



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2019–20

—
MARCH 2020

ST LEONARDS COMMUNITY RALLIES TO CLEAN UP COAST

St Leonards residents worked alongside the Bellarine Catchment Network and the City of Greater Geelong to monitor the St Leonards Pier and other litter hot spots.





ABOUT THE PLAN

Council Plan 2018–22 – Putting Our Community First, Update 2019–20 outlines how the City is working towards making Greater Geelong a clever and creative city-region. It guides how we allocate resources so we can deliver infrastructure, services and programs to the community in a sustainable way.

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

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

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

Links to the vision

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

March 2020 status update

There are 130 priorities/actions currently reported on within *Council Plan 2018–22, Update 2019–20*.

At the end of March 2020:

- **111 ‘on track’**
- **Seven ‘complete’**
 - *Implement a new approach for the Community Investment and Support Fund.*
 - *Continue to invest in programs and facilities to support gender equity in sport.*
 - *Construct a green organics facility.*
 - *Trial a flexible parking solution for the CBD.*
 - *Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).*
 - *Establish and fund the Community Events Grant Fund.*
 - *Establish and support an organisational change management function.*
- **Two ‘not started’**
 - *Review and implement Greater Geelong Cycling Strategy.*
 - *Commence operation of an Enterprise Project Management Office.*

- **Four needs improvement'**

- *Work with partner agencies to implement strategies aimed at addressing homelessness in Central Geelong.*
- *Develop and launch the Positive Ageing Plan.*
- *Install sensor networks to enable the use of smart sensors for services including parking and waste management.*
- *Create a new advocacy function.*

- **Six 'off track'**

- *Continue the support and delivery of Geelong's iconic arts and cultural events and programs.*
- *Construct and launch the first stage of the Sunken Gallery.*
- *Adopt and implement the first year of the Cultural Strategy.*
- *Adopt the Transport Network Operating Plan including recommendations from the Bus Services Review.*
- *Work with Victorian Government to implement Central Geelong Action Plan.*
- *Support Geelong Yacht Club to implement stage one of the Geelong Waterfront Safe Harbour Master Plan.*






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	YTD	Progress comments	Status
			2022	Mar 2020		
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (2017)	57%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59% (2017)	60%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41% (2017)	43%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.17% (2018–19)	Reported annually.	◆

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	<i>Implement actions in the Ba-gurrk Gender Equity Framework.</i>	<p>We delivered a Gender Equality for forum at Deakin University with our key strategic partners in October 2019.</p> <p>We held an International Women's Day event on 6 March 2020 featuring Nova Peris as the keynote speaker and a range of Women in Community life awards.</p> <p>Together with Municipal Association Victoria, we commenced three-month pilot project that tests a specially-designed analysis toolkit to ensure women, men and gender non-binary individuals are considered in important decision making. We will use the findings from this trial to inform the Arts and Culture Strategy and open space referrals.</p>	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support local organisations that address homelessness, family violence and food shortages.	<i>Work with partner agencies to implement strategies aimed at addressing homelessness in Central Geelong.</i>	We commenced work on a new project with key partners such as the Barwon Homelessness Network that considers security measures for rough sleepers in Central Geelong. Consultation has occurred with several agencies regarding placement of secure lockers, however, we are yet to finalise this placement.	
	<i>Implement a strategic response to address food shortages in the Geelong region.</i>	<p>We worked with key community food relief and assistance stakeholders to:</p> <ul style="list-style-type: none"> • develop a project brief • appoint a consultant to undertake a review and develop a business case for the sustainability of a food assistance program across Geelong • complete a review of the draft Food Relief Business Plan. <p>We will present the business case to Council in May 2020.</p>	
Develop a housing policy to provide a range of social and affordable housing options.	<i>Adopt and commence delivery of the first year of the Social Housing Plan.</i>	<p>We presented the draft Social Housing Plan to Council in November 2019. It was then released for community feedback and we received over 90 responses and 14 written submissions.</p> <p>Council endorsed the <i>Social Housing Plan</i> in February 2020 and we are currently developing the implementation plan.</p>	
Improve safety in our community.	<i>Work with partner agencies to develop a Community Safety Strategy and Action Plan.</i>	We commenced scoping a community safety framework and action plan with key agencies such as Victoria Police, Department of Justice and agencies who specifically address safety issues. We expect to complete this work by June 2020.	
Provide safer public spaces.	<i>Improve safety in the CBD including the Little Malop Street Mall and Moorabool Street.</i>	We have trialled minor works as part of the Little Malop Street Central activation and public realm improvement project. The public toilet has been removed to make way for a performance space. The water feature has been reinstated and there are new festoon lights, children's play equipment, planter boxes and seating. The results of the trial in conjunction with the Place Score survey completed in February 2020 will help shape the long-term masterplan for the space, which will involve extensive community consultation.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Encourage responsible pet ownership.	<i>Implement the Domestic Animal Management Plan focusing on community awareness and education.</i>	<p>We implement the following actions of the <i>Domestic Animal Management Plan</i>, including several community and awareness initiatives:</p> <ul style="list-style-type: none"> • completed the July 2019 cat desexing program • audited dog signage across the municipality, with new signage rolled out to key locations • installed temporary “pick up poo” signage at sporting grounds • rebranded animal management vehicles to improve our visibility within the community • communicated via the Park Your Pet App with ongoing messaging, articles and visibility • engaged our community about the proposed changes to dog control orders on Barwon Coast managed land • distributed promotional City-branded dog poo bag dispensers at City-attended pet events • created a video to provide information about effective dog control • provided pet selection articles and links on our website’s ‘Pets’ page • developed a dog attacks registry to identify any trends in dog attack occurrences within our municipality. 	
Promote healthy eating and support active living.	<i>Continue to work with sporting clubs, community groups and businesses to promote healthy eating.</i>	<p>We continued to work on the reduction of sugar sweetened beverages at Council owned and operated recreation facilities. In conjunction with partner organisations in Victoria’s South West region, we are supporting the ‘Choose Water Every Day’ Campaign, a call to action to select water over other beverages. We are also reviewing our Healthy Catering Guide that assists workplaces, associations and community groups to make healthier choices when organising catering.</p>	
	Create and facilitate more health and fitness options.	<p>We had offered across all four indoor leisure centres:</p> <ul style="list-style-type: none"> • over 400 virtual and group fitness classes, providing flexible fitness class options • over 100 MOTIVATE30 small group training classes, which continue to grow in popularity. <p>Due to the current restrictions of the coronavirus (COVID-19) pandemic, we have had to place these classes on hold. However, we aim to start two live-streamed classes each day in mid-April 2020 and expand this offering to 34 classes a week by June 2020. In addition, we are working with LiveLighter and GMHBA to deliver a healthy eating guide and recipe program online and via social media before the end of this financial year.</p>	
	<i>Create the Mental Health Strategy and Action Plan.</i>	<p>We developed a scoping paper to further understand our role in facilitating positive mental health. A new action plan is in development that outlines more specific activities to promote mental health and is due for completion by June 2020.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Create healthy environments in children’s settings.		We have completed the following actions to create healthy environments in children’s settings: <ul style="list-style-type: none"> • reviewed our implementation of the Child Safe Standards • implemented daily safety checks in children’s outdoor play spaces prior to children’s play • educators are undertaking online training in the “Be You” program to support children’s mental health and wellbeing. 	■
Work towards having the safest roads in Victoria.	<i>Work towards becoming a “Towards Zero” council for road safety.</i>	We are updating our <i>Road Safety Strategy</i> to be considered by Council later in 2020. We are also working to secure \$3 million to implement additional road safety treatments throughout Corio and South Geelong.	■

LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY







INFORMED SOCIAL INFRASTRUCTURE AND PLANNING



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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (November 2017)	Maintain	2,196.9 ha (560 sites) (2019)	An increase of 11 sites and 19 hectares since 2018. A total increase of 30 sites and 49.3 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	37 key community infrastructure projects have been identified for delivery by 2022.	100%	65% (June 2019)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Identify locations and construct two fenced dog parks.</i>	We have identified the locations in Belmont and Lara with designs well underway. We are finalising the location for a fenced dog park on the Bellarine.	■
Support the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities and upgrade existing ones.</i>	We have completed: <ul style="list-style-type: none"> design and planning work for West Oval to be regional AFL facility engaged a consultant to review the suitability of the Geelong Baseball Centre at Waurn Ponds as a venue for hosting international teams and regional baseball revised the Drysdale Sporting Precinct Master Plan following community and stakeholder feedback. opened the Stead Park Skatepark progressed all designs for redevelopment of change facilities and pavilions for West Oval, Herne Hill and South Barwon completed our community consultation for the Drysdale Sports Precinct Masterplan, with revised plan due to be presented to Council in May. In addition, Council endorsed a scoping study for the proposed 50-metre outdoor pool in Drysdale.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver accessible and attractive community infrastructure, based on community need.	<i>Advocate for funding for the Northern ARC Health and Wellbeing Hub.</i>	We continue to collaborate with G21, Regional Development Victoria, Sport and Recreation Victoria and the Barwon Region Partnerships to advocate for state and federal government funding.	
	<i>Engage with sporting clubs and community groups to improve access to community and sporting facilities.</i>	The Marveloo we purchased provides our community with a portable self-contained all-abilities adult change facility and it continues to be to be activated. We have completed our community engagement regarding the Rippleside Park Inclusive Playspace and will deliver our findings to the Access and Inclusion Committee in April 2020.	
	<i>Complete planning to upgrade children's centres, and construct and open new centres.</i>	We completed and opened the new Rosewall Community Centre in November 2019. We also completed construction of the Integrated Child and Family Centres at Corio (Purnell Road) and Drysdale, both due to open in 2020. We purchased land in Bell Post Hill to be the site for a new early learning centre.	
	<i>Acquire land for new community infrastructure.</i>	We purchased land in Fyansford from VicRoads for a future community facility and in Bell Park/Bell Post Hill to enable the development of a new early learning centre. We have commenced engagement with VicRoads to acquire land for the development of the Armstrong Creek Sports Precinct.	
	<i>Implement a new approach for the Community Investment and Support Fund.</i>	So far, we have allocated \$3.7 million to fund a range of organisations to undertake community-based initiatives and projects via our Community Investment and Support Fund (CISF) under the following grant streams: <ul style="list-style-type: none"> • Healthy and Connected Communities Grants • Creative Communities Grants • Environment and Sustainability Grants • Central Geelong Heritage Fund • Community Events Grants • Community Infrastructure Grants. Our implemented new approach to the CISF included: <ul style="list-style-type: none"> • increased budget allocation for Community Infrastructure • final assessment by a community panel • a new grant for community events • changes to guidelines to reflect the priorities of council plan. 	
	<i>Develop a feasibility study for a livestock and information exchange facility.</i>	The Rural and Peri-Urban Advisory Committee appointed an organisation to undertake a feasibility study for a livestock and information exchange facility to support farmers in the region. Engagement with key stakeholders which will inform the study was extended to allow further community consultation at the Bellarine Agriculture Show. This impacted the timeline for the completion of the final report, which is now due in May 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<p><i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i></p>	<p>We held a series of meetings with Osborne Park Association representatives and a forum with community stakeholders on 12 November 2019.</p> <p>We re-scoped the project and prepared a program of renewal works to be undertaken.</p> <p>We have continued our engagement with key stakeholders and the report was considered by Council in February 2020. Council resolved to proceed with the preparation of a Sustainable Development Plan for Osborne House.</p>	
<p>Maintain our public open space.</p>	<p><i>Improve playgrounds using the Geelong Play Strategy.</i></p>	<p>We re-opened Kingston Park in Ocean Grove after undergoing a \$370,000 upgrade.</p> <p>We engaged with the community over November/December 2019 on the upgrade of nine neighbourhood playground. Site works have commenced as a part of the annual renewal program in line with the Geelong Play Strategy.</p> <p>In addition, we installed Story Cubes outside the Corio Library and Sign Rocks to mark the location of the Waurm Ponds Creek Environmental Walk on Pioneer Road and Ghazeeepore Road.</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 2020	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5% (2014)	80%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	Annual	-	Increase	8 facilities (June 2019)	Reported annually.	■

