We are preparing third party funding agreements with the land owners in the first precincts. Biodiversity assessments in the field are underway.	■
	<i>Unlock barriers to investment in key development areas, urban renewal areas and station precincts.</i>	We are preparing the draft <i>South Geelong Urban Design Framework</i> . The draft <i>Pakington Street Urban Design Framework</i> will be considered by Council in February 2020.	■
	<i>Continue to implement the Armstrong Creek Urban Growth Area to ensure infrastructure and services meet the needs of the new communities.</i>	Continue to implement the Armstrong Creek Urban Growth Area. Development is progressing in four precincts. New schools are opening in January 2020.	■
	<i>Work with Victorian Government to deliver the Geelong Growth Area Transport Infrastructure Strategy.</i>	We continued to work on the Geelong Growth Areas <i>Transport Infrastructure Strategy</i> .	■
Manage the impact of development on the unique character of our townships.	<i>Progress the Municipal Heritage Strategy in partnership with the Heritage Advisory Committee.</i>	We are working on a thematic history for Geelong. The outcomes will be released in 2020.	■
	<i>Work with Victorian Government to conserve the Bellarine as a distinctive landscape area.</i>	The Bellarine Peninsula was declared a Distinctive Area and Landscape under the <i>Planning and Environment Act 1987</i> on 22 October 2019. We are working with the Department of Environment, Land, Water and Planning on the technical work and next stage of consultation in 2020.	■
Improve the environmental performance of new developments, using planning controls.		We incorporated the new Environmentally Sustainable Development guidelines into the Planning Scheme via a planning scheme amendment which was gazetted on 17 October 2019.	■
Preserve nature reserves, rural and coastal environments.	<i>Develop the Sparrovale Wetlands Master Plan and begin construction.</i>	We developed a webpage and promotional video as part of the <i>Sparrovale Master Plan</i> community engagement program that will commence soon. We engaged with Wadawurrung representatives on a name and features to be contained within the reserve. We also held a workshop to develop planning guidelines for the interface with the Sparrovale reserve.	■

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 2019	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	54.00% (2018–19)	Reported annually.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO ₂ -e (2014–15)	50% reduction	22,633 tCO ₂ -e (2017–18)	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 (2017–18)	Increase	-	Reported annually.	△
Increased suburban tree canopy.	Every two years	14% (June 2017)	16%	-	Reported every two years.	△
Increased number of street trees planted per annum.	Annual	-	>1,850 per annum	-	Reported annually.	△

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.		We joined 47 other Victorian councils to make the switch to 100 per cent renewable energy to power our buildings and streetlights. Between 2017–2019, 652 kiloWatts of solar was installed across eight City owned facilities. Systems will be installed at a further four sites in February/March 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Complete feasibility study of the Food Organics Processing and Transfer Station.</i>	We continued to investigate options to divert food organics from kerbside collections.	■
	<i>Develop and adopt the Waste and Resource Recovery Strategy.</i>	The draft <i>Waste and Resource Recovery Strategy</i> was presented to Council in December 2019 and made available for public comment through to 7 February 2020.	■
	<i>Continue the hard waste collection service trial.</i>	We have provided 14,500 hard waste pick-ups since the service started in April 2019. Requests for pickups have increased again over summer, following a decrease during the winter period.	■
	<i>Implement short and long term strategies to respond to changes in recycling markets.</i>	We resumed the processing of kerbside recycling on 16 December 2019. Our recycling services at the Geelong and Drysdale Resource Recovery Centres were expanded to allow residents to drop off additional recyclables for processing. We continue to work with state government agencies, the recycling industries and other councils to develop and implement longer term actions.	■
	<i>Work with other local governments to implement regional initiatives (sustainable street furniture and road materials, zero landfill waste, waste-to-energy).</i>	We worked collaboratively with other Barwon South West councils, contributing to the regional forums of G21 and Barwon South West Waste and Resource Recovery Group.	■
	<i>Work with partners for an integrated water strategy for the Northern and Western Geelong Growth Areas.</i>	We continued our partnership with Barwon Water and Department of Environment, Land, Water and Planning on the integrated water management strategy for the Northern and Western Growth Areas.	■
	<i>Support Barwon Water to deliver a regional Integrated Water Management Strategy.</i>	We are working with Barwon Water on an Integrated Water Management Plan for the North Western Growth areas. We are also supporting their Water for our Future program.	■
Use sustainable materials to construct and renew roads, footpaths and street furniture.	We will be trialling a new form of asphalt made with recycled plastics on several sections of road across the municipality. The combined 1,100 metres of road surface will save the equivalent of 3,500 kg of plastics going to landfill. The three sections of road; Roslyn Road (Thornhill Road – South Valley Road, Highton), Moorabool Street (Kilgour Street – McKillop Street, Geelong) and Purnell Road (Princes Freeway – Teleta Crescent, Corio) are expected to be refurbished between January and March 2020.	■	

