



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2020–21

—
DECEMBER 2020

Wadawurrung Traditional Owners Mary Shuttleworth and Corrina Eccles at the site blessing and cleansing ceremony to celebrate Civic Precinct construction.





ABOUT THE PLAN

Council Plan 2018–22 – Putting Our Community First, Update 2020–21 outlines how we are 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 current 11 strategic priorities 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 2020–21* outlines how we will work towards making Greater Geelong a clever and creative city-region.

Status update

We committed to 124 initiatives in our Council Plan this year. At the end of December 2020:

- **106 'on track'**
- **Six 'complete'**
 - Support the establishment of an expanded Food Distribution Centre in the Geelong Region.
 - Invest in programs and facilities to support gender equity in sport.
 - Improve the environmental performance of new developments using planning controls.
 - Work with VicRoads to deliver the Network Operating Plan.
 - Deliver the Small Business Festival to support existing and generate new small business owners.
 - Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government's gender equity target.
- **Three 'not started'**
 - Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.
 - Help to renew industrial precincts.
 - Continue shopping centre streetscape renewal projects.
- **Two 'needs improvement'**
 - Progress the Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.
 - Implement the first year of the LED Street Light and Smart Remote Controller Program.
- **Four 'off-track COVID-19'**
 - Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.
 - Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.
 - Deliver Geelong After Dark 2021.
 - Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation
- **Three 'off-track'**
 - Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.
 - Provide new Wi-Fi points at various locations across the municipality.
 - Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete





Municipal			Target	YTD	Progress comments	Status
Measures of Success	Frequency	Baseline	2022	Dec 2020		
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (2017)	60% [#]	-	The results of the next Preventative Health Survey 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 results of the next Preventative Health Survey 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)	60% [^]	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
City of Greater Geelong			Target	YTD	Progress comments	Status
Measures of Success	Frequency	Baseline	2022	Dec 2020		
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.14% (2019–20) 73.17% (2018–19)	We've observed consistent participation rates in recent years, even considering that some face-to-face services were moved online due to COVID-19 directives from the Victorian Government.	◆




[#]2022 target was increased from 57% to 60% this year

[^]2022 target has been increased from 43% to 60% this year

Four-year council plan priorities			
2020–21 actions	Progress comment	Status	
Show leadership in gender equity, diversity and family violence prevention.	We completed the state government's gender equity pilot program. This will form part of our ongoing work to inform and enable gender equity across our programs and services. We anticipate that the gender impact analysis audit will be trialled again in 2021, after the release of the framework for the <i>Gender Equality Act</i> . Our research project looking at the gender impacts of COVID-19 is currently underway and results are due in February 2021.	■	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support local organisations that address homelessness, substance abuse, family violence and food shortages.	<i>Support the establishment of an expanded Food Distribution Centre in the Geelong Region*.</i>	We signed a capital and service funding contract with the Geelong Food Relief Centre and works on the redevelopment commenced in December 2020.	✓
	<i>Support the work of key partner agencies to address homelessness.</i>	We work in partnership with Neami to address homeliness across the municipality. One initiative we implemented during the COVID-19 pandemic is offering showers at one of our Senior Citizens Centres.	■
Develop a housing policy to provide a range of social and affordable housing options.	<i>Implement actions from the Social Housing Plan 2020–41.</i>	We continued the implementation of the <i>Social Housing Plan 2020–41</i> , including: <ul style="list-style-type: none"> recruitment of two positions at the City establishment of our Council’s Affordable Social Housing Advisory Committee which will hold its inaugural meeting in January 2021. In addition, we are working with the Victorian Government to implement the <i>Big Housing Build</i> social housing program.	■
Improve safety in our community.	<i>Provide support to vulnerable members of the community and support community recovery efforts in response to COVID-19.</i>	We have distributed the following items to our vulnerable community members to assist them with COVID-19 restrictions: <ul style="list-style-type: none"> 7,120 masks 25 hygiene packs (masks, gloves, disinfectant and hand sanitiser). Our help to vulnerable young people aged 12-25 was: <ul style="list-style-type: none"> 61 crisis support interventions 32 education programs 31 group programs 30 drop in programs 1,500 meals to address food security. In addition, we supported and guided 350 sporting clubs and community groups to develop their COVID-safe workplans.	■
Provide safer public spaces.	<i>Partner with key agencies to respond to emerging issues and community concerns regarding safety in public spaces.</i>	Our grant application to fund community safety audits in several parks and public open spaces was successful. These Crime Prevention Through Environmental Design audits are underway as part of the Working for Victoria program and are due for completion by March 2021.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Encourage responsible pet ownership.	<i>Continue to implement the Domestic Animal Management Plan 2017–21.</i>	<p>We implemented the following actions:</p> <ul style="list-style-type: none"> • completed the July 2020 cat desexing program • installed 560 dog signs across the municipality • painted over 80 stencils on our shared paths and trails with messaging on responsible dog ownership • conducted the 'Fury Friends' pet competition to celebrate the human-animal bond • had the 'Pet Ownership in the City of Greater Geelong' brochure translated into five common culturally and linguistically diverse languages • obtained pet surrender statistics across the municipality to identify suburbs with the highest surrender rates • commenced work with our Health Promotion Officers about pets and domestic violence • redeveloped to 'Park your Pet' app to include new reserve features and profiles, dog-centric business alerts and discounts, news items and important warnings, and an updated running system with the relaunch due in January 2021 • continued to collect, record and analyse dog attack data and will use this to shape our operations to better serve the community. 	
Promote healthy eating and support active living.	<i>Deliver the Healthier Eating and Active Living Program in partnership with other agencies across the G21 region.</i>	<p>We continued our work in partnership with multiple agencies to deliver the <i>Healthier Eating and Active Living Program</i>.</p> <p>In addition, we funded Active Geelong's website that promotes accessible and enjoyable physical activity opportunities across our municipality.</p>	
	<i>Design and implement the Mental Health Action Plan to promote positive mental health outcomes.</i>	<p>Our <i>Mental Health Action Plan</i> transitioned into six projects. These will inform how we contribute to the mental health and wellbeing of our community.</p> <p>We completed the final report and recommendations for community mental health and wellbeing, along with an action plan, resources and tools. These will inform the development and implementation of prioritised health and wellbeing strategies in <i>Our Community Plan 2021–25</i>.</p>	
	<i>Create and facilitate environments for all ages and abilities to engage in regular exercise.</i>	<p>We delivered online exercise classes, recipes, and health and fitness tips to all members of the community while our leisure and recreation facilities remained closed due to COVID-19 restrictions. We also ensured the upskill of our leisure and recreation employees in first aid, lifeguarding and CPR, with over 200 qualification updates completed.</p> <p>The changes to restrictions allowed us to continue to reactivate facilities and services with limited capacity, including being able to resume our Webstar's Swim School lessons from 18 January 2021.</p>	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Create healthy environments in children's settings.		<p>We continued to protect the health and safety of children and educators throughout the COVID-19 pandemic by:</p> <ul style="list-style-type: none"> • the introduction of COVID-safe workplans • temperature checking • face masks (as required) • increased vigilance to not accept ill children • continued safe and healthy early childhood environments for all children and families that accessed our services • transitioning playgroups to COVID-safe outdoor playgroups providing nature play activities for children • parenting in a new culture session relating to prevention of family violence for newly arrived immigrants • services returning to home-based visits within COVID-safe requirements. 	
Work towards having the safest roads in Victoria.	<i>Update the Geelong Road Safety Strategy 2012–17 to reduce deaths and serious injuries on Geelong roads.</i>	We are developing the update to the <i>Geelong Road Safety Strategy 2012–17</i> and will undertake community engagement on the draft plan in early 2021.	
	<i>Deliver the Safe Travel in Local Streets Program in South Geelong and Norlane.</i>	Our construction on the <i>Safe Travel in Local Streets</i> program infrastructure is well underway. We are delivering safety improvements on several projects that target 14 streets in Corio/Norlane and 15 locations across South Geelong, East Geelong and Geelong.	