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

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support activities that improve social connections in our community.		<p>We continued our youth interactions aimed at improving social and community connections through groups, holiday programs, drop in programs and events, engaging with over 7,000 young people.</p> <p>We also:</p> <ul style="list-style-type: none"> provided grants to community groups to provide regional events as part of International Day of People with Disability partnered with the Gordon Skills and Jobs Centre to support the WorkWise Women program which saw 20 women participate in five-week program to build social connections and capacity for work and training attended the Wyndham Community Education Centre to communicate with newly arrived job seekers around opportunities to minimise isolation partnered with Barwon Child, Youth & Family to further refine the delivery of the Autism Spectrum peer support group for carers / parents acknowledged the 13 graduating participants of our first Community Leadership Program. 	
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<p><i>Continue to invest in programs and facilities to support gender equity in sport.</i></p>	<p>We hosted a forum in December 2019 to recognise local sporting clubs that implemented successful gender equity practices. This project was made possible with a grant from Municipal Association Victoria.</p> <p>We will continue to work with sporting clubs to emphasise the importance of gender equity approaches in 2020.</p>	
Facilitate employment programs for the communities that need it most, including young people.	<p><i>Deliver employment programs for people with Jobs Victoria Employment Network and Skilling the Bay.</i></p>	<p>In partnership with Go Traffic, we continue to support the GROW (G21 Region Opportunities for Work) initiative with over 60 potential participants attending information sessions, 21 completing certification training and a further 121 registering for the jobs program.</p> <p>We had 40 new participants registered in Skilling the Bay programs which included:</p> <ul style="list-style-type: none"> Good Cycles program Certificate II Production Horticulture Certificate III Cleaning Operations Jamie's Ministry of Food Program Go Traffic training program Work ready life skills program. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
<p>Improve access to facilities and programs for people of all abilities.</p>	<p><i>Implement the Community Access and Inclusion Plan including the Changing Places Strategy.</i></p>	<p>Our <i>Access and Inclusion Plan</i> is being implemented. We will report the final outcomes of the plan in July/August 2020.</p> <p>We installed the Changing Places amenities in Westfield Geelong as part of the Central Geelong Accessibility Improvements Project. We now have seven Changing Places facilities across the municipality. Audits are currently being conducted on our changing places facilities and the Rosewall, Cloverdale and Armstrong Creek Hubs.</p> <p>We partnered with Year 11 Victorian Certificate of Applied Learning (VCAL) students on projects including:</p> <ul style="list-style-type: none"> • developing the Industrial Arts Walk, Ocean Grove with Bellarine Secondary College • the Pedestrian Intervention project with Newcomb Secondary College. The program introduces students to people who work on roads and future jobs in roads, maintenance, infrastructure, design and management. <p>We are delivering Mobi Chair Beach Wheelchair Training in partnership with Leisure Network disability support workers to enable community members with a disability to access beaches. Training will resume after beaches which have been closed due to coronavirus restrictions are re-opened.</p>	
	<p><i>Start design of inclusive playground at Rippleside Park.</i></p>	<p>We are working in partnership with Variety in the design and development of the Rippleside Park Play Space, a new all abilities play space.</p> <p>We engaged with the community on design ideas over October/November 2019. Our draft concept plans were the focus of further community engagement in early 2020, and we received over 500 responses. The resulting concept plan is scheduled to be presented to Council in June 2020.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Recognise our returned service men and women.		<p>We completed projects to ensure there is recognition and respect for our returned service women and men including</p> <ul style="list-style-type: none"> relocating the Spirit of ANZAC statue and Victoria Cross recipient pavers within Johnston Park supporting the special Remembrance Day performance of 'The Mission' by Tom Molyneux at Courthouse Youth Arts. <p>We are currently facilitating and supporting a range of activities including:</p> <ul style="list-style-type: none"> supporting Vietnam Veterans in collections management through the Osborne Park project preparing to digitise First World War naval objects from the Maritime Museum and adding objects related to veterans identifying plaques and memorial across the municipality requiring maintenance, care and repairs developing a special pop-up traveling display of Charles 'Tug' Wilson naval artefacts to be launched June 2020 auditing and digitalising our returned service collections developing a suite of ANZAC-themed digital stories, to be available through the Connecting Memory digital storytelling app renewing the Malay Borneo memorial at St Helens planning a public artwork for Indigenous returned service people. 	
Further develop programs that support older people and young people in our community.	<p><i>Develop and launch the Positive Ageing Plan.</i></p>	<p>We are recruiting an Officer to develop a Positive Ageing Plan. The Plan will direct our interactions and work with members of our older community.</p> <p>We have appointed a consultancy company to consult with the community about Positive Ageing matters.</p> <p>Due to the coronavirus (COVID-19) restrictions, we cancelled the community and stakeholder consultation sessions scheduled for March 2020. We are currently investigating other options to engage with our community and stakeholders.</p>	

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 2020	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares (December 2018)	Increase	1,275.471 hectares (June 2019)	We have increased the natural habitat that we manage by 376.759 hectares.	■
15 years of residential land supply planned.	Annual	14+ years (January 2017)	Maintain	26 years (June 2019)	Reported annually.	■
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (December 2016)	40%	23.0% (2018)	There has been a significant increase in the total annual dwelling production. Greenfield development is most able to respond to spikes in demand for new dwellings. The 2019 result will be available mid-2020.	⬢
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	100% (2018–19)	Reported annually.	■
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	100% (2018–19)	Reported annually.	■
Mandatory sustainable design assessment of all new developments.	Annual	n/a	Planning controls in place	-	We incorporated the new Environmentally Sustainable Development guidelines into the Planning Scheme via a planning scheme amendment which was gazetted on 17 October 2019.	✓