Four-year council plan priorities			
2019–20 actions	Progress comment	Status	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.	We plan to transition standard street lights to LED lights during 2020.		
Commence Drysdale landfill rehabilitation.	Our trials of an evapotranspiration (phyto) cap in the rehabilitation of the Drysdale landfill will continue for another 12 months. Then we can seek approval from the Environmental Protection Authority to use it to rehabilitate the entire landfill.		
Construct a green organics facility.	Our garden organics processing facility in Anakie is complete. It continues to receive and process kerbside garden organics material. The compost produced from this facility provides valuable organic material into the neighbouring farmland.		
Plant more trees to green and cool our urban areas.	<i>Implement the Urban Forest Strategy.</i> We planted 1,518 advanced street trees during winter. We are preparing for next season's planting program due to commence in May 2020.		
Reduce single-use plastic across the region.	<i>Trial the Plastic Wise Program at events in our region.</i> We have commenced developing our Waste Wise Program including waste audits on key City sites and policy and process reviews. These initiatives set new priorities and ways for addressing our waste. Our Civic Precinct Project aims to achieve an industry-leading 6-star National Australian Built Environment Rating System (NABERS) waste rating, equivalent to 75% of waste diverted from landfill.		
Manage pest plants and animals more effectively.	We completed extensive roadside woody weed work on roadsides across the municipality, including Serrated Tussock. We are currently mapping Chilean Needle-grass on roadsides to inform our future control program.		
Deliver biodiversity conservation programs.	<i>Develop and implement the Biodiversity Strategy.</i> We appointed a consultant to update the City's biodiversity mapping that will help inform the <i>Biodiversity Strategy</i> . We also completed a mapping workshop with key government agencies and environment groups.		
	<i>Develop the Northern and Western Growth Areas Biodiversity Conversation Strategy.</i> We commenced field surveys to inform the Northern and Western Geelong Growth Areas <i>Biodiversity Strategy</i> .		
	<i>Foster best agricultural and environmental management practices in rural and peri-urban communities and on Council land.</i> We have partnered with the Bellarine Landcare Group to assist landowners in the Swan Bay Catchment Area with new landholder incentive grants. The aim of the program is to protect and increase areas of environmental significance on private property and improve the water quality of Swan Bay. Eleven properties have been assessed for the 2019–20 year, including preparing conversation management plans for each landowner. The plans provide strategies for improved agricultural and environmental management practices on their land as well as guiding them on what they can apply for as a part of the grant program.		