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (November 2017)	Maintain	2,202.7 ha (568 sites) (June 2020) 2,177.9 ha (549 sites) (2018)	An increase of 19 sites and 24.8 hectares since 2018. An increase of 38 sites and 55.1 hectares on the baseline result of 2017, with no net loss in any suburb.	■
Plans for key community infrastructure projects completed.	Annual	37 key community infrastructure projects have been identified for delivery by 2022.	100%	81% (June 2020) 65% (June 2019)	We completed 31 of the 37 priority projects, in addition to new and priority projects that have emerged in the first two years of our council plan.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Undertake detailed design for an outdoor pool to cater for the needs of a growing Bellarine community.</i>	Council endorsed Drysdale as the location for an outdoor pool in August 2020 and we are undertaking ongoing consultation with the North Bellarine Pool Advocacy Group. We appointed an architect in December 2020, with design and detailed planning of the pool to commence in February 2021.	■
	<i>Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.</i>	We are investigating how to implement this action without funding from the 2020–21 budget.	Not started
	<i>Develop an inclusive and accessible play space at Rippleside Park.</i>	We completed community engagement on our concept plan for the play space at Rippleside Park in September 2020. There were over 2,000 responses and 46 submissions/more detailed contributions about this play space. We are updating these plans and will undertake further consultation with some key community stakeholders in early 2021.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support the growth of localised and regional sporting facilities.	<i>Upgrade lighting, facilities and changerooms at sporting reserves across the municipality including Barwon Heads, Grovedale, Geelong West, Herne Hill, Lara, Portarlington, North Shore and Thomson.</i>	We received funding from the Victorian Government in August 2020 for seven lighting projects across the municipality. We are now in the design phase of these projects and are undertaking consultation with each club.	
Deliver accessible and attractive community infrastructure, based on local and municipal community need.	<i>Design new community infrastructure including the Barwon Heads Arts and Community Hub, Lara Family Hub and Library, the Jetty Road Children's and Community Hub and the Drysdale Integrated Children's Centre*.</i>	The new Drysdale integrated children's centre, 'Bella Wyn Birralee Family Centre' opened in April 2020. We worked with key stakeholders to complete the concept designs for a new Barwon Heads Arts and Community Hub. In July 2020, we entered into a \$1 million funding agreement with the state government to progress the project's design and construction. We finalised the scope of the co-located family hub and library in Lara and are currently out to tender seeking architects to undertake the next design phase of the project. We are currently scoping a new children's and community hub in the new Jetty Road Growth Area in Drysdale/Clifton Springs. Ideas for the new centre and a community engagement plan have been produced in preparedness for engaging with the community later in 2020.	
	<i>Planning for the repurpose of the early years centre at Eversley Street, Drysdale for community use.</i>	We completed the concept plan to repurpose the former early years centre at Eversley Street, Drysdale. We are now working on proceeding to detailed design and costing, alongside the development of the new Drysdale Library.	
	<i>Develop a social infrastructure report for the Armstrong Creek Town Centre Master Plan.</i>	We presented key findings to the Managing Growth Committee (MCG) in August 2020 and the final report to the MCG and Executive Leadership Team in December 2020.	
	<i>Review the Barwon Heads Village Park Master Plan.</i>	We completed engagement with key stakeholders that informed a revised draft <i>Barwon Heads Masterplan</i> . We undertook further engagement on this updated draft in November 2020 and anticipate presenting a final report to Council in March 2021.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Endorse and commence implementation of the Social Infrastructure Planning and Investment Policy and Social Infrastructure Plan 2014–2031.</i>	<p>Council endorsed a new social infrastructure plan and policy in July 2020.</p> <p><i>Our Community Places, Spaces and Services, A Social Infrastructure Plan for the City of Greater Geelong – Generation One: 2020-2023</i>, includes the <i>Social Infrastructure Planning and Investment Policy</i> and replaces the previous <i>Social Infrastructure Plan 2014–2031</i>.</p> <p>We commenced a more detailed data collection for all social infrastructure assets in December 2020. This will provide us with a better understanding of their condition and use.</p> <p>In addition, we developed an 'Investment Pipeline' tool to support the identification of priority projects as part of the 2021–22 budget process and strategic resource plan.</p>	
Maintain our public open space.	<i>Ensure planning approval and handover of new parks and reserves in growth areas and new subdivisions.</i>	We implemented a new process for the handover of new parks and reserves in growth areas and new subdivisions.	

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Municipal			Target	YTD	Progress comments	Status
Measures of Success	Frequency	Baseline	2022	Dec 2020		
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The most recent Victorian Population Health Survey with Local Government Area level data occurred in 2017. Unfortunately, these questions are no longer part of this survey and therefore we are unable to provide an updated result.	
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-		
Increase in the percentage of adults who feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5% (2014)	80%	-		
City of Greater Geelong			Target	YTD	Progress comments	Status
Measures of Success	Frequency	Baseline	2022	Dec 2020		
More community facilities with gender-neutral and accessible toilets or change areas.	Annual	-	Increase	7 facilities (June 2020) 8 facilities (June 2019)	A total of 15 new and upgraded facilities were completed in the first two years of our council plan.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Advocate for and help to achieve the priorities set by local Aboriginal people.	<i>Implement the Reflect Reconciliation Action Plan 2020.</i>	Our first ever <i>Reconciliation Action Plan (RAP)</i> was endorsed by Reconciliation Australia in September 2020. Over half of the actions in the plan are under way or have been completed including: <ul style="list-style-type: none"> • using Wadawurrung language in the naming of the new Civic Precinct • preparation of a First Nations Heritage Grant program to fund the identification, conservation, and promotion of Aboriginal heritage places • establishing the RAP Implementation Group in November 2020 to oversee the deliverables of the Reflect plan. 	■
	<i>Develop the Innovate Reconciliation Action Plan 2021.</i>	Our second <i>Reconciliation Action Plan</i> will be developed during 2021–22, demonstrating our ongoing commitment to reconciliation and fostering strong relationships.	■
Advocate for inclusive, multicultural activities and respect for cultural diversity.	<i>Implement the second year of the Multicultural Action Plan 2018–2022.</i>	We continued to deliver the second year of the <i>Multicultural Action Plan</i> including: <ul style="list-style-type: none"> • promoting a new resource around equal opportunities for members of our Culturally and Linguistically Diverse (CALD) community • supporting several new programs and initiatives that foster and strengthen our relationship with our CALD community. 	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support activities that improve social connections in our community.		<p>We provided social support across the community through initiatives including:</p> <ul style="list-style-type: none"> • assisting community members maintain important connections and to build new social connections during COVID-19 through our role in the Victorian Government’s <i>Community Activation and Social Isolation</i> initiative • \$125,983 of COVID-19 Quick Response Community Grants for local community groups to enable COVID-safe operation during the relief and recovery period • \$233,200 of Healthy and Connected Communities Grants for local community groups to provide programs or activities that support our community to be healthy and provide a sense of well-being and connection • \$129,800 of Neighbourhood House Grants to assist DHHS funded and approved Neighbourhood houses in the City of Greater Geelong to provide opportunities that benefit the wider Geelong community • conducting an employment pathways information session to engage young people from Corio/Norlane with the John Holland project at Lara in October 2020 • facilitating an online social group aimed at improving social connections and reducing social isolation for parents and carers of children with Autism Spectrum Disorder in the Greater Geelong region • supporting sporting clubs and community groups to reactivate programs and services • providing 165 programs aimed at improving social and community connections for young people. 	
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<i>Invest in programs and facilities to support gender equity in sport*.</i>	<p>We launched the This Girl Can – Victoria campaign by providing a seminar on 17 November 2020, as part of the Sport and Recreation Development series. We delivered this free seminar in partnership with several agencies. We shared resources and key messages from this VicHealth initiative, including hosting online events throughout November 2020 to encourage and support female participation in sport and physical activity.</p>	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Facilitate employment programs for the communities that need it most, including young people.	<i>Address social and economic development through the Vital Communities Program which improves social inclusion and workforce participation for local communities.</i>	<p>We have made considerable progress in <i>Vital Communities</i> program, particularly around the theme of job readiness and employment. We are currently undertaking research exploring reasons for social disadvantage and the impacts of the pandemic on our community. It is expected that this work will be completed by March 2021.</p> <p>Due to the impact of COVID-19 restrictions, we postponed planned community engagement for members to explore employment opportunities with major contractors who are commissioning projects in the City of Greater Geelong.</p>	
Improve access to facilities and programs for people of all abilities.	<i>Continue to implement the Access and Inclusion Plan 2018–22.</i>	<p>We engaged with community members, stakeholders, students and artists through the MY STORY Project. This initiative aims to give people with disability and/or mental health conditions the opportunity to team up with a professional facilitator and tell their story through different mediums. We showcased these stories in the MY STORY Project: Complication Film online exhibition from 23 November 2020.</p> <p>Council endorsed the appointment of five new members to the Access and Inclusion Advisory Committee. We provided induction to all committee members and employees who participate in the committee.</p> <p>In addition, we commenced recruitment for three positions on the Advisory Committee for appointment by March 2021.</p>	
Recognise our returned service men and women.	<i>Establish new and upgrade existing memorials and recognitions in Anakie and Norlane to honour returned service men and women.</i>	<p>We continued work on digitisation and cataloguing of Geelong Maritime Museum including some significant naval objects and stories.</p> <p>We undertook routine cleaning and maintenance across our memorial collection with all war memorials cleaned prior to Remembrance Day on 11 November 2020.</p> <p>We developed concept designs for the new Malaya Borneo Memorial in St. Helens Park and consultation with the veteran community is progressing. We will have detailed designs for this memorial in early 2021 with completion due by April 2021.</p>	
Further develop programs that support older people and young people in our community.	<i>Develop and launch the Positive Ageing Strategy.</i>	<p>We postponed community engagement about the <i>Positive Ageing Strategy</i> due to COVID-19 restrictions.</p> <p>We have started to re-engage with key stakeholders about this strategy and will engage with the community in early 2021.</p>	