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Ensure housing supply, diversity and affordability can meet the needs of our growing community.	<i>Implement the Settlement Strategy to guide growth and development in townships and urban areas.</i>	Council referred Amendment C395, which seeks to implement the <i>Settlement Strategy</i> into the Geelong Planning Scheme, to an independent planning panel. The panel hearing concluded mid-March 2020 and we await the final report.	
Facilitate opportunities for infill residential development.	<i>Adopt the Saleyard Precinct Master Plan.</i>	We completed an engagement with our community and key stakeholders to inform the draft <i>Saleyard Precinct Master Plan</i> in August 2019, which has been developed and will be considered by Council in April 2020.	
Continue to develop urban growth areas across the region.	<i>Commence a Precinct Structure Plan in each of the Northern and Western Geelong Growth Areas.</i>	We have signed a third-party funding agreement with the landowners in the Elcho Road precinct. Biodiversity field assessments have concluded.	
	<i>Unlock barriers to investment in key development areas, urban renewal areas and station precincts.</i>	We are preparing the draft <i>South Geelong Station Urban Design Framework</i> . The draft <i>Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework</i> was considered by Council in February 2020 and is now available for community consultation until 4 May 2020.	
	<i>Continue to implement the Armstrong Creek Urban Growth Area to ensure infrastructure and services meet the needs of the new communities.</i>	We continue to implement the Armstrong Creek Urban Growth Area plan. Development is progressing in four precincts.	
	<i>Work with Victorian Government to deliver the Geelong Growth Area Transport Infrastructure Strategy.</i>	We have awarded the contract for the Geelong Growth Areas Transport Infrastructure Strategy and have continued work in this strategy. The Department of Transport will provide funding towards this project.	
Manage the impact of development on the unique character of our townships.	<i>Progress the Municipal Heritage Strategy in partnership with the Heritage Advisory Committee.</i>	We continue to work on a thematic history for Geelong.	
	<i>Work with Victorian Government to conserve the Bellarine as a distinctive landscape area.</i>	The Bellarine Peninsula was declared a Distinctive Area and Landscape under the <i>Planning and Environment Act 1987</i> on 22 October 2019. We continue to work with the Department of Environment, Land, Water and Planning on the technical work and next stage of consultation in April 2020.	
Improve the environmental performance of new developments, using planning controls.		We incorporated the new Environmentally Sustainable Development guidelines into the Planning Scheme via a planning scheme amendment which was gazetted on 17 October 2019. We are now implementing these guidelines throughout our city-region.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Preserve nature reserves, rural and coastal environments.	<i>Develop the Sparrovale Wetlands Master Plan and begin construction.</i>	<p>We have developed a webpage and promotional video as part of the <i>Sparrovale Master Plan</i> community engagement program. We have also engaged with Wadawurrung representatives to begin a discussion about naming and features to be contained within the reserve.</p> <p>The draft <i>Sparrovale Master Plan</i> has been prepared and is due for consideration by Council in May 2020, after which it will be available for community feedback.</p>	

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 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%	54.00% (2018–19)	Reported annually.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO ₂ -e (2014–15)	50% reduction	22,633 tCO ₂ -e (2017–18)	Reported annually.	⬢
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually (2017–18)	Increase	8,000 tonnes of asphalt and 3,000 tonnes of concrete recycled. (2018–19)	Reported annually.	◆
Increased suburban tree canopy.	Every two years	14% (June 2017)	16%	14% (November 2019)	Our Urban Tree Canopy is made up of coverage on both private and public land. The reduction of block sizes and increase of house sizes limits the retention or planting of canopy trees on private land. We are working with our community and developers to plant trees and shrubs, as well as increasing our planting of street and park trees. We anticipate that the increase in urban area growth and the time taken for current plants to mature is not expected to increase our urban tree canopy for the next 10 years.	⬢
Increased number of street trees planted per annum.	Annual	-	>1,850 per annum	1,489 (2018–19)	Reported annually.	◆