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<p><i>Implement initiatives from the Rural Peri-Urban Advisory Committee including restoration of rural landscapes.</i></p>	<p>We have identified four areas across the municipality for the new Restoring Rural Landscapes Program. Rabbit control has commenced in the first zone.</p>	<p>■</p>

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 2019	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325 (30 June 2018)	Increase	17,627 (30 June 2019)	Reported annually.	■
Increased access to cultural collections through on-line engagement.	Annual	49,093 (30 June 2018)	Increase	68,815 (30 June 2019)	Reported annually.	■
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	18.20% (2017-2018)	Reported annually.	◆
Increased employment in creative occupations.	Every five years	4.75% (2016)	Increase	-	Data available from 2021 Census. The next Census results are due to be released in the 2021–22 financial year.	△
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre.	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934 (2017–18)	Maintain	NWM 947,547 Potato Shed 109,629 Geelong Gallery 156,281 Courthouse Youth Arts 21,197 Geelong Library & Heritage Centre 470,420 (2018–19)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.		<p>We developed several public art projects including:</p> <ul style="list-style-type: none"> • project management for the Sunken Gallery project • working with developers to integrate art for the Armstrong Creek and Anchorage developments • working with Revitalising Geelong on the next stage of the Green Spine development. 	
Recognise and share our heritage through storytelling.		<p>We completed and launched the Bronze Stories Public Art Trail. This project, which tells local stories on bronze plaques outside historic sites in central Geelong, was completed by a local artist. More information on the trail was also made available through the Geelong Arts, Culture and Heritage Trails app.</p>	
Recognise and celebrate Geelong's Aboriginal culture and history.	<i>Continue to work across all Council events to link and emphasise Aboriginal culture and history.</i>	<p>We worked with Wadawurrung Elders, artists and advisors on several projects including:</p> <ul style="list-style-type: none"> • the conceptual development of public art for the Green Spine development • the launch of Bronze Stories and event at Johnstone Park with Corrina Eccles presenting the story 'Remembering Dan Dan Nook' • working with Department of Justice and the Torch for the Reconciliation Week project, which focuses on art produced by indigenous prisoners • a translation project for endangered species of Geelong. 	
Work with galleries and museums to improve our public art and heritage offering.	<i>Continue remedial works of Osborne House.</i>	<p>We are working with key stakeholders to ensure this project gets back on track as soon as possible. A report will go to Council for further consideration early in 2020.</p>	
Attract new and support existing creative industries.	<i>Continue the support and delivery of Geelong's iconic arts and cultural events and programs.</i>	<p>We partnered with School of Lost Arts to commission a major art work of 80 vegan taxidermy (paper mache) local endangered bird species, including engaging over 1,000 students to create the art works.</p> <p>We supported local artists and creative businesses as part of the Creative Symposium held at Geelong Arts Centre. Our support highlighted the importance of affordable places and spaces in the City for start-ups and creative business.</p> <p>We continued to facilitate arts and cultural activities, and events through:</p> <ul style="list-style-type: none"> • our Creative Communities grants program • the National Wool Museum exhibitions and public programs • the Potato Shed program • developing the Geelong After Dark 2020 program. 	
	<i>Support the development and promotion of local artists, arts organisations and live music.</i>	<p>We announced the successful Creative Communities Grant applicants in November 2019, with \$211,510 distributed across 14 community festivals and 25 community arts projects.</p> <p>We also provided support for music initiatives including:</p> <ul style="list-style-type: none"> • partnered with Music Victoria to deliver the Geelong Music Venues Day to support local venues and music professionals with information and tools to continue 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
		<p>developing live music across the region.</p> <ul style="list-style-type: none"> continued to develop a website to build music-focused resources for musicians, venues and people looking for information about music in the Geelong Region. created a Spotify playlist titled 'Sounds of Geelong' participated in several music industry discussions including State Government Live Music Roundtable, Live Music Roundtable (a music festival sub-committee) and Music Victoria – Regional Working Group. 	
	<i>Assist cultural venues to cross-promote programs and events.</i>	<p>We supported several initiatives including:</p> <ul style="list-style-type: none"> the 2020 Potato Shed Season Launch key exhibitions at the National Wool Museum including Without Consent and National Geographic Wildlife Photographer of the Year 55 Exhibition the Geelong Arts Centre's 'Reflex: The future of our creative community' forum in November 2019. 	■
Deliver UNESCO City of Design creative outcomes, including:	<i>Adopt and implement recommendations of the Strategic Plan for Use and Management of Geelong's Heritage Assets.</i>	The Our Heritage, Our Collection draft report, was presented to Council in November and made available for public comment throughout December 2020. It proposes how the City will use and manage its heritage collection.	■
<ul style="list-style-type: none"> National Wool Museum Master Plan Geelong Gallery redevelopment Mountain to Mouth Geelong After Dark cultural trails. 	<i>Adopt and implement the first year of the Cultural Strategy.</i>	We developed key actions and timelines for the <i>Arts and Culture Strategy</i> , including the development of an engagement plan to take place during 2020.	■
	<i>Undertake the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.</i>	We are working with the Geelong Gallery to scope the requirements of the Geelong Gallery redevelopment business case.	■
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		<p>We completed the final evaluation report for the redevelopment of the Geelong Library and Heritage Centre, funded by Regional Development Victoria. The report identified project outcomes and achievements over the five years since its completion.</p> <p>We also supported the Geelong Regional Library Corporation's Word for Word National Non-Fiction Festival, through promotional and program support.</p>	■