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares* (December 2018)	Increase	1,275.703 (June 2020) 1,275.471 hectares (June 2019)	We have increased the natural habitat that we manage by 376.991 hectares since December 2018.	■
15 years of residential land supply planned.	Annual	14+ years (January 2017)	Maintain	26 years (October 2019) 26 years (June 2019)	There are a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.	■
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (December 2016)	40%	25.8% (2019) 23.0% (2018) 27.0% (2017)	High levels of dwelling growth have been sustained in recent years. While the number of dwellings constructed in existing areas has remained constant, this development is declining in proportion to overall development due to the rapid expansion of major greenfield growth fronts.	⬢
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	100% (2019–20) 100% (2018–19)	The Bella Wiyn Birralee Family Centre, Korayn Birralee Family Centre and Highton Early Learning Centre all met these standards in 2019–20.	■
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	100% (2019–20) 100% (2018–19)	The Armstrong Creek Sports Pavilion, Highton Enhanced Children's Centre and St Mary's social room extension reached this standard.	■
Mandatory sustainable design assessment of all new developments.	Annual	n/a	Planning controls in place	-	The Environmentally Sustainable Development guidelines were incorporated into the Greater Geelong Planning Scheme via a planning scheme amendment, gazetted on 17 October 2019.	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Ensure housing supply, diversity and affordability meets the needs of our growing community.	<i>Implement the City's Settlement Strategy, a plan to meet Geelong's housing needs through to 2036.</i>	Council adopted amendment C395 in August 2020 to implement the <i>Settlement Strategy</i> . The amendment has been referred to the Minister for Planning for final approval.	
Facilitate opportunities for infill residential development.	<i>Work with the Victorian Government to deliver an updated planning framework for Central Geelong.</i>	<p>We continue to support several initiatives including:</p> <ul style="list-style-type: none"> • providing ongoing design advice for infill development applications (pre-app and referrals), including participating in Victorian Design Review Panels for major developments • providing input into the development of the Central Geelong Structure Plan and Urban Design Guidelines, currently being developed by Department of Environment, Land, Water and Planning. <p>We are also working on:</p> <ul style="list-style-type: none"> • exploring the development of a Geelong Design Initiative to improve architectural and urban design quality • a new policy for public realm design guidance to support new development the 'Living 3220' project which aims to encourage inner city living and stimulate the conversion, redevelopment, renovation and reuse of existing city buildings, particularly shop tops • completion of <i>South Geelong Urban Design Framework</i> and <i>Pakington Street Urban Design Framework</i>. 	
	<i>Unlock barriers to investment in key development areas, urban renewal areas and station precincts.</i>	<p>We completed our community engagement for the draft <i>Urban Design Framework</i> outlining a framework plan, design concepts and design principles for the South Geelong Station Hub and Moorabool Street. This feedback will help us refine the draft plan before submission to Council for consideration by mid-2021.</p> <p>We are reviewing the plans for Pakington Street Geelong West and Gordon Avenue and the Geelong Saleyards Precinct following community engagement last year.</p>	
Continue to develop urban growth areas across the region.	<i>Continue to progress delivery of the Armstrong Creek Urban Growth Area.</i>	Council adopted amendment C410 in December 2020 which will apply a public acquisition overlay (PAO) in the Armstrong Creek growth area. The PAO process will allow for the timely roll out for long-planned water management, transport, recreation and public open space projects.	
	<i>Work with the Victorian Government to deliver the Geelong Growth Areas Transport Infrastructure Strategy.</i>	We are working with Department of Transport and Victorian Planning Authority to prepare the scenarios that will be tested to inform this strategy following the completion of initial modelling of the transport network.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Work with Victorian Government and Barwon Water to deliver the Integrated Water Management Strategy for the Northern and Western Geelong Growth Areas.</i>	A draft <i>Integrated Water Management Strategy</i> will be completed this year to inform the next phase of planning for the Northern and Western Growth Areas Precinct Structure Plans.	
	<i>Commence a precinct structure plan in each of the Northern and Western Geelong Growth Areas.</i>	We are undertaking the technical work to inform the precinct structure plans. Ongoing consultation with landowners and developers is included in the program.	
Manage the impact of development on the character of our townships.	<i>Work with the Victorian Government to conserve the Bellarine Peninsula as a distinctive landscape area.</i>	We are continuing to work with the Department of Environment, Land, Water and Planning (DELWP) on the Distinctive Area and Landscape project. The next stage will be for DELWP to release a draft statement of planning policy.	
	<i>Progress the Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.</i>	Our <i>Heritage Strategy 2017–2021</i> comprises 50 separate projects. We expect to commence or complete most of these actions by 30 June 2021, with a small number not able to proceed or no longer relevant. Several matters will continue into next financial year and be completed in 2022. We completed community engagement in August 2020 to inform our <i>Arts and Culture Strategy</i> and Council endorsed the <i>Tree Management Policy</i> in September 2020.	
	<i>Prepare, review and update strategic plans for townships, precincts and places*.</i>	We are reviewing community engagement submissions on the <i>Saleyards Precinct Plan</i> and <i>South Geelong Urban Design Framework</i> that are due for consideration by Council in 2021.	
Improve the environmental performance of new developments using planning controls.		We incorporated the new Environmentally Sustainable Development guidelines into the Greater Geelong Planning Scheme, via a planning scheme amendment gazetted on 17 October 2019. The guidelines have since been implemented in many developments across our region.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Preserve nature reserves, rural and coastal environments.	<i>Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.</i>	We completed the field work to survey for spiny rice flower and striped legless lizard and the surveys for the golden sun moth are almost finalised. We continue to work with the Department of Agriculture, Water and the Environment and Department of Environment, Land, Water and Planning to deliver the <i>Biodiversity Conservation Strategy</i> .	■
	<i>Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.</i>	We have not finalised the Livestock and Information Exchange Feasibility Study and therefore there are no recommendations to review at present. We will release a list of options, which respond to the needs identified in a survey of rural landholders across Greater Geelong, Surf Coast and Golden Plains through the Have Your Say page on our website in early February 2021.	■

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	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%	55.73% (2019–20) 54% (2018–19)	Green waste and recycling ratios have been relatively consistent over the past few years. The growing population is increasing green organic and waste tonnage, but recycling tonnage has remained the same because of changes in product stream, newspapers and glass content.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use by 2020.	Annual	23,135 tCO2-e (2014–15)	50% reduction	19,990 [^] tCO2-e (2019–20) 22,633 tCO2-e (2018–19)	Despite an increase in building stock, there has been a 13.6 [^] per cent decrease in emissions, compared to the baseline. Annual emissions have decreased due to improved energy efficiency and a greater capacity to generate energy from roof-top renewables.	⬢
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	8,745 tonnes of asphalt and 6,547.5 tonnes of concrete (2019–20) 8,000 tonnes of asphalt and 3,000 tonnes of concrete (2018–19)	Future volume increases are dependent on the type of construction and maintenance work carried out each year.	■





[^]The methodology used to collect this information recently changed which has allowed us to provide an updated 2019–20 data set to that previously reported

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
Increased suburban tree canopy.	Every five years [#]	14% (June 2017)	16%	14% (November 2019)	Although we've increased our street and park planting programs, we are not anticipating an increase in urban tree canopy for the next 10 years. This is partially because of the time taken for current plants to mature, but also because of rapid urban growth. Urban tree canopy includes public and private land. Bigger houses on smaller blocks limit space to retain and plant canopy trees on private land. We're working with the community and developers to address this.	
Increased number of street trees planted per annum.	Annual	-	>1,850	2,890 (2019–20) 1,489 (2018–19)	In addition to our street tree planting program, 365 trees were planted in parks in 2019–20.	