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.		<p>We have joined 47 other Victorian councils to make the switch to 100 per cent renewable energy to power our buildings and streetlights. We are also a major stakeholder in the Victorian Councils Renewable Energy Power Purchase Agreement project. and we will source 100 per cent of our current electricity load from this project.</p> <p>In addition, we are installing four solar photovoltaic systems as part of our Zero Carbon Buildings Program. They will be located at the Potato Shed, Barwon Valley Activity Centre, and our Belmont and Drysdale depots to increase our total installed solar capacity to over 1 million watts.</p>	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Complete feasibility study of the Food Organics Processing and Transfer Station.</i>	<p>We have been investigating options to divert food waste away from landfill and recover this resource. This food waste diversion study includes residential collection service model options, food organics processing options, and the implementation plan for the collection trials.</p> <p>Some of the actions we have taken include:</p> <ul style="list-style-type: none"> visiting several organics collection and processing facilities in Gippsland and Melbourne so we can utilise the learnings from these visits to establish food organics processing capability in Geelong engaging a consultant to support us to develop options to divert food from landfill and a Towards Zero Food Waste Program working with Barwon Water to explore food organics processing options for the region. 	
	<i>Develop and adopt the Waste and Resource Recovery Strategy.</i>	<p>We conducted extensive community and stakeholder engagement during November 2018 and again in September 2019 to inform the development of a draft Waste and Resource Recovery Strategy. The draft was presented to Council in December 2019 and made available for public comment through to early February 2020. We have incorporated community feedback and new state and federal governments policies into the final strategy that will be presented to Council in April 2020.</p>	
	<i>Continue the hard waste collection service trial.</i>	<p>We have continued our hard waste collection service trial. We are currently developing a report on the results of this trial to be presented to Council in May 2020.</p>	
	<i>Implement short and long term strategies to respond to changes in recycling markets.</i>	<p>We have investigated short, medium and long-term options and strategies in response to the recycling changes. We continue to work with state government agencies, the recycling industries and other councils to develop and implement longer term actions.</p> <p>We resumed the processing of kerbside recycling on 16 December 2019 and it is operating normally. We also continued with our expanded recycling services at the Geelong and Drysdale Resource Recovery Centres to allow residents to drop off kerbside recyclables for processing.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Work with other local governments to implement regional initiatives (sustainable street furniture and road materials, zero landfill waste, waste-to-energy).</i>	We have worked with the G21 and Barwon South West councils and continue to involve and contribute to the regional forums of G21 and Barwon South West Waste and Resource Recovery Group. Together we have developed the Barwon South West Waste and Resource Recovery Recycling Action Plan. In partnership with neighbouring and regionally linked municipalities, we are undertaking a variety of projects in the waste management sector. These projects will help us better manage changes in this area.	
	<i>Work with partners for an integrated water strategy for the Northern and Western Geelong Growth Areas.</i>	We continued our partnership with Barwon Water and Department of Environment, Land, Water and Planning on the integrated water management strategy for the Northern and Western Growth Areas.	
	<i>Support Barwon Water to deliver a regional Integrated Water Management Strategy.</i>	We continued to co-deliver an <i>Integrated Water Management Strategy</i> with Barwon Water for the Northern and Western Geelong Growth Areas. We are also supporting their Water for our Future program.	
Use sustainable materials to construct and renew roads, footpaths and street furniture.		We trialled a new form of asphalt made with recycled plastics on three sections of road; Roslyn Road (Thornhill Road – South Valley Road, Highton), Moorabool Street (Kilgour Street – McKillop Street, Geelong) and Purnell Road (Princes Freeway – Teleta Crescent, Corio). This combined 1,100 metres of road surface saved the equivalent of 3,500 kg of plastics going to landfill. We will continue to monitor the performance of these projects to inform new locations to apply 'Plastiphalt'. In addition, we have commenced another procurement for innovation project to include waste in roads as part of our commitment to use of sustainable materials.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		We have approved the transition of street lights to LED. The lighting design is currently underway, and we plan to commence the changeover in residential areas in the second half of 2020.	
Commence Drysdale landfill rehabilitation.		Our trials of an evapotranspiration (phyto) cap in the rehabilitation of the Drysdale landfill will continue for another 12 months. We are monitoring results of this trial and so far, they have been positive. When this trial is complete, we can seek approval from the Environmental Protection Authority to use it to rehabilitate the entire landfill.	
Construct a green organics facility.		Our garden organics processing facility in Anakie is complete. It receives and processes kerbside garden organics material. The compost produced from this facility provides valuable organic material into the neighbouring farmland.	
Plant more trees to green and cool our urban areas.	<i>Implement the Urban Forest Strategy.</i>	We planted 1,518 advanced street trees during winter 2019 and we are preparing for next season's planting program due to commence in May 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce single-use plastic across the region.	<i>Trial the Plastic Wise Program at events in our region.</i>	We have completed waste audits on key City sites and developed our Plastic Waste Wise Program that will be presented to Council in April 2020. This program includes a Waste Wise Policy and Action Plan.	■
Manage pest plants and animals more effectively.		<p>We are currently working on several projects to manage pest plants and animals including:</p> <ul style="list-style-type: none"> • implementing an integrated rabbit control program that includes best practice control method • completed the extensive woody weed work on roadsides across the municipality, including Serrated Tussock • mapping Chilean Needle-grass on roadsides to inform our future control program • introducing a Roadside Exotic Bulb Control Program. 	■
Deliver biodiversity conservation programs.	<i>Develop and implement the Biodiversity Strategy.</i>	We appointed a consultant to update our biodiversity mapping to help inform the <i>Biodiversity Strategy</i> . We also undertook a mapping workshop with key government agencies and environment groups and the biodiversity mapping is now complete.	■
	<i>Develop the Northern and Western Growth Areas Biodiversity Conversation Strategy.</i>	We have completed field surveys and our currently reviewing the findings of this work to inform the Northern and Western Geelong Growth Areas Biodiversity Strategy.	■
	<i>Foster best agricultural and environmental management practices in rural and peri-urban communities and on Council land.</i>	<p>We partnered with the Bellarine Landcare Group to assist landowners in the Swan Bay Catchment Area with new landholder incentive grants. The aim of the program is to protect and increase areas of environmental significance on private property and improve the water quality of Swan Bay.</p> <p>Also, we will subsidise 20 landowners to attend the 14-session hand-on Nature Stewards Program, commencing May 2020. This program has been has changed to a 10-session online course with the four field sessions cancelled due to the coronavirus (COVID-19) pandemic.</p>	■
	<i>Implement initiatives from the Rural Peri-Urban Advisory Committee including restoration of rural landscapes.</i>	<p>Our Restoring Rural Landscapes Program has a large focus on rabbit and weed control on City managed land (reserves and roadsides) and has introduced a private land support program for rabbit and weed control.</p> <p>As part of this program, we have identified four areas across the municipality for implementation. Rabbit control commenced in the first zone and has been expanded during Autumn. Additionally, we have delivered extensive roadside weed control works.</p>	■

LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND
IMPLEMENTATION OF
SUSTAINABLE SOLUTIONS





SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT



VIBRANT ARTS AND CULTURE



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



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




Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325 (30 June 2018)	Increase	17,627 (30 June 2019)	Reported annually.	■
Increased access to cultural collections through on-line engagement.	Annual	49,093 (30 June 2018)	Increase	68,815 (30 June 2019)	Reported annually.	■
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	18.20% (2017–18)	Reported annually.	◆
Increased employment in creative occupations.	Every five years	4.75% (2016)	Increase	-	Data available from 2021 Census. The next Census results are due to be released in the 2021–22 financial year.	△
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre.	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934 (2017–18)	Maintain	NWM 947,547 Potato Shed 109,629 Geelong Gallery 156,281 Courthouse Youth Arts 21,197 Geelong Library & Heritage Centre 470,420 (2018–19)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
<p>Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.</p>		<p>We developed several public art projects including:</p> <ul style="list-style-type: none"> • developing recommendations for incorporating heritage objects and display areas into the new Civic Precinct, as per recommendations of the 'Our Heritage, Our Collection' report • working with Revitalising Geelong on the next stage of the Green Spine development through the Digital Placemaking project • refreshing the Potato Shed Redevelopment Business Case and selecting consultants • community engagement and project management for the Sunken Gallery at The Dell • working with Revitalising Central Geelong on the next phase of the Green Spine • completing the TAC Road trauma memorial artwork • working on an inclusive art response with the disability community. <p>We are also looking for more opportunities to enhance current and new developments with artwork.</p>	
<p>Recognise and share our heritage through storytelling.</p>		<p>We completed and launched the Bronze Stories Public Art Trail. This project, which tells local stories on bronze plaques outside historic sites in Central Geelong, was completed by a local artist.</p> <p>We have also consolidated the Connecting Memory YouTube content in an updated YouTube Playlist.</p> <p>Other storytelling projects currently underway include:</p> <ul style="list-style-type: none"> • upgrades to the core wool story galleries and the featuring extended images from the 'Invisible Farmer Project' at the National Wool Museum • continued development of an interpretative trail commemorating our ANZAC heritage in Armstrong Creek • partnering with Mary-Jane Walker, the School of Lost Arts and the Environment Department on a series of making and learning projects. The projects are based on endangered bird species of Geelong and include artist and community made artworks, videos and public programs. There are over 30 schools and 1,000 students participating • undertaking a review of the Connecting Memory app to explore future story-gathering directions, to maximise community access to the collection, and to resolve functionality issues. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
<p>Recognise and celebrate Geelong's Aboriginal culture and history.</p>	<p><i>Continue to work across all Council events to link and emphasise Aboriginal culture and history.</i></p>	<p>We continue to work on the Queens Park Scar Tree and have secured approvals and permits to remove and conserve the tree.</p> <p>The National Wool Museum hosted exclusive masterclasses as part of The Design Series - exploring creativity with fibre, weaving, textile fibre and delivered in partnership with Aboriginal artists. The series showcased creative people and paid tribute to Geelong's recent designation as a UNESCO City of Design.</p> <p>We worked with Wadawurrung Elders, artists and advisors on several projects including:</p> <ul style="list-style-type: none"> • young Indigenous people will be mentored by established Indigenous artists and will explore relationships between music and place • Indigenous artwork will be incorporated into The Green Spine • the launch of Bronze Stories and event at Johnstone Park with Corrina Eccles presenting the story 'Remembering Dan Dan Nook' • working with Department of Justice and the Torch for the Reconciliation Week project, which focuses on art produced by indigenous prisoners • translating Geelong's endangered bird species from Latin/English into Wadawurrung. <p>We are working with Revitalising Central Geelong to ensure the response is in line with indigenous design principles. Indigenous works will be incorporated into the Armstrong Creek Town centre.</p> <p>As part of the Live Music Action Plan and Connecting Song projects, a song writing mentorship project is being created in partnership with Strong Brother, Strong Sister program at The fOrt Youth Centre.</p>	
<p>Work with galleries and museums to improve our public art and heritage offering.</p>	<p><i>Continue remedial works of Osborne House.</i></p>	<p>We completed minor maintenance works in 2019. Council approved a prioritised list of maintenance and improvement works to begin, at a cost of between \$900,000 to \$1.1 million. A tender is being developed which focusses on key heritage aspects of the building that require repair.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Attract new and support existing creative industries.	<i>Continue the support and delivery of Geelong’s iconic arts and cultural events and programs.</i>	<p>We delivered and supported arts and cultural events including:</p> <ul style="list-style-type: none"> • Happy Birthday Play School Celebrating 50 years and Art Quilt Australia at the National Wool Museum • partnering with the School of Lost Arts, to commission a major art work of 80 vegan taxidermy (paper mache) local endangered bird species, including engaging over 1,000 students to create the art works • supporting local artists and creative businesses as part of the Creative Symposium held at Geelong Arts Centre. Our support highlighted the importance of affordable places and spaces in the City for start-ups and creative business. <p>Scheduled events impacted by coronavirus (COVID-19) pandemic include:</p> <ul style="list-style-type: none"> • 'We the Makers' a new biennial design festival showcasing the work of makers, designers and artists at the National Wool Museum. Festival activities are suspended until late June 2020. • Geelong After Dark 2020 – Shattering Illusions – on Friday 1 May 2020. The event has been cancelled. 	
	<i>Assist cultural venues to cross-promote programs and events.</i>	<p>We supported several initiatives including:</p> <ul style="list-style-type: none"> • 2020 Potato Shed Season Launch • key exhibitions at the National Wool Museum including Without Consent and National Geographic Wildlife Photographer of the Year 55 Exhibition • Geelong Arts Centre’s ‘Reflex: The future of our creative community’ forum in November 2019 • renewed four-year funding agreement to support delivery of 'Platform Youth Arts' new Strategic Plan • refreshing the Potato Shed business case • renewed lease for Back to Back Theatre at the Old Courthouse Building • delivering the Geelong Region ArtsAtlas and Arts Bulletin online. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<p><i>Support the development and promotion of local artists, arts organisations and live music.</i></p>	<p>We announced the successful Creative Communities Grant applicants in November 2019, with \$211,510 distributed across 14 community festivals and 25 community arts projects.</p> <p>The proposed 2020–21 round of competitive community grants including the Creative Community Grant Program has been suspended until further notice. A review of grants will take place aiming to retailor the funding to provide support in the region’s recovery from the coronavirus (COVID-19) pandemic.</p> <p>We also provided support for music initiatives including:</p> <ul style="list-style-type: none"> • supporting the first of three capacity building workshops for musicians, Meet the Locals, an opportunity for local musicians to connect with key music industry reps and fellow songwriters • partnered with Music Victoria to deliver the Geelong Music Venues Day to support local venues and music professionals with information and tools to continue developing live music across the region • continued to develop a website to build music-focused resources for musicians, venues and people looking for information about music in the Geelong Region • created a Spotify playlist titled 'Sounds of Geelong' • participated in several music industry discussions including State Government Live Music Roundtable, Live Music Roundtable (a music festival sub-committee) and Music Victoria – Regional Working Group • supported the landing of The Folk Alliance International conference in Geelong. Workshops, panel discussions, showcase performances and song writing mentorships were programmed in Central Geelong, timed to align with the Port Fairy Folk Festival. <p>We are planning further capacity-building workshops for musicians in partnership with Music Victoria.</p>	
<p>Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.</p>		<p>We completed the final evaluation report for the redevelopment of the Geelong Library and Heritage Centre (GRLC), funded by Regional Development Victoria. The report identified project outcomes and achievements over the five years since the GRLC’s completion.</p> <p>We continue to support GRLC, including:</p> <ul style="list-style-type: none"> • Word for Word National Non-Fiction Festival • ongoing agreement providing advice • funding and services to the library network across the municipality • Councillor and Officer Management representation on the GRLC Committee of Management. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver UNESCO City of Design creative outcomes, including: <ul style="list-style-type: none"> • National Wool Museum Master Plan • Geelong Gallery redevelopment • Mountain to Mouth • Geelong After Dark • cultural trails. 	<i>Adopt and implement recommendations of the Strategic Plan for Use and Management of Geelong's Heritage Assets.</i>	<p>We completed a heritage asset audit and the Our Heritage, Our Collection strategic report which proposes a plan for how the City could manage and provide access to the 12,000 moveable artworks, objects and artefacts in our Heritage Collection.</p> <p>Following public consultation, we have completed the relevant and appropriate recommended revisions. The Heritage Advisory Committee have supported the updated report unanimously. The report is ready for presentation to Council.</p> <p>The Mountain to Mouth Arts Walk is undergoing a review, including community consultation from January – May 2020.</p> <p>Geelong After Dark 2020 has been cancelled in line with national response to the coronavirus (COVID-19) pandemic.</p> <p>We have added a Herstory Trail to the Geelong Arts and Culture Trails app, celebrating stories of significant women of Geelong. Concepts for new trails are in discussion.</p>	
	<i>Adopt and implement the first year of the Cultural Strategy.</i>	<p>We completed our research, finalised requirements, developed key actions, timelines and an engagement plan for the <i>Arts and Culture Strategy</i>.</p> <p>The data and insights we have collected will be presented to Council in a workshop scheduled for 23 April 2020.</p> <p>Stage 2 and engagement actions have been postponed until August 2020 due to coronavirus (COVID-19) pandemic restrictions.</p>	
	<i>Undertake the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.</i>	<p>We are working with the Geelong Gallery to determine the feasibility of utilising elements of City Hall for its redevelopment.</p>	

LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS







INTEGRATED TRANSPORT CONNECTIONS

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

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

Measures of success	Frequency	Baseline	Target	YTD	Progress comments	Status
			2022	Mar 2020		
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	210 km bike paths 1,755 km footpaths (June 2019)	Reported annually.	■
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	54 (2019)	Reported annually.	■
Renewal gap for road management reduced.	Annual	\$4.5 million (2017)	Reduce	\$3.0 million (2019)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support projects in the <i>G21 Region Road Transport Plan</i> .		We are supporting Regional Roads Victoria and Major Projects Victoria to deliver the Drysdale Bypass, Barwon Heads Road duplication and safety improvements on the Bellarine Highway. Together we are also planning initiatives around freight movement and access to Geelong Port and the Geelong Ring Road Employment Precinct.	■
Work with VicRoads to deliver the <i>Network Operating Plan</i> , to improve bus services.	<i>Adopt the Transport Network Operating Plan including recommendations from the Bus Services Review.</i>	We commenced engagement with our community on the draft <i>Transport Network Operating Plan</i> in October 2019 with outcomes presented to Council in February 2020. However, the <i>Transport Network Operating Plan for Central Geelong</i> will now be expanded to the whole municipality. We will need to undertake further work with the Department of Transport to rescope this amended project.	⬠
Improve our road management and engagement program.		We continued to develop an online interactive map to inform the community about the social and civil infrastructure (i.e. roads and drainage) projects under construction across the municipality.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver better-connected walking, cycling and trail paths across our region.	<i>Implement council program of infrastructure upgrades including streets, roads and drains.</i>	We have commenced widening of Anakie Road north of the Ring Road to improve safety and access for heavy vehicles. We are undertaking the pavement rehabilitation of Ormand Road, East Geelong which will be completed by June 2020 and we are planning the upgrade for McClelland Road, Lara. We will also upgrade the open drains and wetland servicing the Heales Road industrial precinct from mid-2020.	
	<i>Upgrade and deliver new footpaths, cycling and trail paths and create linkages between paths.</i>	We have completed the construction phase of the Western Link and are currently designing the Southern link of the Building Better Bike Connections project. We have also officially opened Stage 1 of the Hovells Creek shared trail path in Lara.	
	<i>Review and implement Greater Geelong Cycling Strategy.</i>	The review of the <i>Greater Geelong Cycling Strategy</i> is currently on hold as we may incorporate it into a broader municipal wide transport strategy.	Not started
	<i>Undertake detailed design to create linkages between shared paths across the region.</i>	Our engagement with our community helped inform the <i>Shared Trails Masterplan</i> . Council adopted this plan in March 2020, and we have commenced implementing its actions.	
Advocate to improve rail, road and sea connections for our region.	<i>Lead the Regional Fast Rail Advocacy Alliance.</i>	We have supported the introduction of the Ferry Service from Geelong to Melbourne through a grant for the installation of moorings at Steampacket Quay. We continue to advocate for a fast rail connection between Melbourne and Geelong by: <ul style="list-style-type: none"> • our Mayor and CEO being active members of the Victorian Government Geelong Fast Rail Reference Group • partnering with the City of Wyndham in writing to the State Government • our Mayor and Director Economy, Investment and Attraction meeting with the Victorian Government's Minister for Transport Infrastructure. In addition, our Council met with the Secretary of Transport, in February 2020 to advocate for improvements to transport connections in our region.	
	<i>Explore opportunities to enable the Geelong-Melbourne ferry service.</i>	A twice daily ferry service to Docklands from Steampacket Quay commenced in December 2019 and we continue to work with the operator to facilitate the business trial.	
Work with government to improve freight connections to the Geelong Port.		We are working with Geelong Port to plan for future access to and from the Port via road and rail.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocate and plan for a second container port at Bay West.		We continue to advocate for a second container port at Bay West with various Geelong partners including G21, Committee for Geelong and Regional Development Victoria.	■
Support further international flights at Avalon.		Tourism Greater Geelong and The Bellarine continue to support Avalon Airport through a partnership in considering potential flights into Avalon Airport. We have also increased Visitor Information Services at the Airport.	■
Support the redevelopment of the rail station precinct, including a modern bus terminal.		We continue to support the State Government's precinct planning for the rail station through the Central Geelong Revitalisation partnership.	■
Deliver the <i>Better Bike Connections</i> project.	<i>Progress Better Bike Connections, west and southern routes.</i>	We have completed the construction phase for the Western Link. We are currently designing the Southern link of the Building Better Bike Connections project with works to commence in later in 2020.	■