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 2019	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	210 km bike paths 1,755 km footpaths (June 2019)	Reported annually.	■
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	54 (2019)	Reported annually.	■
Renewal gap for road management reduced.	Annual	\$4.5 million (2017)	Reduce	\$3.0 million (2019)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support projects in the <i>G21 Region Road Transport Plan</i> .		We are supporting Regional Roads Victoria and Major Projects Victoria to deliver the Drysdale Bypass, Barwon Heads Road duplication and safety improvements on the Bellarine Highway. Together we are also planning initiatives around freight movement and access to Geelong Port and the Geelong Ring Road Employment Precinct.	■
Work with VicRoads to deliver the <i>Network Operating Plan</i> , to improve bus services.	<i>Adopt the Transport Network Operating Plan including recommendations from the Bus Services Review.</i>	We commenced engagement with our community on the draft <i>Transport Network Operating Plan</i> in October 2019. Engagement closes January 2020 with outcomes to be presented to Council in February 2020.	■
Improve our road management and engagement program.		We continued to develop an online interactive map to inform the community about the social and civil infrastructure (i.e. roads and drainage) projects under construction across the municipality.	■
Deliver better-connected walking, cycling and trail paths across our region.	<i>Implement council program of infrastructure upgrades including streets, roads and drains.</i>	We will commence widening Anakie Road, north of the Ring Road, to improve safety and access for heavy vehicles in early 2020. We will upgrade the open drains and wetland servicing the Heales Road industrial precinct in early 2020.	■
	<i>Upgrade and deliver new footpaths, cycling and trail paths and create linkages between paths.</i>	We are finalising the construction phase for the Western Link and commencing the southern link of the Building Better Bike Connections project. We constructed a concrete shared path on Colac Road linking Pioneer Road to Broughton Drive in Highton.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Review and implement Greater Geelong Cycling Strategy.</i>	The review of the <i>Greater Geelong Cycling Strategy</i> is currently on hold as we may incorporate it into a broader municipal wide transport strategy.	Not started
	<i>Undertake detailed design to create linkages between shared paths across the region.</i>	Feedback from our community is helping inform the development of a <i>Shared Trails Master Plan</i> . The draft plan will be available for consultation in early 2020.	◆
Advocate to improve rail, road and sea connections for our region.	<i>Lead the Regional Fast Rail Advocacy Alliance.</i>	We continue to advocate for a fast rail connection between Melbourne and Geelong. As part of our commitment to this endeavour, our Mayor and Director Economy, Investment & Attraction met with the Victorian Government's Minister for Transport Infrastructure.	■
	<i>Explore opportunities to enable the Geelong-Melbourne ferry service.</i>	A twice daily ferry service to Docklands from Steampacket Quay commenced in December 2019.	■
Work with government to improve freight connections to the Geelong Port.		We are working with Geelong Port to plan for future access to and from the Port via road and rail.	■
Advocate and plan for a second container port at Bay West.		We continue to advocate for a second container port at Bay West with various Geelong partners including G21, Committee for Geelong and Regional Development Victoria.	■
Support further international flights at Avalon.		Tourism Greater Geelong and The Bellarine continue to support Avalon Airport through a partnership in considering potential flights into Avalon Airport.	■
Support the redevelopment of the rail station precinct, including a modern bus terminal.		We continue to support the State Government's precinct planning for the rail station through the Central Geelong Revitalisation partnership.	■
Deliver the <i>Better Bike Connections</i> project.	<i>Progress Better Bike Connections, west and southern routes.</i>	We are finalising the construction phase for the Western Link. The detailed design of the Southern Route bike connection is in development, with works scheduled to commence in early 2020.	■