[#]Frequency changed from every two years to every five years in 2019

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Implement the Environment Strategy 2020–30.</i>	We switched our small Council buildings over to green power from July 2020 with large buildings to follow in January 2021. In addition, we commenced planning and approvals for additional solar panels at Leisurelink Aquatic and Recreation Centre. We also partnered with Geelong Sustainability to deliver Sustainable House Day online due to COVID restrictions We have established new corporate carbon emissions targets of: <ul style="list-style-type: none"> • all City-managed operations to be carbon neutral by 2025 • 100% renewable electricity supply used for all City owned and operated buildings and streetlights by 2025. 	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Enhance our waste management by implementing the Waste and Resource Recovery Strategy 2020–2030.</i>	We continued our community education activities including: <ul style="list-style-type: none"> • commencing distribution of recycling guide fridge magnets • distribution of the ReThink Your Rubbish newsletter • 'Keep your recycling loose' advertising campaign • the kerbside bin inspection program. 	
	<i>Continue the hard waste collection service trial*.</i>	We have seen an increase in requests compared to the first half of 2020. This is due to an extensive advertising campaign and expansion of the service to include mattresses.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>In partnership with key stakeholders implement the Victorian Government Recycling Victoria Policy.</i>	<p>In consultation with the Victorian Government, we prepared a kerbside waste services transition plan for a move to a four-bin or equivalent waste service to meet their new circular economy policy requirements.</p> <p>The policy requires councils to have services in place for the separate collection of glass by 2027, comingled recycling for paper, cardboard and metals, collection services for food and garden organics by 2030, and residual garbage collection.</p> <p>We also partnered with Barwon Water, G21 councils and Wyndham City Council to investigate options for organic waste recycling. We expect to trial a new household food organics collection in late 2021.</p>	■
	<i>Implement the Stormwater Services Strategy 2020–30.</i>	<p>Council endorsed our <i>Stormwater Services Strategy 2020–30</i> in June 2020. As part of this strategy, we are working in partnership with Barwon Water to help progress regional integrated water management projects. We are also reviewing the <i>Flood Management Plan 2013</i> and the <i>Stormwater Quality Plan 2015</i>.</p>	■
	<i>Generate community awareness and support community initiatives that enhance and protect our local environment.</i>	<p>We funded the Nature Stewards program run by Outdoors Victoria in Geelong. The 10-week program began on 19 September 2020 and educated people with an interest in the environment and encouraged them to become volunteers and advocates. Greater Geelong is the first Victorian regional municipality to offer the program.</p>	■
Use sustainable materials to construct and renew roads, footpaths and street furniture.		<p>Our procurement tenders for roads encourage the use of recycled materials. We currently use crumb rubber in road asphalt overlays and are exploring the option of using recycled glass. In addition, we use recycled concrete as a base material.</p>	■
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		<p>We recently completed negotiations with our provider and will commence a multi-year implementation of 14,000 LED streetlights in residential areas from February 2021.</p>	■
Construct a green organics facility.	<i>Increase the volume of materials processed at the Green Organics Composting Facility.</i>	<p>Our garden organics processing site is undergoing further improvements to increase the quantity of materials that we can process onsite.</p>	■
Commence Drysdale landfill rehabilitation.		<p>We prepared the draft <i>Drysdale Landfill Rehabilitation Plan</i> following engagement with members of the Drysdale Landfill Community Consultation Group. This draft plan provides an outline of key features and functions of the site post closure and will guide rehabilitation works.</p>	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Plant more trees to green and cool our urban areas.	<i>Continue to implement the Urban Forest Strategy 2015–2025.</i>	<p>We completed the following actions as part of our implementation of the <i>Urban Forest Strategy 2015–2025</i>:</p> <ul style="list-style-type: none"> • planted 1,375 trees in streets and parks with the next planting scheduled for Autumn • created an avenue of trees in Rossack Drive, Grovedale • partnered with Friends of Rippleside Park and Environs Inc. to plant a canopy trees in St Helens Reserve, Rippleside. <p>In addition, Council endorsed our <i>Tree Management Policy</i> in September 2020. This will guide us on when to plant, prune or remove a tree, as well as actions to protect and enhance the tree population.</p>	
Reduce single-use plastic across the region.	<i>Introduce the Wastewise Policy to reduce waste at City events.</i>	<p>Council adopted the Prevention of Single-Use Plastics Policy in September 2020. The policy recognises the environmental harm caused by single-use plastics and commits us to progressively phase out the use of these products from all council operations and council managed events. There may be some impact on the progress of this initiative due to our response to COVID-19.</p>	
Manage pests, plants and animals more effectively.		<p>We have ongoing pest plant and animal control works underway across 1,300 hectares of reserves and rural roadsides. We engaged with our community on the draft <i>Rabbit Control Plan 2020–24</i> during July and August 2020. The plan outlines how we will control rabbits on City-managed land, while supporting the wider community to reduce rabbit impacts more broadly. We are currently reviewing feedback to inform the final plan.</p>	
Deliver biodiversity conservation programs.		<p>We completed engagement with the community on the draft 20-year master plan for the Sparrovale wetlands. We are currently reviewing community and stakeholder feedback and preparing a summary report of key findings.</p> <p>We commenced biodiversity assessments for the Northern and Western Geelong Growth Areas. We will develop a <i>Biodiversity Conservation Strategy</i> for these areas with initial community engagement starting in December 2020.</p>	

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete






Municipal			Target	YTD		
Measures of Success	Frequency	Baseline	2022	Dec 2020	Progress comments	Status
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	17.57% (2019–20) 18.20% (2018–19)	The definition of this indicator changed in 2019–20 and now averages the past three years data. The result is therefore not comparable to past years. COVID-19 restrictions had a significant impact on collection use as Geelong Regional Library Corporation branches were closed from 19 March to 8 June 2020, then opened to restricted hours and patron limits. Note this indicator only measures collection item loans and doesn't capture other library activity, such as events, programs, Wi-Fi use and in-library attendance.	◆
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.	△
City of Greater Geelong			Target	YTD		
Measures of Success	Frequency	Baseline	2022	Dec 2020	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	11,971^ (30 June 2018)	Increase	12,475 (30 June 2020) 12,273^ (30 June 2019)	We added 200 new objects to the National Wool Museum Collection in May 2020 and we also acquired two objects as part of the Maritime Collection.	■
Increased access to cultural collections through online engagement.	Annual	49,093 (30 June 2018)	Increase	157,767 (30 June 2020) 68,815 (30 June 2019)	The 68,815 reported at 30 June 2019 did not accurately capture some of our online engagements, which are now included in the current data.	■

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
Maintained visitation to our key cultural facilities (National Wool Museum - NWM, Potato Shed, Geelong Gallery, Platform Arts – previously 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 806,404 Potato Shed 67,051 Geelong Gallery 46,836 CYA 5,995 GL&HC 320,813 (2019–20)	COVID-19 restrictions had a significant impact on visitor numbers at all cultural facilities in 2019–20.	

