



THE CITY OF  
GREATER GEELONG

# COUNCIL PLAN 2018–22 QUARTERLY REPORT

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MARCH 2019

## **SPARROVALE WETLANDS**

The City is working with a range of stakeholders to ensure the timely delivery of the Sparrovale Wetlands, an iconic, world class wetland environment which will provide significant environmental and community benefit.





## ABOUT THE PLAN

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

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

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

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

### **Links to the vision**

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

### **March status update**

There are 84 key priorities and 56 aims. In March 2019, the majority of these were on track with:

- Six 'completed' year to date, two of these in the last quarter:
  - *Implement the actions in the annual employee opinion survey*
  - *Convene a Junior Council, with input into decision making, to improve engagement with young people.*
- One 'not started'
  - *Advocating and planning for a second container port at Bay West.*
- Five 'needs improvement'
  - *Delivering the Better Bike Connections project.*
  - *Executing strategies for economic growth in the region's north - Identify opportunities for economic growth in the region's north.*
  - *Increasing free Wi Fi in public spaces and community facilities.*
  - *Developing digital tools and technologies to improve service delivery and our customer experience / Establishing sustainable financial and infrastructure management systems for our future.*
  - *Using data and analytics to make better decisions.*
- One 'off track'
  - *Making our processes more effective and efficient.*

# IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54%	57%	-	Reported every two years.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59%	60%	-	Reported every two years.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41%	43%	-	Reported every two years.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46%	75%	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Showing leadership in gender equity, diversity and family violence prevention.		The draft <i>Ba-gurrk Gender Equity Framework and Action Plan</i> was endorsed on 12 February 2019. The City also co-hosted the 2018 Women in Community Life Awards which recognise and celebrate local women for their contributions in the community.	■
Supporting local organisations that address homelessness, family violence and food shortages.		We are assisting the <i>Towards Home Plus, Geelong</i> program, a joint initiative led by Neami National, which commenced in February 2019. This program has been essential in providing out-reach to a number of rough sleepers in central Geelong.	■
Develop a housing policy to provide a range of social and affordable housing options.		The project has commenced with key stakeholder engagement and a community forum planned for May - June 2019. A final report and presentation will be provided to Council in October 2019.	■
Improving safety in our community.	<i>Consult with the community on safety issues that are impacting them.</i>	Council are supporting local safety committees in Geelong and on the Bellarine to increase community safety. Over the coming months we will review the role and strategic plan of the Geelong Safety Committee.	■
Providing safer public spaces.	<i>Improve safety of, and user satisfaction with, community infrastructure.</i>	We are working together to implement a landscape plan to achieve Crime Prevention Through Environmental Design (CPTED) improvements for the Waurin Ponds Skate Park. A landscape concept plan has been developed and a construction works package is being prepared for tender.	■
	<i>Improve public safety on the Geelong Waterfront and in Central Geelong.</i>	The CCTV system is currently undergoing review and upgrade to provide improved capabilities with respect to the quality and analysis of imagery.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Working with stakeholders to prevent crime.		We are continuing to be involved in the Central Geelong Mall Subcommittee, a collaborative approach to addressing some of the perceived issues in and around the Little Malop Street Mall. The subcommittee, overseen by the G21 Regional Justice Reference Group, is supported by the State Government, the City, Victoria Police and other community and youth groups.	■
Encouraging responsible pet ownership.		We completed an audit and implementation plan for signage requirements. We are undertaking a review of bin and waste bag locations, particularly along trails. Council recently adopted a dog park strategy, including three-priority areas for construction within the East, Central and North of the municipality.	■
Promoting healthy eating and supporting active living.		The Municipal Public Health and Wellbeing Plan 2018–2021 was endorsed by Council in October 2018. Activities within the plan currently underway include: collaboration on an effective Choose Water campaign, reduction of sugary drinks in Council's managed sport and recreation facilities, hosting of a Mental Health awareness event and development of a discussion paper outlining the City's role in mental health and wellbeing.	■
	<i>Consult with the community to create more health and fitness options.</i>	We have provided free healthy eating seminars for members across all of our leisure centres. A member survey was conducted in March to gather feedback on satisfaction, communication methods and program ideas. Virtual fitness classes have now commenced at Leisurelink and are scheduled to commence at our other centres over the next four months.	■
Creating healthy environments in children's settings.		We promote healthy eating in all children settings and provide support and encouragement to families. When developing menus we follow the Australian Dietary Guidelines to ensure a range of healthy food options are provided.	■
Working towards having the safest roads in Victoria.		Central Geelong pedestrian improvement works, which include upgrades to pedestrian crossing points and intersections, have been completed in Myers Street, Bellerine Street and at Eastern Beach.  The <i>Geelong Road Safety Strategy</i> review is underway, with the final document and community engagement due in 2019.	■

## LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE  
WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE,  
HEALTHY AND SOCIALLY  
CONNECTED COMMUNITY

# INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites)	Maintain	2,177.9 hectares (549 sites) (2018)	An increase of 19 sites and 30.3 hectares on the baseline result of 2017 with no net loss in any suburb.	■
Per cent of plans for key community infrastructure projects completed.	Annual	-	100%	-	37 key community infrastructure projects have been identified for delivery in 2018–19.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Providing more quality spaces that support active lifestyles.		Construction of two new sporting ovals, netball courts and a community pavilion at Armstrong Creek East Precinct is now complete. Construction of a new softball and baseball pavilion at Stead Park is also completed. In March, Council endorsed the design of a community shed as part of the Armstrong Creek West Sports Reserve, and the development of a new all accessible play space at Rippleside Park.	■
Supporting the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities, and upgrade existing ones.</i>	<p>New or upgraded facilities are being delivered at over twenty sport and recreation reserves in the municipality. Some of these include:</p> <ul style="list-style-type: none"> <li>• court update at Ocean Grove Tennis Club</li> <li>• West Oval Pavilion and facility redevelopment.</li> <li>• St Mary's pavilion redevelopment</li> <li>• Herne Hill new netball shelter</li> <li>• change room upgrades at Grovedale, South Barwon and East Geelong Recreation Reserves.</li> </ul> <p>Masterplans have also been completed for Herne Hill Reserve and West Oval, with further masterplans underway for Lara Recreation Reserve, Drysdale Sporting Precinct and Grovedale Recreation Reserve.</p>	■
Delivering accessible and attractive community infrastructure, based on community need.	<i>Complete planning and design of the Northern ARC Health and Wellbeing Hub.</i>	The schematic design phase is now complete. Detailed design has commenced and is due to be completed in August / September 2019. We will continue to actively lobby both state and federal government for funding.	■
	<i>Complete planning to upgrade existing children's centres, and provide new ones.</i>	<p>We have opened two new Children and Family Centres in Armstrong Creek East and Highton respectively. Planning has commenced for Armstrong Creek West Child and Family Centre.</p> <p>The Drysdale and Purnell Road (Corio) Integrated Children's Centres are now under construction and on track to be opened in 2020.</p>	■
	<i>Acquire land for new community infrastructure.</i>	We completed acquisitions in the Armstrong Creek area for drainage infrastructure. We are about to finalise a land exchange in Indented Heads. This land will be enhanced to create benefit for the community.	■
	<i>Upgrade community facilities and make them safer.</i>	<p>Five replacement toilet blocks providing accessibility have been completed including:</p> <ul style="list-style-type: none"> <li>• Windmill Reserve, Newtown</li> <li>• Queens Park, Newtown</li> <li>• Kingston Park, Ocean Grove</li> <li>• Collendina Foreshore, Ocean Grove</li> <li>• Harvey Park, St Leonards.</li> </ul> <p>The last toilet block, Gateway Sanctuary in Leopold, will be completed by the end of June 2019.</p>	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Upgrade streets, roads, footpaths and drains.</i>	<p>The 2018–19 renewal programs for the upgrade of roads, footpath, kerb and channel, drainage and bridges is underway. Some of the programs the City is currently undertaking include:</p> <ul style="list-style-type: none"> <li>• Completion of missing links of kerb and channel, and footpath along Barwarre Road, Marshall</li> <li>• Ongoing design development of major drainage projects including flood mitigation in Epworth Street, Ocean Grove and main drainage outfall Coriyule Road, Curlewis</li> <li>• Construction of kerb and channel, and traffic in High Street/Watson Road, Belmont.</li> </ul>	■
Advocating and planning for a range of social and affordable housing options.		We have planning policies to encourage housing diversity in established areas and key locations in greenfield areas are in place. The development of a social housing policy is currently underway.	■
Maintaining our public open space.	<i>Provide more accessible public urban space.</i>	<p>The Central Geelong – Public Open Space Network report has been noted by the Council. This report will inform the review of the Greater Geelong Open Space Strategy, which once adopted by Council, will set the strategic direction and guide decision making, prioritising and investing in the current and future open space network.</p> <p>The Open Space Study is being finalised with a view of presenting to Council in the coming months, alongside the Social Infrastructure Planning work currently underway.</p>	■

## LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,  
HEALTHY AND SOCIALLY  
CONNECTED COMMUNITY



PEOPLE FEEL SAFE  
WHEREVER THEY ARE



SUSTAINABLE DEVELOPMENT  
THAT SUPPORTS POPULATION  
GROWTH AND PROTECTS THE  
NATURAL ENVIRONMENT








# A MORE INCLUSIVE AND DIVERSE COMMUNITY

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4%	60%	-	Reported every four years.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2%	75%	-	Reported every four years.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5%	80%	-	Reported every four years.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	TBD	-	Increase	-	20 gender neutral toilets have been completed at the Armstrong Creek Sports Pavilion.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Advocating for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Renew the Karreenga Aboriginal Action Plan</i>	We commenced community engagement to inform the development of Council's first <i>Reconciliation Action Plan</i> , which will replace the <i>Karreenga Aboriginal Action Plan</i> . We plan to complete this action plan before the end of 2019.	■
Improving our engagement with our culturally diverse population.	<i>Renew the Multicultural Action Plan</i>	The <i>Multicultural Action Plan 2018–22</i> was launched in February 2019 following its endorsement by Council in October 2018.	✓
Supporting activities that improve social connections in our community.	<i>Create a framework to support social and charitable groups</i>	<p>The City is providing a second round of grants for Community Investment and Support Fund - Healthy and Connected Communities Grants. Applications closed in February 2019 and are currently being considered.</p> <p>We facilitated and delivered a number of projects to foster social connections, including:</p> <ul style="list-style-type: none"> <li>Road Safety Project in Apollo Place Whittington</li> <li>Story Cube Project with Nelson Park</li> <li>School Bike Education Challenge with Nth Geelong Secondary College</li> <li>capacity-building with Neighbourhood Houses.</li> </ul> <p>We also continued our youth interactions aimed at improving social and community connections through groups, drop in programs and events, engaging with almost 9,000 young people since January.</p>	■
Promoting gender equity and diversity in our sporting and leisure facilities, and programs.		New gender neutral change rooms have been constructed at Winter Reserve, Belmont and Lara United Football Club. New facilities are planned as part of the West Oval Pavilion redevelopment, South Barwon and Bell Park recreation reserves.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Facilitating employment programs for the communities that need it most, including young people.		The Whittington Works demand-led employment project funded by Jobs Victoria, continues to support job seeking residents in Whittington in partnership with Bethany Community Support. The Skilling the Bay funded Whittington Works - Opportunity East (Education to Employment Program) have delivered the Women of Whittington Workwise Women's program, in partnership with The Gordon Skills and Job Centre and referred jobseekers to an Industry Skills Set Skills Uplift Traffic Management/ Entry Level Construction training program with Multiskills. The City is also supporting a series of 'Exploring Your Horizons' small business planning workshops to foster local small business/social enterprise initiatives.	
		We facilitated 220 skill groups and educational programs across the municipality, engaging with over 1,500 young people since January.	
Improving access to facilities and programs for people of all abilities.	<i>Provide a grants scheme to fund community groups and initiatives that promote inclusion and accessibility.</i>	Applications for Round 2 of the Community Investment Support Fund - Healthy and Connected Communities Grants closed in February with applications now being considered.	
		Actions from the recently endorsed <i>Access and Inclusion Plan</i> are underway with the delivery of a Marveloo, providing the City with a portable self-contained adult change facility for use at events. Marketing and implementation is scheduled to occur by June 2019.	
Recognising our returned service men and women.		We are supporting and facilitating a range of projects including: <ul style="list-style-type: none"> <li>installing Bluestone Pavers with Victoria Cross recipient names and relocating the Spirit of ANZAC statue within Johnston Park</li> <li>developing Armistice Day Stories of Peace for Anzac day projections on City Hall in 2019</li> <li>installing Honour Walls at the Ocean Grove War Memorial for Anzac Day</li> <li>developing a Connecting Memory Anzac Digital Story Trail for Armstrong Creek</li> <li>an Armistice Living Tribute for Johnstone Park</li> <li>adding to the Veterans of the Boer War collection through a partnership between the Lara RSL with the National Wool Museum.</li> </ul>	
Further developing programs that support older people and young people in our community.	<i>Renew the Municipal Early Years Plan</i>	Council endorsed the <i>Municipal Early Years Plan 2018–22</i> in November 2018. As well as being a plan of action to help us improve the health and wellbeing of the region's children (aged 0-8) and their families, it is also intended as a guide for early years providers and services within the municipality.	✓
		We are continuing to develop a positive and active ageing discussion paper to use during the consultation phase of our positive ageing strategy planned for April/May.	
Advocating for inclusive, multicultural activities and respect for cultural diversity.		Council has adopted the Multicultural Action Plan 2018-2022. The focus of the plan reinforces the work undertaken in this area including the development of a 2018-19 calendar that identifies publically accessible, culturally diverse and faith events. The City is providing employee training to support awareness, respect and responsive service delivery to our culturally diverse communities.	

## LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,  
HEALTHY AND SOCIALLY  
CONNECTED COMMUNITY



PEOPLE FEEL SAFE  
WHEREVER THEY ARE

# PLANNED SUSTAINABLE DEVELOPMENT

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares*	Increase	-	*The next update on the December 2018 baseline result will be available late 2019/early 2020.	△
15 years of residential land supply planned.	Annual	14+ years	Maintain	-	Reported annually.	△
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8%	40%	27.0% (2018)	There has been a significant increase in the total annual dwelling production. Greenfield development is most able to respond to spikes in demand for new dwellings. The next update on this result will be available late 2019/early 2020.	⬮
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	-	Reported annually.	△
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	-	Reported annually.	△
Mandatory sustainable design assessment of all new developments.	n/a	n/a	Planning controls in place	-	The City has completed a public exhibition of a planning scheme amendment to include environmentally sustainable design local policy in the Greater Geelong Planning Scheme. The policy will require multi-dwelling developments to include an Environmentally Sustainable Development assessment as part of the planning permit process. It is expected the policy will be adopted and operating by mid-2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Making sure housing supply, diversity and affordability can meet the needs of our growing community.	<i>Complete the Settlement Strategy, to guide growth, boundaries and development in townships and urban areas.</i>	Planning scheme amendment to implement the Settlement Strategy and the Northern and Western Geelong Framework Plan is underway.	■
Facilitating opportunities for infill residential development.		The <i>West Fyans Structure Plan, Pakington Street Urban Design Framework</i> and <i>South Geelong Urban Design Framework</i> are underway. Work underway includes community consultation and identification of types and scale of new infill development for these areas.	■
Continuing to develop urban growth areas across the region.		The framework plan for Northern and Western Geelong Growth Areas was adopted by Council on 26 March 2019. More than 30 active estates in Greater Geelong are providing a diversity of lot types and housing products.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Managing the impact of development on the unique character of our townships.		Infrastructure construction and planning is underway in our growth areas to meet the needs of new residents. Work with Department of Environment, Land, Water and Planning is underway to investigate designation of the Bellarine Peninsula as a distinctive landscape area. Design controls to guide new development in Barwon Heads being implemented through the Barwon Heads Structure Plan. The final amendment has been adopted by Council and submitted to the Minister of Planning.	■
Improving the environmental performance of new developments, using planning controls.		We have completed the public exhibition period for a planning scheme amendment designed to include environmentally sustainable design local policy in the Greater Geelong Planning Scheme. The amendment is scheduled to be considered by Council in April 2019.	■
Delivering biodiversity conservation programs.		Council has adopted a first-of-its-kind plan aimed at protecting the hooded plover, an iconic and highly threatened bird species that lives and breeds on local beaches. The program is underway, in partnership with BirdLife Australia and community volunteers.  In February 2019 we partnered with the Geelong Field Naturalists Club to present the inaugural Geelong Nature Forum. The one-day forum featured short talks by local biodiversity experts, informing residents about the wildlife wonders on their doorstep, and the potential ways for them to help look after our natural environment.	■
Preserving nature reserves, rural and coastal environments.	<i>Manage the delivery of nature reserves in new developments</i>	The City is supporting local community groups, including environmental education, and via the engagement of specialist environmental contractors, to assist with weed control works.	■
	<i>Establish Sparrovale Wetlands, to enhance the area and its biodiversity.</i>	The City is working with a range of stakeholders to ensure the timely delivery of the Sparrovale Wetlands system. The Sparrovale Master Plan will shape the design and development of a new parkland for the Geelong community. Consultation on the master plan will occur later this year	■
	<i>Continue a coordinated approach to drainage and water sensitive urban design.</i>	Council approved the Barwon Region Strategic Directions Statement for Integrated Water Management in October 2018, and it was signed off by the minister in December 2018. We also received a Victorian Planning Authority grant in December 2018 to prepare a stormwater services strategy.	■
	<i>Review of existing land for community facilities, with new land acquired where needed.</i>	We reached an agreement with VicRoads to purchase surplus land. This will be used for social infrastructure that can support the new and developing Fyansford community. We are currently awaiting contract of sale documentation from VicRoads.	■
	<i>Introduce a rural and peri-urban advisory body to build relationships and foster best practice.</i>	The Peri Urban Advisory Committee is currently working on a number of environmental initiatives. The committee has identified four priority areas for further work including: biosecurity; livestock exchange; information exchange and truck-wash facilities.	■

## LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT  
THAT SUPPORTS POPULATION  
GROWTH AND PROTECTS THE  
NATURAL ENVIRONMENT

# EFFECTIVE ENVIRONMENTAL MANAGEMENT

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Every three months	56.32%	60%	53.48%	Green waste has been reduced due to the extended dry period but has a peak in spring. Recycling trend is increasing due to the record dry summer and autumn period on the Peninsula. Overall recycling weight per capita is slowly reducing due to a reduction in newspaper circulation and conversion of glass containers to plastic containers. An options paper is going to Council in the first half of the 2019-20 financial year for review of possible long-term solutions.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135	50% reduction	-	Reported annually. Target and baseline are from 2014-15 levels as per the City's Zero Carbon Emissions Strategy.	△
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually	Increase	-	Reported annually.	△
Increased suburban tree canopy.	Every two years	14%	16%	-	Reported every two years.	△
Increased number of street trees planted per annum.	Every three months		>1,850 per annum	902	Street tree planting mainly occurs during late Autumn and Winter as this is the best time of year for planting.	■

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

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Trial a hard waste collection service.</i>	We have started trialling a book-in hard waste collection service which aims to collect items that are not accepted or do not fit into the three-bin residential kerbside collection. The City has already received nearly 4,500 bookings for the service since it opened on 1 March 2019.	■
	<i>Renew the Environment Management Strategy.</i>	We completed our internal and community engagement workshops to provide input into the <i>Environment Management Strategy</i> . We plan to have the draft document available for public consultation by mid-2019.	■
	<i>Continue to invest in the community Environment and Sustainability grants program.</i>	We allocated all \$50,000 of our 2018–19 Environment and Sustainability Grants Program funds in December 2018.	✓
	<i>Investigate options to achieve zero waste to landfill and support the community to do likewise.</i>	We are exploring options to achieve zero landfill waste through discussions with other local governments, businesses and state government agencies. Findings will be presented in our Waste Strategy, which is currently under development.	■
Using sustainable materials to construct and renew roads, footpaths and street furniture.		We are using recycled crushed concrete in sub-base construction for footpaths. We are also investigating the possibility of using recycled plastic in asphalt pavements by speaking to suppliers and other local Governments.	■
Progressively changing standard street lights to LED lights, to help reduce carbon emissions.		We have developed a business plan, including financial modelling, for the replacement of our existing 20,000+ streetlights with LED lighting, which is due to be considered in May 2019.	■
Commencing Drysdale landfill rehabilitation.		We have commenced stakeholder consultation for the development of the Drysdale Landfill Landscape Plan, including meeting with the Drysdale Landfill Community Consultation Group. We have begun to prepare options from this engagement, along with forming a project reference group with key stakeholders. This group, which will meet before the end of the financial year to consider these options.	■
Constructing a green organics facility.		The City's Garden Organics Processing Facility in Anakie has received its first delivery of residential green waste. The composting facility is expected to process an estimated 35,000 tonnes of green organics from the Greater Geelong region.	✓
Planting more trees to green and cool our urban areas.		Between July and December 2018, we planted 1,132 new advanced trees in streets and parks as part of the <i>Urban Forest Strategy</i> and we are currently using additional resources over summer to water street and park trees. Preparation and planning for the 2019 planting season has begun with planting to commence in June 2019.	■
Reducing single-use plastic across the region.		We developed and are in the process of implementing a Plastic Wise program to reduce single-use plastics at all our events, functions, activities and offices. Council passed a resolution on the Save Our Recycling Plan and is lobbying the state government to be able to implement programs.	■
Managing pest plants and animals more effectively.		We reached an agreement with the Department of Environment, Land, Water and Planning on the process for our rabbit-baiting program. This will commence at six reserves in May 2019.	■
	<i>Protect and rehabilitate our beaches, waterways and conservation reserves.</i>	We are working collaboratively with State government, other local governments, conservation groups and landowners on the Volcanic Plains Protection Program. This successful initiative provides landholders on the volcanic plains with funding and support to protect and rehabilitate private land.	■

## LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND  
IMPLEMENTATION OF  
SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT  
THAT SUPPORTS POPULATION  
GROWTH AND PROTECTS THE  
NATURAL ENVIRONMENT