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 2019	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	17,995 businesses (30 June 2019)	Reported annually.	■
15 years of industrial land supply planned.	Annual	21 years (September 2018)	Maintain	28 years (June 2019)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	<i>Work with Victorian Government to implement Central Geelong Action Plan.</i>	We continue to work collaboratively with the state government to deliver the Revitalising Central Geelong Action Plan.	■
Work with government to deliver City Deal projects.		The <i>Geelong City Deal Implementation Plan</i> was released in October 2019 and the first projects have commenced. We will meet monthly with federal and state government representatives to ensure the delivery of the full range of initiatives.	■
Use Geelong's UNESCO City of Design award to secure economic development projects.	<i>Collaborate with partners to deliver projects that support the UNESCO City of Design goals of sustainable cities and communities.</i>	We continued to work with partners on several initiatives including: <ul style="list-style-type: none"> • partnering with Deakin University to present the third lecture in the Clever and Creative Lecture Series, Design with Nature • hosting the third Pechua Kucha event with 10 speakers and 70 participants • agreeing to work collaboratively with the cities of Melbourne, Ballarat and Bendigo as fellow members of the UNESCO Creative Cities Network, under the framework of the Victorian Creative Cities Network. This group also includes Creative Victoria • developing a City of Design Champion program to increase the awareness and community ownership. There are currently 13 champions • presenting at the UNESCO Asia Pacific Creative Cities Conference in Adelaide in October which included over 200 delegates from across Asia • working in partnership with Deakin University to deliver an International Symposium as part of Geelong Design Week in March 2020. 	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Attract new investments to the region	<i>Advocate for Geelong businesses and major projects that contribute to regional economic development.</i>	We provided support for Hanwha's bid to manufacture Land400 tanks in Geelong. We also assisted 33 businesses with regulatory advice, preferable business locations and Council permit applications through the Better Approvals Process.	■
	<i>Make decisions to support the start-up and entrepreneurial ecosystem.</i>	We partnered with ManuFutures to develop and deliver a design thinking workshop for start-ups and entrepreneurs that have a manufacturing focus. This program will help build capacity, refine ideas and provide pathways for potential new manufacturing businesses in Geelong.	■
Help to renew industrial precincts.	<i>Develop screening strategies to improve the entrance into Geelong.</i>	We are working with contractors to identify key areas of focus for landscape improvements. Minor works will include garden bed upgrades and increased maintenance along Melbourne road – as a key entrance into Geelong.	■
	<i>Integrate the Retail Strategy 2016–36 into the Greater Geelong Planning Scheme.</i>	Independent planning panel hearings for Amendment C393 – Retail Strategy were conducted in October and December 2019. A final hearing day has been scheduled for January 2020.	■
Execute strategies for economic growth in the region's north.	<i>Promote the economic assets and investment opportunities in the region's north.</i>	The Regional Industry Sector Employment Program (RISE) won the Community Collaboration in Economic Development award category as part of the 2019 Economic Development Australia Awards for Excellence.	■
	<i>Continue to deliver the Regional Industry Sector Employment (RISE) Program to support jobs in the construction industry.</i>	The RISE program has had 79 participants with a 60% completion rate since it began in July 2018. The program has placed 33 participants in apprenticeships, with 19 remaining in employment for greater than three months. It is an integral component of the Vital Communities project.	■
Support and promote local businesses, markets and products.	<i>Trial a flexible parking solution for the CBD.</i>	We introduced free 30-minute weekday car parking in two-hour zones in Central Geelong in December 2019. This involved integrating several different technologies including a new parking app, license plate recognition technology, digital upgrades to parking machines and a new data platform upon which all technologies are based.	✓