[^]We completed an audit as part of *Our Heritage, Our Collection*. This revealed that 5,354 objects of the Maritime Museum Collection belonged to the Maritime Association and was incorrectly reported in the baseline data but has now been corrected.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.	<i>Identify public art and heritage opportunities across the region, including the new Civic Precinct development.</i>	We identified opportunities for public art commissions and integrated design opportunities as part of several initiatives including: <ul style="list-style-type: none"> the Potato Shed redevelopment new Civic Precinct Revitalising Central Geelong's <i>Arts and Cultural Precinct Masterplan</i> and <i>Green Spine</i> projects the Arts Industry Commissions program providing support to professionals working in the arts, cultural and heritage sectors who have been impacted adversely by COVID-19 restrictions Public arts projects at The Point, St Leonards, Lara, Anchorage and the North West growth corridor. 	
	<i>Continue to support the implementation of Armstrong Creek Public Art Strategy.</i>	We are progressing public art opportunities within large scale residential developments including Armstrong Creek. Our draft <i>Public Art Masterplan</i> guides this work. We are in the design phase of the library for Armstrong Creek which will include public art.	
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.	<i>Endorse and implement the recommendations of the Our Heritage, Our Collections strategic report.</i>	We cleaned and repaired outdoor art and heritage collections that were reviewed during the <i>Our Heritage, Our Collections</i> audit. In addition, Council has approved a new position to assist in the management and care for our collections. We also continued to deliver <i>Our Heritage, Our Collection</i> – a digital exhibition that celebrates the City of Greater Geelong's heritage in 50 objects. Social media campaigns featured one 'new' object or image and story each week. In addition, we completed significant cataloguing of the National Wool Museum indoor collection.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise and celebrate Geelong’s Aboriginal culture and history.	<i>Work with Wadawurrung to ensure Aboriginal culture, heritage and stories are presented.</i>	<p>We presented projections on City Hall as part of NAIDOC week commencing 8 November 2020 within the scope of a broad range of NAIDOC activities. Our NAIDOC Week activities are nominated for a Local Government Award. We engaged with Traditional Owners on several initiatives including:</p> <ul style="list-style-type: none"> • the National Wool Museum’s redevelopment of the Wool Harvest, Gallery One, to incorporate story of place name and the role of Aboriginal people in the wool and textile industry • the review of the National Wool Museum draft 30-year Vision Strategic Plan • public art commissions and integrated design opportunities for Green Spine, Drysdale Library and project scope for Aboriginal cultural recognition in Civic Precinct. <p>The Aboriginal design for the Civic Precinct external façade was decided, with an emerging Traditional Owner artist supported throughout the process.</p> <p>In partnership with Committee of Management, we provided over 1,100 grasses and 300 other plants indigenous plants that were planted in the wetlands at the Potato Shed.</p>	
	<i>Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.</i>	<p>Our Indigenous Traineeship funded by Creative Victoria was cancelled due to the impact of COVID restrictions on the ability to provide a culturally safe and meaningful traineeship.</p> <p>The indigenous song writing mentorship was also postponed and budget reallocated to the Arts Industry Commissions program as part of the COVID-19 recovery. Discussions continue with Strong Brother Strong Sister around collaborating to design a future First Nation music development program in 2021 following the successful delivery of the Koori Youth Group Music Development program in 2020.</p> <p>We created a Geelong and Bellarine showcase as part of Isol-Aid, an online music festival and gathering space, where artists play sets streamed live via their Instagram accounts. Eight local musicians performed to an international audience of over 18,000 with local First Nation musician Mick Ryan who performed with his band at Narana featured in several media articles.</p>	
Work with galleries and museums to improve our public art and heritage offering.	<i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i>	Council adopted <i>Osborne House Sustainable Development Plan</i> in September 2020. We are designing the expression of interest process which will be presented to Council in February 2021.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Attract new and support existing creative industries.	<i>Deliver the Creative Communities Grants and establish the First Nations Heritage Grants*.</i>	We conducted the main round of the 2020–21 Creative Communities Grants for arts projects and festivals grants. We supported 18 arts projects with a total of \$135,522 and eight community festivals with a total of \$66,700. In addition, two second year biennial grants received their final \$6,000 allocations. An additional \$150,000 was allocated for new COVID-19 Arts Culture & Heritage Recovery Grants to support those working in the arts, cultural and heritage sectors who have been impacted adversely by COVID-19. Our First Nations Heritage Grants program is currently under development and we plan to have the criteria and guidelines available early in 2021.	
Deliver UNESCO City of Design creative outcomes.	<i>Adopt and implement the first year of the Arts and Cultural Strategy.</i>	We completed the first two stages of the <i>Arts and Cultural Strategy</i> engagement with more than 890 individual community and industry representatives participating in the consultation process, including online engagement, focus groups and interviews. We are currently drafting a summary of findings report from this engagement and will undertake Council consultation prior to the draft <i>Arts and Cultural Strategy</i> being available for further community input.	
	<i>Deliver Geelong After Dark 2021.</i>	The 2021 Geelong After Dark was cancelled due to the uncertainty of COVID restrictions. Funding was reinvested in the Arts Industry Commission (AIC) program to support to our region's artists and creative industries impacted by COVID-19 restrictions. Artists working in the creative and cultural sector were invited to respond to themes including: Community Health, Urban Design, Cultural Heritage, Public Experiences and Marketing/Tourism. We received 54 applications and a panel commissioned 19 projects to commence from December 2020 through to June 2021.	
	<i>Create a future vision plan for the National Wool Museum.</i>	We completed a first draft of a 30-year vision strategic plan for the National Wool Museum. The draft is currently under review and engagement with employees and Wadawurrung Traditional Owners.	
Recognise and share our heritage through storytelling.	<i>Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.</i>	We developed a discussion paper to further inform the review of the Connecting Memory App. We will not continue further development of the Arts and Culture Trails App this financial year as budget has been redirected to support arts COVID-19 recovery efforts.	

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
Increased kilometres of bicycle, walking paths and shared paths [^] .	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	223 km bike paths 1,822 km footpaths (June 2020) 210 km bike paths 1,755 km footpaths (June 2019)	Bike paths increased by 13 km in 2019–20 and 17 km since the baseline measurement. Footpaths increased 67 km in 2019–20 and 148 km since the baseline measurement.	■
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	60 (2020) 54 (2019)	Community satisfaction with sealed local roads increased by 6 index points in the 2020 survey and 11 index points since 2018.	■
Renewal gap for road management reduced.	Annual	\$4.5 million (2017)	Reduce	\$3 million (2020) \$3 million (2019)	The asset modelling data that produces this result has not changed. New condition assessment data and modelling are due by the end of 2020.	■

[^]We added shared paths to this measure for 2020–21

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support projects in the <i>G21 Region Road Transport Plan 2017–2027</i> .		We participate in the G21 Transport Pillar and associated projects. We are developing an integrated transport plan that will provide a cohesive transport and land use planning framework for the City and inform the <i>G21 Integrated Transport Strategy</i> currently in development. We currently have the following works underway as part of delivering the <i>G21 Region Road Transport Plan 2017–2027</i> within Geelong: <ul style="list-style-type: none"> • delivering the Strategic Cycling Corridor (<i>Building Better Bike Connections</i> project) • supporting Major Road Projects Victoria in review of design of Barwon Heads Road duplication • advocating to the Department of Transport for resolution and progression of heavy vehicle restrictions in Central Geelong (including upgrades to other corridors outside of Central Geelong to then support restrictions) • progression of Heavy Vehicle routes in Lara. 	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Work with VicRoads to deliver the <i>Network Operating Plan</i> .		Council rejected VicRoads proposed <i>Transport Network Operating Plan</i> for Central Geelong, instead requesting that work begin on an <i>Integrated Transport Plan</i> for Greater Geelong.	✓
Improve our road management and engagement program.	<i>Continue to seek input from the community on the planning and delivery of transport infrastructure.</i>	We continue to engage the community on a wide of road infrastructure projects. A review of the <i>Municipal Road Management Plan 2018–2021</i> is underway and planned for completion in June 2021. We will engage with our community to seek their input into this revised plan.	■
	<i>Implement planned council program of infrastructure upgrades including streets, roads and drains.</i>	We progressed significant improvements to road and safety conditions on Anakie Road. The \$3.5 million road rehabilitation project aims to help increase local employment, enhancing the economy of Lara and the wider region. This project is now 60 per cent complete. We also completed major drainage works in Epworth Street, Ocean Grove. This \$1.66 million project aims to provide improved flood protection to multiple properties, within and surrounding Epworth Street.	■
Deliver better-connected walking, cycling and trail paths across our region.	<i>Upgrade and deliver new footpaths and cycling paths and focus on linkages between paths.</i>	We are developing an <i>Integrated Transport Plan</i> that will provide a cohesive transport and land use planning framework for the City. We will identify and prioritise active transport modes and routes as part of this plan. In addition, we are currently tendering the construction component of Stage 1 of the southern link for the <i>Building Better Bike Connection</i> project, with construction planned for 2021. Planning is also underway to deliver the <i>Shared Trails Masterplan</i> .	■
	<i>Deliver actions in the Shared Trails Masterplan*.</i>	Council adopted the <i>Shared Trails Masterplan</i> in March 2020 and we developed project plans for each trail. In addition, we are currently investigating possible suitable routes for four key links on the Bellarine Peninsula.	■
Advocate to improve rail, road and sea connections for our region.	<i>Advocate on behalf of our residents to have access to safe, reliable and consistent transport including rail.</i>	We continue to work with neighbouring councils and the Department of Transport through the G21 Alliance Transport Pillar to advocate for improved transport connections, including rail. Work has also commenced scoping our <i>Integrated Transport Plan</i> which will be a key advocacy and action plan document for the region.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Work with government to improve freight connections to the Geelong Port.		<p>We are undertaking projects to support freight logistics and access to the Geelong Port including the completion of local road upgrades improving the safety for freight vehicle access. In addition, the routes to connect the Geelong Port to the Princes Freeway are included in the draft <i>Principal Freight Network</i> by the Department of Transport.</p> <p>We also continue to assist the regional channel authority for the planning and provision of freight access and the future introduction of the Spirit of Tasmania to the Geelong Port.</p>	■
Support further international flights at Avalon.		<p>Tourism Greater Geelong and The Bellarine continue to support Avalon Airport throughout this period via our tourism partnership.</p> <p>Avalon Airport was non-operational due to COVID-19 restrictions, including international and state border closures. The first interstate flights into Avalon Airport recommenced on 18 December 2020 with daily flights to the Gold Coast. In addition, 38 weekly flights to Sydney and Adelaide are due to return in February 2021.</p>	■
Support the redevelopment of the rail station precinct, including a modern bus terminal.		Council continues to be a partner in the <i>Revitalising Central Geelong</i> program, including advocating for the Geelong Station precinct redevelopment.	■
Deliver the <i>Better Bike Connections</i> project.	<i>Deliver the southern section of the Better Bike Connections program from Central Geelong to Highton.</i>	We completed detailed design for the southern link of the <i>Better Bike Connections</i> project. We are currently tendering for the construction and expect works to commence in early 2021.	■