# VIBRANT ARTS AND CULTURE

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325	Increase	-	Reported annually.	△
Increased access to cultural collections through on-line engagement.	Annual	49,093	Increase	-	Reported annually.	△
Increase in the percentage of active library members in the municipality.	Annual	19.28%	20%	-	Reported annually.	△
Increased employment in creative occupations.	Every five years	4.75%	Increase	-	Data available from 2021 Census.	△
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre.	Annual	NWM - 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934	Maintain	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Incorporating arts and cultural initiatives into infrastructure development, to enhance our sense of place.		Our implementation of the <i>Public Art Strategy</i> continues, with a range of projects including: <ul style="list-style-type: none"> <li>the Sunken Gallery</li> <li>contributing to the heritage interpretation of the Sale Yards.</li> <li>partnering with the Traffic Accident Commission (TAC) for a public art memorial for road trauma at Limeburners Point.</li> </ul>	■
Recognising and sharing our heritage through storytelling.		We have been working on the following storytelling projects: <ul style="list-style-type: none"> <li>five stories completed for the Connecting Memory project</li> <li>an interpretative trail commemorating our ANZAC heritage in Armstrong Creek</li> <li>Bronze Stories, a Central Geelong installation</li> <li>exhibitions and public programmes at the National Wool Museum (NWM)</li> <li>NWM exhibitions and public programmes highlighting the region's heritage.</li> </ul>	■
Recognising and celebrating Geelong's Aboriginal culture and history.		We are currently planning for the 2019 Reconciliation Projection Program. Other projects we have been working on include the Armstrong Creek Connecting Memory project, featuring stories of the First People and working with Wadawarrung to preserve a scar tree, with the aim of placing it at the NWM.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Working with galleries and museums to improve our public art and heritage offering.	<i>Develop a cultural strategy that advances our museums and galleries.</i>	We have done a lot of research to inform the upcoming cultural strategy and heritage asset strategic plan, and the framework for engagement has commenced. The <i>Public Art Strategy</i> , due for completion in 2020, will also be refreshed as part of this process.	■
	<i>Attract more national art exhibitions to the region.</i>	Geelong is presenting major national and international exhibitions at both the Geelong Gallery and the National Wool Museum for 2018-19 including: Sydney Nolan's Ned Kelly series (the Geelong Gallery) and London's Natural History Museum Wildlife Photographer Awards (NWM).	■
Attracting new, and supporting existing, creative industries.		We continue to deliver Arts & Culture information and promotions through ArtsAtlas Geelong and the Arts Bulletin. Renew Geelong, a project we fund in partnership with Creative Victoria, has been successfully activating Central Geelong's empty shops with creative and social enterprises. The Creative Geelong project, also cofounded with Creative Victoria, has been ongoing, staging a number of workshops and social enterprises.	■
Delivering UNESCO City of Design creative outcomes, including: National Wool Museum Master Plan; Geelong Gallery redevelopment; Mountain to Mouth; Geelong After Dark; cultural trails.		We are developing a range of exciting creative partnerships for Geelong After Dark and Pivot Summit including a digital project partnership between Deakin University, Ars Electronica Australia and the City, and a large scale aerial installation with ACTNatimuk. Geelong also partnered with Melbourne Design Week for the first time in 2019, hosting over 20 events including workshops, talks, tours and exhibitions.  The NWM saw over 20,000 visitors for the UNESCO City of Design linked exhibition <i>Masters: Art of the Precious Metal Object</i> .  <i>The Little L Project</i> of the National Wool Museum, in partnership with Deakin University, received Highly Commendable Collaboration or Partnership of the Year Award at the MAV Technology Awards for Excellence 2019.	■
Working with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		As part of Melbourne Design Week in March 2019, we collaborated with the Deakin University School of Architecture and Built Environment, the Geelong Gallery, and Geelong Regional Libraries, to deliver Vital Signs: Smart City, Living City. This was a three-part exhibition with representations of alternative, possible, and plausible design futures for Geelong.	■
	<i>Support music and performing arts programs.</i>	Guided by the Central Geelong Live Music Action Plan we are supporting our local music sector by increasing the live music presence at Geelong After Dark 2019, and providing advisory support for local music initiatives.  The next iteration of Connecting Song, a three-part mentorship of experienced songwriters with young emerging musicians, is underway, with mentors and mentees working together in preparation for Geelong After Dark.	■
	<i>Commence Osborne House remediation.</i>	We are undertaking a precinct masterplan, which incorporates the land within the boundaries of Swinburne Street, Mackey Street, Princes Highway and the foreshore, including St Helens. This will include options for future use of Osborne House. The masterplan report will be presented to Council by the end of June for approval and adoption.	■
	<i>Put heritage and conservation plans in place for significant infrastructure.</i>	The <i>Municipal Heritage Strategy</i> was adopted in August 2017. Conversation management plans are a critical tool for the ongoing protection of our heritage buildings and they are being prepared and implemented for many City owned sites.	■

## LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT  
ATTRACTS LOCAL AND  
INTERNATIONAL VISITORS





# INTEGRATED TRANSPORT CONNECTIONS

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths	Increase	-	Reported annually.	△
Increased community satisfaction rating with sealed local roads.	Annual	49	60	-	Reported annually.	△
Renewal gap for road management reduced.	Annual	\$4.5 M	Reduce	-	Reported annually.	△

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

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Supporting further international flights at Avalon.		<p>Tourism Greater Geelong and The Bellarine continues to work closely with both Avalon Airport and Air Asia to promote the new Avalon services in the following ways:</p> <ul style="list-style-type: none"> <li>• media and travel trade familiarisations of the region</li> <li>• volunteers providing visitor information services at Avalon</li> <li>• facilitated filming of video encouraging visitors to 'Turn Left' on arrival at Avalon</li> <li>• creating a flyer on Geelong and the Bellarine experiences for flight crew to do on their lay over</li> <li>• training programs for ambassadors who work with and support departing and arriving passengers.</li> </ul> <p>Avalon Airport is now a Tourism Greater Geelong and the Bellarine platinum partner.</p> <p>Efforts continue to attract additional airlines, new routes and destinations to Avalon, with further flight announcements anticipated in mid-2019.</p> <p>Research will commence in the first quarter of 2019 to better understand the travel patterns of Air Asia inbound passengers. Work will also commence on promoting Air Asia to the student market in Geelong, with the aim of boosting visits from family and friends.</p>	
Supporting the redevelopment of the rail station precinct, including a modern bus terminal.		Development Victoria has completed their peer review of the master plan and prepared a suite of recommendations, including a staging plan for consideration by the Victorian Government.	
Delivering the Better Bike Connections project.		An appropriately robust engagement with the community has meant that this project is delayed. Council will consider the southern link of the Better Bike Connections project at the Council Meeting on 30 April 2019. This will determine the outcome of this key priority.	
	<i>Investigate and develop parking solutions in Central Geelong.</i>	The Revitalising Central Geelong partnership have concluded a consultation period for the Central Geelong Car Parking Discussion Paper. The consultation allowed members of the community, as well as holidaymakers and visitors to the region, to provide their feedback on transport and parking options. The feedback will influence a Central Geelong Parking Strategy, to be developed in 2019.	