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 2019	Progress comments	Status
Annual increase in visitors.	Annual	5.1 million (Apr 17 to Mar 18)	2.1 per cent per annum	5.2 million (Apr 18 to Mar 19)	Reported annually.	■
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17 to Mar 18)	3.8 per cent per annum	\$964 million (Apr 18 to Mar 19)	Reported annually.	◆
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17 to Mar 18)	4.9 per cent per annum	56,000 (Apr 18-Mar 19)	Reported annually.	⬢
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17 to Mar 18)	1.9 per cent per annum	1.4 million (Apr 18 to Mar 19)	Reported annually.	■
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6 per cent per annum	Estimated 6,226 (2018–19)	Reported annually.	■
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	49:1 (2018–19)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		We are involved in the Geelong City Deal as part of the Advisory Group. The Geelong City Deal Implementation Plan was launched in October 2019 outlining milestones and next steps for several tourism infrastructure projects, including the Convention and Exhibition Centre, whose project plan is in development.	■
Deliver the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i> .	<i>Support Geelong Yacht Club to implement stage one of the Geelong Waterfront Safe Harbour Master Plan.</i>	A funding agreement with Royal Geelong Yacht Club was signed and allocated to Stage 1 of the project.	■
	<i>Construct and launch the first stage of the Sunken Gallery.</i>	We continued work on the Sunken Gallery, revising project management timelines to adequately review: <ul style="list-style-type: none"> Occupational Health and Safety risk management ensure government permits are approved. 	◆
	<i>Open the Geelong Botanic Garden Sustainable Visitor Facility.</i>	Our new facility is nearing completion with footpath, carparking and landscaping to be completed by end of March 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).</i>	The <i>Tourism Development Plan 2019–22</i> was updated in May 2019. Tourism Greater Geelong and The Bellarine is working with key stakeholders to advocate for the desired outcomes from this report.	■
	<i>Support and grow international education as part of the local visitor economy.</i>	The Study Geelong program continued to strengthen with the recent My Geelong Tour Guide Program, Student Ambassador Program and continued student engagement projects.	■
	<i>Participate in the development of the You Yangs and Serendip Sanctuary Master Plan.</i>	Tourism Greater Geelong and The Bellarine continue to provide input into the draft <i>The You Yangs and Serendip Sanctuary Master Plan</i> , a Parks Victoria led initiative.	■
	<i>Support the development of shared trail linkages to create a trail network across the region.</i>	We provided advice in relation to the <i>Shared Trails Master Plan</i> linking key tourism assets and destinations.	■
Build on the current events program and increasing cross-promotional opportunities.	<i>Establish and fund the Community Events Grant Fund.</i>	We have set up the Community Events Fund, including budget allocation, guidelines, assessment process and evaluation. The fund aims to support moderate sized events, which: <ul style="list-style-type: none"> • bring economic benefits to the City • enrich the community • celebrate common interests • provide opportunities for local participation. We have awarded \$84,900 in grants to 17 successful Round 1 applicants.	✓
	<i>Continue to drive visitation by supporting local events.</i>	Tourism Greater Geelong and The Bellarine continued to support local events through promotion and media opportunities as per Tourism Greater Geelong and The Bellarine's digital content and public relations strategies.	■