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	18,850 businesses (30 June 2019) 17,995 businesses (30 June 2018)	Businesses increased 855 in 2019–20, and by 659 in the previous financial year.	■
City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
15 years of industrial land supply planned.	Annual	21 years (September 2018)	Maintain	28 years (June 2019) 28 years (June 2018)	There are a range of industrial development areas for new and existing businesses, however there's a shortage south of the Barwon River. The North East Industrial Precinct and West Employment Precinct at Armstrong Creek will be important to address this local shortage of supply.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	<i>Work with the Victorian Government to deliver the Central Geelong Planning Framework Review.</i>	We are working with the Department of Environment Planning Water and Planning on the <i>Central Geelong Central Geelong Structure Plan</i> which will be finalised early in 2021.	■
Work with government to deliver City Deal projects.	<i>Plan and prepare for the delivery of Revitalising Central Geelong projects funded through the Geelong City Deal.</i>	We completed planning for the integration of City Deal projects with the <i>Revitalising Central Geelong Action Plan</i> . The Royal Geelong Yacht Club completed the <i>Safe Harbour</i> project in 2020. Design work for the Geelong Arts Centre is well underway with the building contractor being engaged and demolition has commenced of the old Barwon Health building in Little Malop Street.	■
Use Geelong's UNESCO City of Design designation to secure economic development projects.	<i>Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation*.</i>	We are progressing the delivery of Geelong Design Week 2021 and CODE Souvenir Geelong. Our bid to host the 2021 UNESCO Cities of Design Subnetwork Meeting in Geelong was successful and this event will occur in October 2021. We have delayed work on the <i>UNESCO Framework Plan</i> to focus on business response to COVID-19.	⚙️

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Attract new investments to the region.	<i>Coordinate the Geelong Defence Alliance to support Hanwha's Land400 Phase 3 bid to create an elite defence production facility in Geelong.</i>	In partnership with Regional Development Victoria, we continued to support Hanwha in their search for a manufacturing location. Hanwha has been shortlisted as a preferred supplier to manufacture howitzers and Land400 tanks in Geelong.	
	<i>Create opportunities to increase the number of start-up and entrepreneurial businesses in the region.</i>	We delivered the Geelong Small Business Festival in partnership with the state government in September 2020 to support local business owners. A Small Business Victoria workshop on starting a small business was delivered to more than 40 participants. We measured the economic impact of our funding of Runway's start-up programs in 2017 and 2018. Results show the investment created 49 new jobs and a \$6.2 million contribution to our region's Gross Regional Product.	
	<i>Deliver the Cleantech Innovation Geelong Business Plan to encourage and enable sustainable practice in local business and use of clean technologies.</i>	We continue to implement the actions from plan including: <ul style="list-style-type: none"> • the investigations into a Cleantech precinct • funding five Cleantech demonstration projects • implementing the procurement for innovation training for employees • supporting our procurement process to reuse recycled materials for road surfaces • providing grants for product development projects. 	
Help to renew industrial precincts.		There are no planned activities to support this priority in 2020–21.	Not started
Execute strategies for economic growth in the region's north.	<i>Continue to deliver the Regional Industry Sector Employment program.</i>	The first of eight Regional Industry Sector Employment (RISE) programs had 10 participants (reduced due to COVID) completed in October 2020, with nine graduates. In addition, the Advisory Group for RISE agreed to Terms of Reference and key performance indicators for the program for these eight programs for delivery over the next two years. Our current focus is on securing ongoing employment for graduates and recruiting participants for the next group in February 2021.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support and promote across the region, local businesses, markets and products.	<i>Deliver the Small Business Festival to support existing and generate new small business owners.</i>	We delivered the tenth Geelong Small Business Festival online from 1-18 September 2020. It provided 40 events over the three weeks and attracted over 15,000 participants.	✓
	<i>Support the recovery of businesses in the region following COVID-19 through the delivery of Geelong's Business Support Package.</i>	We have several small business support packages in place, including a voucher for businesses to access free professional advice in legal, finance, marketing, grant writing, COVID-safe operations and human resources. To date, 571 vouchers were provided for this support. We also funded and promoted training programs, including COVID-safe operations and grant writing. We continue our e-Concierge point of contact service that is part of our business support COVID-19 relief and recovery programs and managed 45 enquires through our 'Better Approvals' process. We awarded \$411,463 in round 1 of our COVID-19 Business Recovery (small business) Grants to 85 businesses and round 2 will open in January 2021.	■
	<i>Continue shopping centre streetscape renewal projects*.</i>	We have no active shopping centre streetscape renewal projects underway at present.	Not started

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS





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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Municipal Geelong			Target	YTD		
Measures of Success	Frequency	Baseline	2022	Dec 2020	Progress comments	Status
Annual increase in visitors [^] .	Annual	5.1 million (Apr 17 to Mar 18)	2.1 per cent per annum	6.0 million [#] (Apr 19 to Mar 20) 6.0 million [^] (Apr 18 to Mar 19)	An increase of 0.2 per cent.	◆
Annual increase in expenditure by visitors [^] .	Annual	\$936 million (Apr 17 to Mar 18)	3.8 per cent per annum	\$1.1 billion [#] (Apr 19 to Mar 20) \$1.1 billion [^] (Apr 18 to Mar 19)	An increase of 1.7 per cent.	◆
Annual increase in international overnight visitors [^] .	Annual	55,900 (Apr 17 to Mar 18)	4.9 per cent per annum	56,900 [#] (Apr 19 to Mar 20) 61,800 [^] (Apr 18 to Mar 19)	A decrease of 7.9 per cent.	⬢
Annual increase in domestic overnight visitors [^] .	Annual	1.3 million (Apr 17 to Mar 18)	1.9 per cent per annum	1.6 million [#] (Apr 19 to Mar 20) 1.6 million [^] (Apr 18 to Mar 19)	A decrease of 1.3 per cent.	⬢
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6 per cent per annum	Estimated 5,961 (2019–20) Estimated 6,226 (2018–19)	A decrease of 4.3 per cent. Tourism employment was adversely impacted by the restrictions COVID-19 restrictions.	⚙️
City of Greater Geelong			Target	YTD		
Measures of Success	Frequency	Baseline	2022	Dec 2020	Progress comments	Status
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	45:1 (2019–20) 49:1 (2018–19)	\$53 million of event spending was generated, despite six major events being cancelled due to COVID-19 restrictions.	■