## LINKS TO THE CLEVER CREATIVE VISION



A FAST, RELIABLE AND  
CONNECTED TRANSPORT  
NETWORK






# A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses	Increase	-	Reported annually.	△
15 years of industrial land supply planned.	Annual	21 years	Maintain	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Continuing to work with government to deliver projects that revitalise Central Geelong.		The Revitalising Central Geelong partnership, jointly funded with the Victorian Government, is continuing to deliver on the <i>Revitalising Central Geelong Action Plan</i> . Recent activity includes: <ul style="list-style-type: none"> <li>• Malop Street Green Spine Block 1 design</li> <li>• new laneway breakthroughs at Denny's Place and Market Street</li> <li>• planning for Green Spine Blocks 3 to 6</li> <li>• consultation on Central Geelong Parking</li> <li>• commencement of the Urban Design Framework Activity Centre Zone review</li> <li>• progressing the Transport Network Operating Plan and Bus Service Review.</li> </ul>	■
Working with government to deliver City Deal projects.	<i>Work with government and local stakeholders to scope City Deal projects.</i>	Council has resolved to authorise the Mayor to endorse the Geelong City deal in a Council meeting on 26 March 2019. This state and federal government funding has a focus on the visitor economy and will help deliver key projects to drive the local and regional economy. Some of the projects for Geelong include: <ul style="list-style-type: none"> <li>• Convention and Exhibition Centre</li> <li>• Central Geelong Revitalisation</li> <li>• the Waterfront Safe Harbour project.</li> </ul> The City is contributing more than \$17 million in funding to projects that fall within the City of Greater Geelong.	■
Using Geelong's UNESCO City of Design award to secure economic development projects.		In partnership with the National Gallery Victoria (NGV), Geelong hosted over 20 events as part of Melbourne Design Week in March. <p>The City hosted the UNESCO Creative Cities Network (UCCN) - Geelong Stakeholder Day which was attended by 150 people and featured three speakers from the UCCN representing the cities of Dundee and Kortrijk. The event highlighted the importance of design across the community, how it can be used to improve the liveability of Geelong and plans for the next 12 months including community engagement activities.</p> A representative from the City and Deakin University attended the Singapore Design Week to support the City of Design UNESCO Public Forum Event delivered by the Singapore Design Council. Geelong presented at the forum and took part in a panel of experts discussing the importance design for business and education.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Attracting new investments to the region.		<p>The City has hosted several delegations to Geelong over the past quarter including:</p> <ul style="list-style-type: none"> <li>representatives from UNESCO Cities of Design; Dundee, Scotland and Kortrijk, Belgium. The delegates were invited to share the design journey of their cities at Geelong’s UNESCO stakeholder event.</li> <li>delegates from our sister city Lianyungang, China enhancing relationships with the City and institutions including The Gordon and Deakin University.</li> </ul> <p>We have also:</p> <ul style="list-style-type: none"> <li>hosted the Geelong Defence Alliance stand along with Deakin at the Avalon Airshow. Local businesses including XTM, Flaim Systems, McHugh and Eastwood and CLOS were represented on the stand, providing business exposure to the Defence market.</li> <li>been supporting businesses including Organic Dairy Farmers Australia, Vestas, ALE Heavy lift and Hanwha.</li> <li>assisted 12 small businesses with preliminary advice including the relevant regulations and preferable business locations through the Better Approvals Process.</li> </ul>	
Helping to renew industrial precincts.		Work to implement the <i>West Fyans Structure Plan</i> and the <i>Pakington Street Urban Design Framework</i> is underway. These projects will help transition older industrial areas to a mix of contemporary employment and residential uses.	
Executing strategies for economic growth in the region’s north.	Identify opportunities for economic growth in the region’s north.	We are working on a joint project to ensure the planning and economic activities enable employment opportunities in the north of the municipality. This initiative needs additional discussion and development to ensure the progress of agreed activities in the 2019-20 financial year continue to align with Council expectations and meet our commitments to the community in the region’s north.	
Supporting and promoting local businesses, markets and products.		<p>Council is sponsoring the <i>Girledworld</i> Geelong Youth Innovation Summit, a three day event in May to help to students explore the future skills, entrepreneurial mindsets and practical STEM knowledge they will need to lead, succeed and thrive in their future careers.</p> <p>We also continue to provide a number of programs designed to support small business in the region. These include:</p> <ul style="list-style-type: none"> <li>Business Victoria workshops</li> <li>Australian Taxation Office workshops</li> <li>Free business mentoring through Business Victoria’s mobile business centre.</li> <li>partner and support programs delivered by ManuFutures, Runway, Geelong Manufacturing Council and the Chamber of Commerce.</li> </ul>	
	<i>Make land available to attract new industry.</i>	We completed industrial land supply monitoring in 2018. There has been a significant increase in demand in recent years, but sufficient supply remains for at least 20 years.	

## LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY  
THAT SUPPORTS JOBS AND  
EDUCATION OPPORTUNITIES

# GROWING OUR TOURISM AND EVENTS

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Annual increase in visitors.	Annual	5.1 million (Apr 17-Mar 18)	2.1 per cent per annum	-	Reported annually.	△
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17-Mar 18)	3.8 per cent per annum	-	Reported annually.	△
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17-Mar 18)	4.9 per cent per annum	-	Reported annually.	△
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17-Mar 18)	1.9 per cent per annum	-	Reported annually.	△
Annual increase in tourism employment.	Annual	Estimated 5,906	1.6 per cent per annum	-	Reported annually.	△
Return on investment of Geelong major events to the municipality.	Annual	46:1	30:1	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Working with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		Both Federal and State governments have committed to the City Deal which has also been signed off by the City. Projects in the City Deal that relate to the Visitor Economy and projects include: <ul style="list-style-type: none"> <li>the Convention and Exhibition Centre</li> <li>Delivery of Shipwreck Coast Masterplan</li> <li>Revitalisation of Central Geelong,</li> <li>Safe Harbour Geelong</li> <li>the new ferry terminal for Queenscliff</li> </ul>	■
Delivering the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i> .	<i>Complete preliminary work for the establishment of the Mineral Springs Spa.</i>	The funding agreement with Regional Development Victoria to undertake bore integrity testing has been completed with results still being finalised. Results will trigger next steps and be used to determine immediate and longer term funding requirements.	■
	<i>Continue to attract cruise ships.</i>	During the 2018-2019 summer, Geelong hosted three cruise ships (Seven Seas' Mariner, MS Regatta and Viking Sun) delivering close to 3000 visitors/crew to the region.	■
	<i>Support the Geelong Waterfront Safe Harbour Precinct Project.</i>	A working group of technical and design specialists from the City and state government agencies will work with the Yacht Club to progress the master plan to satisfy the requirements of good design and public access.	■
	<i>Help to upgrade visitor facilities, experiences and accommodation.</i>	A tourism development plan detailing the top 20 projects for the region was completed in February 2019. With visitation forecast to increase significantly, Geelong and the Bellarine will need to increase guest rooms to meet projected demand.	■
	<i>Commence construction of an artificial reef and underwater sculpture park.</i>	Consultants have been engaged to oversee stage 1 of 'The Sunken Gallery' project. This includes: <ul style="list-style-type: none"> <li>formalising in principle support for the project by external stakeholders</li> <li>developing a marketing and communications plan, including consultation</li> <li>identifying project partners and funding opportunities.</li> </ul>	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Building on the current events program and increasing cross-promotional opportunities.	<i>Continue to support high-quality events across the region.</i>	<p>Expression of interest documentation has been developed to engage artists with a local artist selected to install a work first commissioned for Mountain to Mouth, as a land based marker for the Sunken Gallery.</p> <p>Tourism Greater Geelong and The Bellarine (TGGB) continues to support major events with 'pop up' Visitor Information Centre including:</p> <ul style="list-style-type: none"> <li>• Avalon International Air Show</li> <li>• Great Australian Beer Festival.</li> <li>• G21 Agribusiness Forum's AFL Country Game</li> </ul> <p>The region's major events are now fully integrated into TGGB digital platforms, visitor guides and visitor information services.</p>	■

## LINKS TO THE CLEVER CREATIVE VISION



A DESTINATION THAT  
ATTRACTS LOCAL AND  
INTERNATIONAL VISITORS



A PROSPEROUS ECONOMY  
THAT SUPPORTS JOBS AND  
EDUCATION OPPORTUNITIES

# INNOVATIVE FINANCES AND TECHNOLOGY

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

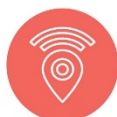
■ On track    
 ◆ Needs improvement    
 ● Off track    
 △ Not yet available    
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the city  11 council facilities with free community Wi-Fi	Increase	-	Reported annually.	△
More online transactions with our customers.	Annual	Payments – 114,257  Forms – 17,517  Requests for Service – 24, 074	Increase	-	Reported annually.	△
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	-	Reported annually.	△
Increased revenue streams.	Annual	-	Increase	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Delivering smart technology solutions to areas such as street lighting, parking, waste management and children’s services.		We are currently installing a LoRaWAN low powered sensor network across the municipality to enable the use of smart sensors. This is an important piece of infrastructure to enable the use of numerous sensors for services such as parking management, environmental monitoring, movement and people counting, waste management, asset usage and management. Approximately 150 sensors will be installed in April/May 2019.	■
Delivering Smart Cities infrastructure using electronic data collection to better manage assets and resources.		Installation of two data platforms to improve the collection, management, sharing and visualisation of data and open data sets is almost complete.  An internal data register will improve identification and collaboration of data sharing between our departments while and an open data platform to the public will enable greater access to council data.  Requests for supply of LIDAR (Light Detection and Ranging) data, has been out for quote and we are assessing contracts currently. LIDAR is used for many purposes including planning, engineering, urban design, infrastructure development, land development, surveyors, and 3D modelling.	■
Increasing free Wi-Fi in public spaces and community facilities.		The grants funding has not yet been received which has caused this project to be delayed. We expect to start in late April 2019.	◆
	<i>Improve digital access for the Geelong community.</i>	Facilitation of the Whittington Digital Inclusion working group has led to Newcomb Library filling a local need around digital skill building. The City continues to work and partner on meeting digital needs of the community with a current focus on Whittington.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Developing digital tools and technologies to improve service delivery and our customer experience.	<i>Drive digital transformation in the organisation.</i>	Our financial systems and infrastructure management systems are key components of the Digital Transformation agenda. As such, we are going to market to seek better ways of delivering these services, through a competitive Request for Tender.	◆
Establishing sustainable financial and infrastructure management systems for our future.			
Attracting more technology-focused businesses to our region.		<p>We are working with various stakeholders in the region to support the tech industry, start-up and entrepreneurial sector including:</p> <ul style="list-style-type: none"> <li>• sponsorship of start-up businesses in the Runway program</li> <li>• working on a program led by ManuFutures to support the entrepreneurs in the manufacturing sector</li> <li>• sponsorship of the upcoming Pivot Summit in May.</li> </ul>	■
Examining our budget to fund future initiatives.		We are currently scoping out initiatives for 2019–20, as part of the 2019–20 budget process. The draft budget is scheduled to be considered at the Council meeting on 30 April 2019.	■
	<i>Review the efficiency of our service delivery.</i>	Our five year service planning process for designated services is now underway and scheduled to be complete by June 2019.	■

## LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND  
ADOPTING TECHNOLOGY



A PROSPEROUS ECONOMY  
THAT SUPPORTS JOBS AND  
EDUCATION OPPORTUNITIES









# ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE




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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2019	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54	>70	-	Reported annually.	△
Increased community satisfaction with customer service.	Annual	70	>80	-	Reported annually.	△
Increased community satisfaction in decision-making.	Annual	53	>60	-	Reported annually.	△
Increased community satisfaction with community consultation (engagement).	Annual	50	>60	-	Reported annually.	△
Increased community satisfaction with overall council direction.	Annual	54	>70	-	Reported annually.	△
Reduction in Lost Time Injury Frequency Rate.	Every three months	14.9	Reduce	24.6	The LTIFR has experienced an upwards trend due to a change in the definition of lost time injuries, reduced hours worked for the period and an increase in the actual number of lost time injuries. Various programs are currently underway to reduce the number of lost time injuries incurred by our people.	⬢
Increased employee engagement.	Annual	54	70%	-	Reported annually.	△
Increased employee satisfaction.	Annual	62	80%	-	Reported annually.	△
Increased positive media coverage.	Every three months	55%	Increase	Average 63.9%	Our average positive media sentiment of 63.9% is our highest (average) score since we began independent media analysis in August 2015. It reflects a slow but steady rise in the City's positive portrayal by most media.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Proactively managing our assets, including land holdings.		The Asset Management Transformation Project is progressing, with: <ul style="list-style-type: none"> <li>the final draft policy ready for approval by the Asset Management Steering Committee</li> <li>the framework and strategy progressing well</li> <li>creation of asset management plan templates for each category type.</li> </ul> These components will all be completed by February 2019. Recruitment of key roles providing much needed expertise to deliver this major change project is now complete.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Consolidating the City of Greater Geelong offices.	<i>Plan for consolidating Council offices.</i>	The City is currently working with three shortlisted developers to present high quality, innovative concepts for the new precinct. We will be engaging with the community, our employees and stakeholders over the coming months to gather a wide range of ideas for the new precinct, including public open space and connections with other key parts of central Geelong.	
Communicating and engaging more effectively with the community, in areas of need.		We have commenced community engagement to identify needs in the following priority areas: <ul style="list-style-type: none"> <li>• access and inclusion</li> <li>• lifelong learning and jobs</li> <li>• digital inclusion</li> <li>• community resourcing.</li> </ul> <i>Whittington Works - Opportunity East</i> community engagement activities have built awareness of support available and recruitment to the <i>Education to Employment</i> project. Grovedale Neighbourhood House has conducted a community engagement project to look at better ways to foster an inclusive environment and engage local community members.	
Continuing to transform our workplace culture.	<i>Implement the actions in the annual employee opinion survey.</i>	We have implemented the Executive Action Plan and undertaken face-to-face employee engagement forums on the employee opinion survey throughout the organisation. We have reviewed the management action plans. The second phase of this initiative is to develop new ways to engage with our people across the City, which will commence in the 2019-20 financial year.	
Using data and analytics to make better decisions.		We are continuing to refine ways of using data to report on organisational performance. This has been delayed due to the need to first develop a performance monitoring framework, which will give a holistic view of performance across the organisation.	
Making our processes more effective and efficient.		Over 500 employees have participated in Introduction to Lean Thinking training, with a total of 32 completing the Lean Basics training.  Three business improvement projects are complete so far this financial year, with another 20 currently being supported across various departments to create better customer outcomes while using less effort and resources.  As demand for support outweighs our capacity to deliver, there has been a delay in the development of the Lean Basics and Lean Leader training programs. Recruitment is underway to increase our ability to provide assistance with these tasks.	
Increasing state and federal funding for the region.		We are continuing to advocate for regional priorities, in partnership with G21 and the Committee for Geelong. A number of funding announcements have recently been made including the finalisation of the City Deal and the Australian Government support of Fast Rail for Geelong.	
Developing, promoting and improving the City's brand.		We continue to advance several projects to enhance the City's brand, including: <ul style="list-style-type: none"> <li>• new in-house writing programs for officers, based on our writing standard</li> <li>• redesign of signage on animal management vehicles</li> <li>• a range of City-branded collateral (including brochures, print and online advertisements) to support and advance the City's lead role in Geelong's status as a UNESCO City of Design; and</li> <li>• additional marketing material to support and contribute to a range of events for the inaugural Melbourne Design Week in Geelong during March 2019.</li> </ul>	
Leading major local organisations in collaborative projects.		We will continue to bring together key regional stakeholders, via our Vision Partner Group. Membership of the Vision Partner Group has been reviewed and expanded	

		with the first meeting of the refreshed group held in February 2019.	
Using better communication to strengthen our strategic priorities.	<i>Strengthen strategic, governance and communication frameworks.</i>	Our annual Christmas program concluded at the end of January 2019, with record attendances and estimated economic benefits for our regional community -- thanks in part to a proven marketing and media campaign. In late January we commenced a new year of Community Focus and City Hall-based council meetings, with excellent public interest and attendance supported by improved marketing and public engagement. We continue to successfully promote Geelong's status as a UNESCO City of Design, which in turn supports the objectives of the current Council Plan, and our 30-year clever and creative vision.	
	<i>Convene a Junior Council, with input into decision making, to improve engagement with young people.</i>	Twelve local young people have been elected to the new Greater Geelong Youth Council, and will now serve as the region's official 'youth voice'. Aged between 12 and 16, the youth councillors represent a wide spread of local towns and suburbs, with three representatives from each of the four Council wards. Geelong's first ever Junior Mayor was elected from among the group in February. The Youth Council will meet once a month at City Hall. The Junior Mayor will then present the group's findings and recommendations to Council on a quarterly basis.	✓
	<i>Begin five-year service planning.</i>	Our five-year service planning process is well underway, with all designated services due to complete plans by 30 June 2019. Delivery of these plans will set the foundations for service delivery over the coming years, and allow the organisation leaders and councillors to make informed, comparative decisions about investment in service delivery for the future.	
	<i>Strengthen relationships with neighbouring councils, including G21 region councils and the City of Wyndham.</i>	Our Mayor and Chief Executive Officer are both on the board of G21 - Geelong Region Alliance. The CEO meets monthly with G21 CEO's and also meets frequently with the CEO of Wyndham to strengthen ties and discuss common projects.	

## HIGHTON CHILDRENS CENTRE

Our new five-star energy rated Highton Child and Family Centre was officially opened in March, providing young families in the area a wide range of services, including kindergarten, maternal and child health, after school care and playgroup.



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## CUSTOMER SERVICE CENTRE

100 Brougham Street

Geelong VIC 3220

8.00am – 5.00pm

ISBN: 978-0-6483576-0-5

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

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

For a copy of the current documents go to [www.geelongaustralia.com.au](http://www.geelongaustralia.com.au) or call 5272 5272.