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 2019	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the City and 11 City-owned facilities with free Wi-Fi (1 July 2018)	Increase	101 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2019)	Reported annually.	■
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074 (2017–18)	Increase	Payments 115,824 Forms 16,755 Requests for service 26,768 (2018–19)	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 council plan priorities	2019–20 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children’s services.	<i>Install sensor networks to enable the use of smart sensors for services including parking and waste management.</i>	We delivered technology upgrades with the introduction of a ticketless parking system from 1 December 2019. We did this in combination with a new mobile app that will provide users with real time information about their parking status and the ability to make cashless payments whilst away from their car. We also activated 20 new parking sensors across Central Geelong to provide insight into parking turnover and occupancy.	■
Develop digital tools and technologies to improve service delivery and our customer experience.	<i>Establish and embed the Smart City Office function.</i>	We are currently engaging with internal and external stakeholders to inform the development of our Smart City strategic framework.	■
	<i>Implement Mobile Maintenance Management System.</i>	We are currently working to understand the requirements of a new Mobile Maintenance Management System to ensure suitable implementation of the chosen product.	■
Increase free Wi-Fi in public spaces and community facilities.	<i>Support greater levels of digital inclusion in the community.</i>	We are installing new Wi-Fi points at 57 new locations in Geelong as part of the Wi-Fi and Enhanced Broadband project. These will be available in the second half of 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Install enhanced broadband for the Bellarine.</i>	We are finalising the design and planning approval phase of this project which will roll out in stages during 2020.	■
Attract more technology-focused businesses to our region.		We supported an Expression of Interest (EOI) process in September 2019 for a scalable demonstration project to be in Geelong. The EOI attracted 17 applications that are now being assessed.	■
Examine our budget to fund future initiatives.		We completed a review of our budget process and recommended improvements will be implemented in the 2020–21 budget process.	■
Establish sustainable financial and infrastructure management systems for our future.	<i>Commence Digital Transformation with a focus on customer experience.</i>	Our Clever Together Project brings together the Civic Precinct and Digital Modernisation Program. We are building a modern workplace and upgrading our digital capability. We have commenced planning the projects to enhance the online and in-person experience of our customers.	■
	<i>Commence implementation of Asset Management Strategy.</i>	We are developing an <i>Asset Management Strategy</i> to better manage our assets. This includes: <ul style="list-style-type: none"> • a review of data, systems, processes and procedures, • a review of internal roles and responsibilities • 3D modelling of the impact of our increasing renewal gaps • the impacts of our growing asset base • our ability to deliver our service moving forward. 	■

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 2019	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	58 (2019)	Reported annually.	◆
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	71 (2019)	Reported annually.	◆
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	55 (2019)	Reported annually.	◆
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	55 (2019)	Reported annually.	■
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	55 (2019)	Reported annually.	◆
Reduction in Lost Time Injury Frequency Rate. (LTIFR)	Every three months	14.9 (June 2018)	Reduce	28.8 (December 2019)	Reported every three months. The LTIFR continued to trend downwards as a result of our implementation of various safety mitigation strategies, including: <ul style="list-style-type: none"> • the introduction of a preferred medical provider • setting key performance indicators for all people leaders. 	⬢
Increased employee engagement.	Annual	54% (2017)	70%	52% (2018)	Reported annually.	⬢