[^]There has been a methodology change in the collection of tourism data, so caution should be applied when comparing results from January 2019 onwards with past results.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.	<i>Work with government to deliver City Deal tourism infrastructure projects.</i>	<p>Tourism Greater Geelong and The Bellarine continues to work with government through representation on the Geelong City Deal Advisory Group that supports the City Deal Implementation Committee by providing independent advice on progress and strategic direction for the City Deal.</p> <p>The federal government released the <i>Geelong City Deal Annual Progress Report 2019–20</i> in November 2020 and it highlights key achievements, including completion of the Queenscliff Ferry terminal redevelopment and <i>Geelong Waterfront Safe Harbour</i> projects.</p>	
Deliver the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i> .	<i>Support Parks Victoria in the development of the You Yangs and Serendip Sanctuary Master Plan.</i>	<p>A draft master plan developed by Parks Victoria in partnership with Regional Development Victoria was released on 1 September 2020 for public comment. Council recognised community concerns about the draft plan's content and direction and will raise them with Parks Victoria's board and management.</p>	
	<i>Support the Study Geelong initiative to attract international students to the region.</i>	<p>Study Geelong launched the International Friends Program through our COVID-19 Support Package. The program matches an international student with a local person/family for 12 weeks to get to know each other and share culture. The current program is well underway with the next intake in March 2021.</p> <p>There is high percentage of students from India and China studying in Geelong. In order to encourage diversification, we expanded the eligibility criteria for the Ambassador Program resulting in students from a wider range of countries applying.</p> <p>In addition, we conducted two online events, a LinkedIn workshop in November 2020 and a Christmas break-up in December 2020.</p>	
	<i>Support and secure business events to the region via the activities of Business Events Geelong.</i>	<p>Business Events Geelong (BEGeelong) is moving through the Crisis Management and Recovery Strategy that was implemented in response to the COVID-19 pandemic. Phase 1 (Crisis Management) and phase 2 (Recovery Planning) was delivered with the focus now on phase 3 (Execution). Phase 3 involved the launch of the 'You Belong in Geelong' campaign that commenced in November 2020. This campaign aims to drive smaller residential business events into the region. It was supported through a targeted trade media push and attendance at four virtual trade show events targeting travel trade in UK, Europe, China and Australia.</p> <p>Work is still underway for larger-scale, long lead time business event bidding opportunities and we anticipate the Business Events specific framework due for release in early 2021 will support the recommencement of this sector.</p>	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow visitor demand.</i>	<p>Tourism Greater Geelong and The Bellarine launched a new campaign to promote the area as an experience greater than the sum of its parts. “Greater Than” was formed through extensive brand research and stakeholder engagement.</p> <p>The campaign divides the municipality into six sub-regions: Queenscliff and Point Lonsdale, South Bellarine, North Bellarine, Geelong, Moorabool Valley and the You Yangs region. A master brand was developed for Geelong and the Bellarine with each of the sub-regions having its own brand atlas.</p> <p>A series of ‘Greater Than’ marketing initiatives commenced in December 2020 and will be run over Summer with most resources retained for implementation in the shoulder season of 2021. There is a series of paid digital promotions running targeting niche visitor audiences. The campaign activity will be targeting the Victorian short break market who are already familiar with the region, engaging at the destination level.</p>	■
	<i>Help the region reach its potential through the delivery of critical infrastructure through advocacy for tourism priority projects as outlined in the Tourism Development Plan.</i>	<p>Tourism Greater Geelong and The Bellarine continue to provide a high level of support, advocacy and leadership towards delivering on major infrastructure projects and masterplans for the region including:</p> <ul style="list-style-type: none"> • 18 accommodation developments worth \$320 million adding an additional 1,228 room stock to an existing 3,075 stock • 14 attraction and experience developments worth \$290 million • 13 visitor infrastructure developments worth over \$460 million plus an addition \$1 billion development town centre development • Six projects aligned to the City Deal including a Convention and Exhibition Centre totalling \$420 million. 	■
Build on the current events program and increasing cross-promotional opportunities.	<i>Attract and procure major events to the region*.</i>	The Geelong Major Events Committee continued to meet monthly, to procure, support and develop major events. During the COVID-19 restrictions, the Committee provided support to postponed or cancelled sponsored events with flexible funding arrangements and delivery requirements to allow for amended COVID-safe event programming.	■

*Major Initiative

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

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

■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

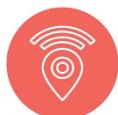
City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the city 11 council facilities with free community Wi-Fi (1 July 2018)	Increase	106 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2020)	We have added 14 new Wi-Fi access points since 2018. This is in addition to the free Wi-Fi at two City-owned facilities last year.	■
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for Service 24,074 (2017–18)	Increase	Payments 124,431 Forms 24,109 Requests for service 29,187 (2019–20)	All online transactions increased in 2019–20; payments by 7.4 per cent, forms by 43.9 per cent and requests for service by 9 per cent. COVID-19 closures of our customer service centres are the likely cause of this.	■
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	>5% (2019–20) 5% variation (2018–19)	The 8.7 per cent variation was caused by better-than-expected gifted assets of \$35 million and higher developer contributions. This was partially offset by an operating result that was (\$19 million) lower than expected – \$10.5 million of which was related to COVID-19 impacts.	■
Increased revenue streams.	Annual	-	Increase	-	An increase in the 'rates and charges' revenue stream in 2019–20 was caused by rateable property growth, as well as supplementary valuations.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.	<i>Implement the first year of the LED Street Light and Smart Remote Controller Program.</i>	We finalised the purchasing phase of the LED Street Light and Smart Remote Controller Program and are preparing for phase 1 installation. As part of the <i>Geelong City Deal</i> initiatives, we are investigating how sensors and new technologies can improve the management and driver experience with parking in Central Geelong.	
Develop digital tools and technologies to improve service delivery and our customer experience.	<i>Implement an online booking and ticketing system for the City's facilities and assets.</i>	We completed a significant engagement with business stakeholders to produce a fit for purpose go-to-market document with vendor selection finalised. Our online booking system is part of the Oracle Smart-Council solution due for implementation in July 2021. We selected our online ticking vendor and they will commence in February 2021.	
	<i>Implement the City's new risk management and reporting software solution.</i>	We completed several actions, including: <ul style="list-style-type: none"> • privacy impact assessment • business risk assessment • technical security penetration testing • development of the support model/production handover planning and associated communications and change management elements of the project • investigating a solution for data integration into the cloud. 	
Increase free Wi-Fi in public spaces and community facilities.	<i>Provide new Wi-Fi points at various locations across the municipality.</i>	We started our Wi-Fi project in the northern suburbs. We have identified major gaps in infrastructure and a crossover with several recreation master plans in the development of the detailed site specifications and network design. This information has led to the project being reviewed to determine the feasibility to deliver to the original scope of work.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Develop a strategic plan for the Smart City program, which uses technology and data to improve the lives of people in the community.</i>	Council endorsed the draft <i>Smart City Strategic Framework</i> at its meeting in December 2020. We are now seeking community feedback on this draft and anticipate returning to Council for approval in February 2021.	
	<i>Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.</i>	We are finalising the Bellarine enhanced broadband project contracts and detailed specifications. The project start is pending the completion of an environmental and heritage report which is due for completion in early 2021.	
Attract more technology-focused businesses to our region.		We managed ongoing enterprise enquires and continued to leverage opportunities for attracting technology-focused businesses.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Examine our budget to fund future initiatives.	<i>Continue to review our processes and services to find and implement efficiencies.</i>	<p>Our 2020–21 budget and grants program contained new and continued initiatives to support Greater Geelong’s COVID-19 recovery.</p> <p>We are developing the 2021–22 budget, implementing the findings from the post budget review of the 2020–21 process. Community engagement is planned for December 2020 to identify key areas of focus for future funding and COVID-19 recovery.</p> <p>Our Community Grants funding rounds are underway with funding recommendation presented to Council for consideration at the December 2020 meeting.</p>	■
Establish sustainable financial and infrastructure management systems for our future.	<i>Implement the City’s Digital Modernisation program to increase digital capability across the business and increase opportunities for the community to interact and transact with us online*.</i>	<p>We have appointed the organisation that will assist us to implement our Digital Modernisation program and they will start in January 2021.</p>	■
	<i>Continue the Asset Management Transformation program, including delivery of the Asset Management Strategy.</i>	<p>We continued our Asset Management Transformation program, including the delivery of the <i>Asset Management Strategy</i>.</p> <p>We continued to undertake the following work that was started last year:</p> <ul style="list-style-type: none"> • a review of data, systems, processes and procedures • development of Strategic Asset Models for all key Asset Classes and Portfolio Level Model. These will assist our decision making to better manage our growing asset base and support our ability to enable service delivery in the future. • creation of four asset classes Asset Management Plans by four asset classes. <p>In addition, the <i>Local Government Act (Vic) 2020</i> requires development of 10-year asset management plans. We drafted a number of these plans and will develop the remaining plans throughout the year.</p>	■

*Major Initiative

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
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete




City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	60 (2020) 58 (2019)	The public's perception of overall council performance has improved again in 2020 (up 2 index points from 2019 and 6 index points from 2018).	◆
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	73 (2020) 71 (2019)	Our community's satisfaction with customer service has increased 3 index points since 2018. This result may be due to a focus on resolving customer enquiries at the frontline and better online transaction options.	◆
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	56 (2020) 55 (2019)	Live streaming of council meetings and community focus meetings continue to have a positive impact on our community.	◆
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	53 (2020) 55 (2019)	Community satisfaction decreased slightly in the 2020 survey, but there has been an overall upward trend over the past four years. A new Have Your Say platform and other resources introduced this year have made engagements more accessible to the community, despite COVID-19 restrictions impacting our ability to engage face-to-face.	◆
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	54 (2020) 55 (2019)	Community satisfaction has been consistent over the past three surveys and will remain a focus for improvement.	⬢

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Dec 2020	Progress comments	Status
Decreased Lost Time Injury Frequency Rate.	Every three months	14.9 (June 2018)	Decrease	15.5 (December 2020)	The LTFIR has continued to trend slightly downward during this financial year. Results have been impacted by a consistent number of reported injuries each month, coupled with reduced number of Hours Worked.	
Increased employee engagement.	Annual	54% (2017)	70%	52% (2020) 52% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	
Increased employee satisfaction.	Annual	62% (2017)	80%	63% (2020) 58% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	
Increased positive media coverage [^] .	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	51.67% (Average July to December 2020)	Positive sentiment since July 2020 was influenced by COVID-19 support for community and businesses, community grants, reopening of facilities as restrictions eased and sustainability initiatives such as the plan to phase out single-use plastics and the endorsement of the sustainability framework and action plan. We are also seeing increases in the proportion of media coverage generated proactively over reactively.	

[^]The methodology used to collect this data changed in 2019–20, so caution should be applied when comparing results with previous years.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Proactively manage our assets, including land holdings.	<i>Develop a Sales and Acquisitions Strategy.</i>	We drafted our <i>Sales and Acquisitions Strategy</i> and are currently aligning this work with other key strategies.	
Consolidate the City of Greater Geelong offices.	<i>Commence construction and build of the new Civic Precinct*.</i>	<p>We are building a new Civic Precinct. The planning permit was issued at the end of June 2020 and construction has commenced with:</p> <ul style="list-style-type: none"> • Corio Street Car Park demolished, and piling started • demolition of 4 Bayley Street, Geelong complete and demolition of 6-10 Bayley Street, Geelong underway • drainage relocation in progress. <p>Over 90 per cent of waste materials from the demolition and exaction works are being recycled or reused. In addition, work on the Civic Precinct is expected to create nearly 900 local jobs.</p> <p>In December 2020, Wadawurrung Traditional Owners joined the City, developer Quintessential Equity and the wider Civic Precinct project team for a small, COVID-safe site blessing and cleansing ceremony which was followed by a sod turning.</p>	
Communicate and engage more effectively with the community, in areas of need.	<i>Support the voice of the youth in the community by promoting and supporting the 2020 Junior Youth Council.</i>	<p>We supported the Youth Council through an advisory and leadership program that included:</p> <ul style="list-style-type: none"> • 10 youth councillor coaching sessions • six Youth Council meetings • five Councillor Connect mentoring programs • one planning meeting • one Youth Council Steering Group meeting. <p>The Youth Council provided advice to headspace, commission for children and young people and to our internal departments.</p> <p>In addition, we completed fifteen presentations in schools to promote the 2021 Youth Council nomination and received 114 nominations.</p>	
Continue to transform our workplace culture.	<i>Deliver the Working Better Together program to achieve a positive workplace culture.</i>	<p>We have delivered the following actions as part of the Working Better Together program:</p> <ul style="list-style-type: none"> • five team building sessions with our Executive Leadership Team • three leadership enablement sessions with our Executive, Manager and Coordinators from across the organisation. <p>In 2021, we plan to focus on four key areas:</p> <ul style="list-style-type: none"> • setting standards, with the launch of the new <i>Leadership Capability Framework</i> • develop leaders, with new leadership development offerings in place • hold leaders to account, with the launch of the new performance review program • culture evaluation, with a new employee engagement survey and culture evaluation framework. 	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Use data and analytics to make better decisions.	<i>Embed the Sustainability Framework within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework*.</i>	<p>Council endorsed the amended <i>Sustainability Framework 2020</i> and revised <i>Sustainability Framework Action Plan 2020–2022</i> in July 2020. We are currently developing a report on draft measures and targets for these documents.</p> <p>In addition, we commenced an expression of interest process for community representatives for the Sustainability Advisory Committee in December 2020 and we will present our <i>Sustainability Policy</i> to Council in early 2021.</p>	
Make our processes more effective and efficient.	<i>Establish an Enterprise Project Management Office to support consistent and strategically planned project delivery across the organisation.</i>	<p>We scoped our Enterprise Project Management Office (ePMO) with initial implementation actions underway, including a pilot project supporting a more efficient budget process.</p> <p>Our ePMO is developing the required governance and organisational systems to support consistent and strategically planned project delivery.</p> <p>We also commenced developing project management templates and terms of reference for a project advisory group.</p>	
	<i>Deliver the second year of the City's Service Planning Program and implement our Service Review Framework to ensure we are servicing and meeting existing and emerging needs of our community.</i>	<p>We completed the second year of our service planning program with recommendations due in early 2021. Refreshed service plans will provide updated data and insights to inform our internal programs.</p> <p>In addition, we are developing a <i>Service Review Framework</i>.</p>	
	<i>Deliver the Clever Together Project change program to ready our workforce for working in new ways.</i>	<p>Our <i>Clever Together Project</i> brings together the Civic Precinct and Digital Modernisation programs to improve the experience of our customers and employees. Some of the activities in this plan that are complete or underway include:</p> <ul style="list-style-type: none"> • community and Aboriginal engagement in matters such as the naming of the Civic Precinct and scar tree relocation • vendor selection for the Digital Modernisation program and resource modelling to deliver associated projects • extensive employee engagement that has included workspace design workshops and new ways of working e.g. mobility and paperlite • regular union briefings about the new Civic Precinct and digital changes. 	
	<i>Mobilise the City's resources to enable delivery of organisational and community recovery following the COVID-19 pandemic.</i>	<p>Council extended the COVID-19 support packages of \$10.8 million announced in 2019–20, by a further \$4.2 million.</p>	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Deliver organisational changes in line with the new Local Government Act 2020.</i>	<p>We adopted a range of policies, charters and delegations to meet our <i>Local Government Act (Vic) 2020 (Act)</i> obligations. Council adopted the following key documents at the special meeting on 1 September 2020:</p> <ul style="list-style-type: none"> • Public Transparency Policy • Governance Rules • Council Expenses Policy • updated Audit and Risk Committee Charter • new Delegated Committees and a Community Asset Committee • updated Chief Executive Officer and employee delegations. <p>We commenced work on the following deliverable requirements of the new Act in early 2021:</p> <ul style="list-style-type: none"> • updated Councillor Code of Conduct • updated Gift Policy • review of Mayor and Councillor allowances. <p>In addition, we oversaw and contributed to the mandatory Councillor Induction following the 24 October 2020 local government election and complied with the Act and its associated Regulations to manage Campaign Donation Returns and Initial Personal Interest Returns.</p>	
Increase state and federal funding for the region.		<p>We meet regularly with state and federal Members of Parliament. Following Council elections in October 2020, a key priority remains the development of these relationships with our new Mayor and Deputy Mayor. Our City Deal communications plan supported the execution of committed state and federal funding.</p> <p>We made several successful applications for state grants aligned to our strategic priorities that funded road works, lighting, CCTV and outdoor dining initiatives. We plan to apply for funding from the federal government's Building Better Regions Fund in 2021.</p>	
Develop, promote and improve the City's brand.	<i>Set a baseline with brand awareness research.</i>	<p>We commenced our work into brand awareness for the City and Council at the end of last financial year, establishing baseline information that will allow us to develop our marketing and communications strategy to our community.</p> <p>In addition, we are seeking feedback on our key brand indicators, such as the Christmas program, to further enhance our understanding of community sentiment about our initiatives.</p>	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Lead major local organisations in collaborative projects.		<p>We collaborated with key Geelong organisations on the following advocacy matters:</p> <ul style="list-style-type: none"> • Northern Aquatic and Community Hub • City Deal Implementation • Australia’s Gateway Cities alliance. <p>We provided:</p> <ul style="list-style-type: none"> • briefings to G21 and Committee for Geelong panel representation on Committee for Geelong forums and for the G21 CEO recruitment process • regular COVID-19 Members of Parliament Meetings • hosting at Central Geelong taskforce forums • participation in Barwon Regional Partnership COVID-19 recovery discussions • successful advocacy for the Australian Tax Office to remain in Geelong • support for several projects in Geelong funded via the state and federal budgets including rail and social housing • leadership in developing the Designing Geelong webinar series. <p>In addition, our Mayor has been appointed as the chair of G21 for the next two years.</p>	■
Use better communication to strengthen our strategic priorities.	<i>Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government’s gender equity target.</i>	<p>We hosted two webinars in August 2020 for women interested in standing as candidates in the 2020 Council General Election. Leadership expert and author Ruth McGowan OAM shared her experience in local politics and information for prospective candidates to plan and deliver a successful campaign.</p> <p>We partnered with the Municipal Association of Victoria to deliver Council Community and Candidate Information Sessions and the Victorian Electoral Commission on a Voter Education Session for our CALD community.</p> <p>We also promoted Your Community Country and Council sessions run by the Victorian Local Governance Association.</p>	✓
	<i>Build the advocacy function to support the City to utilise and attract state and federal funding for the region.</i>	<p>We integrated our engagement, government relations, advocacy and communications functions. This centralisation will support our advocacy for key projects and created a main point within the City for collaboration with other key advocacy agencies for Geelong.</p> <p>In addition, we are developing:</p> <ul style="list-style-type: none"> • an advocacy framework • centralised reporting and oversight of incoming grants • enhanced relationship management with all tiers of federal and state governments. <p>We presented a draft <i>Community Engagement Policy</i> to Council in December 2020 and are seeking community feedback on this policy to be able to finalise it by March 2021.</p>	■

*Major Initiative



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

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