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2019	Progress comments	Status
Increased employee satisfaction.	Annual	62% (2017)	80%	58% (2018)	Reported annually.	
Increased positive media coverage.	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	33.7% (average)	Reported every three months. Positive coverage for the first six months averaged 33.7%. Significant positive coverage was received for: <ul style="list-style-type: none"> the Green Spine ticketless parking increased tourism. But our result was impacted by: <ul style="list-style-type: none"> the recycling crisis climate change concerns in our community. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Proactively manage our assets, including land holdings.	<i>Identify opportunities to sell unused land.</i>	We are creating a sales and acquisition strategy to assist in providing transparency of our upcoming land related sales and purchases.	
Consolidate the City of Greater Geelong offices.	<i>Commence design and development of the Civic Precinct.</i>	We appointed a developer for construction of the new Civic Precinct. Community feedback to inform the design of public spaces within the precinct commenced in December 2019. Construction is expected to begin on the Civic Precinct mid-2020, with project completion mid-2022.	
Communicate and engage more effectively with the community, in areas of need.	<i>Improve our inclusive engagement practices.</i>	We are updating our engagement tools, templates and policy to encourage greater inclusivity in our engagement practices.	
	<i>Promote and support the Junior Youth Council.</i>	We hosted the Geelong Youth Summit at GMHBA Stadium in October 2019. The summit was attended by 135 young people aged 12-17 years from across the municipality who used design thinking to tackle the Youth Council's three priority issues of homelessness and public safety, the environment and mental health and wellbeing. Nominations for the 2020 Geelong Youth Council are open from 8 November 2019 and close on 5 January 2020.	
Continue to transform our workplace culture.	<i>Implement the Organisation Leadership and Capability Framework.</i>	In September/October 2019, we engaged with 800 employees and received 147 written submissions as part of our Working Better Together program which focuses on workplace culture. Across November/December 2019, insights gathered were reported back to the organisation and action plans developed.	
	<i>Establish and support an organisational change management function.</i>	We have established an organisational change management function, which is now imbedded into how we do business.	
Use data and analytics to make better		We engaged a consultant to begin scoping an <i>Information Management Strategy</i> in January 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
decisions.		This is scheduled to be complete by April 2020.	
Make our processes more effective and efficient.	<i>Commence operation of an Enterprise Project Management Office.</i>	The establishment of the Enterprise Project Management Office is currently on hold.	Not started
	<i>Commence first year delivery of 5-year service plans.</i>	We continue to implement the prioritised actions identified in the first year of service plans.	
	<i>Establish an agreed program for detailed reviews of service delivery.</i>	We have developed a five-year service planning framework. Year 2 of service planning is scheduled to commence May 2020.	
Increase state and federal funding for the region.		We recruited a new role to build our capacity to attract and administer state and federal grants. These grants are to deliver community services and local infrastructure which are beyond the funding capacity of local government.	
Develop, promote and improve the City's brand.	<i>Deliver actions as outlined in the Corporate Communications and Marketing Strategy.</i>	<p>We continued to promote our brand through print and online publishing including:</p> <ul style="list-style-type: none"> major strategic communications such as the return to kerbside recycling, parking technology changes and our Clever Together and Working Better Together initiatives the launch of our Christmas campaign the 'City Presents' series the launch of our annual calendar. <p>While we reduced our paid print advertising, our social media traffic and website use increased (up 15% and 8% respectively).</p>	
Lead major local organisations in collaborative projects.		<p>We continue to collaborate with key Geelong organisations on advocacy initiatives including:</p> <ul style="list-style-type: none"> City Deal Implementation Australia's Gateway Cities report Briefings to G21 and Committee for Geelong G21 and Leaders for Geelong delegations to Canberra. 	
Use better communication to strengthen our strategic priorities.	<i>Create a new advocacy function.</i>	The advocacy position has been scoped and the position description written. The project is currently on hold.	
	<i>Continue Community Focus Meetings and live-streaming of Council Meetings.</i>	Our Community Focus meetings continued throughout the municipality. Views of live streaming or archived footage of Ordinary Meetings of Council resulted in increased engagement with our community.	
	<i>Commence planning for 2020 council elections.</i>	We have developed a community engagement program for the 2020 council elections with community workshops commencing February 2020.	

CHRISTMAS IN GEELONG

Geelong's iconic floating christmas tree was once again a highlight of the festive season.

This year the tree was closer to the shore, allowing for the new Geelong to Docklands ferry to berth safely nearby and meaning spectators could enjoy a better view of the tree in all its twinkling and star embellished glory.

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CUSTOMER SERVICE CENTRE

100 Brougham Street

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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.