LINKS TO THE CLEVER CREATIVE VISION



A FAST, RELIABLE AND
CONNECTED TRANSPORT
NETWORK


A THRIVING AND SUSTAINABLE ECONOMY





We will capitalise on Geelong’s incredible economic opportunities.

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	17,995 businesses (30 June 2019)	Reported annually.	■
15 years of industrial land supply planned.	Annual	21 years (September 2018)	Maintain	28 years (June 2019)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	<i>Work with Victorian Government to implement Central Geelong Action Plan.</i>	We continue to work with state government to deliver the <i>Revitalising Central Geelong Action Plan</i> and the program of capital works under the City Deal. Further works will commence on the Green Spine through the appropriate state government agency. The delay has been a result of the announced City Deal and ensuring the new governance arrangements were finalised.	⬢
Work with government to deliver City Deal projects.		<p>The <i>Geelong City Deal Implementation Plan</i> was released in October 2019. The City is engaged in the governance of the <i>Geelong City Deal</i> and is a key member of the Implementation Committee. We have been meeting monthly with federal and state government representatives to ensure the delivery of the full range of initiatives.</p> <p>We have completed the Gheringhap Street drain project. This is a key project to improve the water flow through Central Geelong.</p> <p>The Geelong Safe Harbour Precinct Project has commenced with the first element of the project, the wave attenuator, a significant way through construction.</p>	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
<p>Use Geelong's UNESCO City of Design award to secure economic development projects.</p>	<p><i>Collaborate with partners to deliver projects that support the UNESCO City of Design goals of sustainable cities and communities.</i></p>	<p>We continued to work on initiatives including:</p> <ul style="list-style-type: none"> • sending a City representative attend the City of Design Sub Network meeting in Detroit • presenting at the UNESCO Asia Pacific Creative Cities Conference in Adelaide which included over 200 delegates from across Asia • partnering with Deakin University to present the first three lectures in the Clever and Creative Lecture Series • hosting three Geelong Pechua Kucha events, including 60 community members presenting on their design led projects • meeting with our fellow Victorian Creative Cities of Melbourne, Ballarat and Bendigo to focus on sharing information, procuring international speakers, supporting and promoting each other's events, and coordinating our approach to state and federal governments • We have appointed a consultant to work on the UNESCO framework plan process and engage with internal and external stakeholders including the Geelong Gallery, Geelong Arts Centre, Committee for Geelong, and G21 • being ready to deliver over 80 events during Geelong's Design Week in March 2020, including an International Symposium delivered by Deakin in partnership with the City. City-run face-to-face Design Week events were cancelled. However, in line with advice from Government health authorities regarding coronavirus. We were able to present some events as webinars, with community members able book themselves a virtual seat. We hope to provide more opportunities for our creative and design communities to come together when we can do so safely. • developing a City of Design Champion program that continues to grow. Currently we have 18 champions. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Attract new investments to the region	<i>Advocate for Geelong businesses and major projects that contribute to regional economic development.</i>	<p>We have been working with several potential investment opportunities and businesses across several industry sectors:</p> <ul style="list-style-type: none"> • Cleantech have issued an Expression of Interest (EOI) process for a scalable demonstration project to be in Geelong. This EOI is looking for ways respond to Geelong's challenges in either waste, water or energy. • Through the Geelong Defence Alliance, we continue to work with Hanwha to support their bid to manufacture howitzers and Land400 tanks in Geelong in support of the Commonwealth's Defence program. Hanwha have been down selected to the final two businesses and will now build four tanks which will then undergo a series of tests. • We have assisted over 35 businesses with regulatory advice, preferable business locations and Council permit applications through the Better Approvals Process. • We have continued to support businesses including Surdex Steel, Glencore and Elgin Energy to establish in the region, along with other businesses including a registered training organisation and day spa. 	
	<i>Make decisions to support the start-up and entrepreneurial ecosystem.</i>	We partnered with ManuFutures to develop and deliver a Design Thinking workshop for start-ups and entrepreneurs that have a manufacturing focus. This program will help build capacity, refine ideas and provide pathways for potential new manufacturing businesses in Geelong.	
Help to renew industrial precincts.	<i>Develop screening strategies to improve the entrance into Geelong.</i>	We are currently working with Contractors and staff to identify key areas of focus for landscape improvements. Minor works will include garden bed upgrades and increased maintenance along Melbourne road - as a key entrance into Geelong.	
	<i>Integrate the Retail Strategy 2016–36 into the Greater Geelong Planning Scheme.</i>	<p>Independent planning panel hearings for Amendment C393, which seeks to implement the Retail Strategy into the Geelong Planning Scheme, were conducted in October 2019 - January 2020.</p> <p>We have received the panel report. The amendment will be considered by Council for adoption mid-year.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Execute strategies for economic growth in the region's north.	<i>Promote the economic assets and investment opportunities in the region's north.</i>	The Regional Industry Sector Employment Program (RISE) is a collaboration led by the City, funded by Gforce and supported by local organisations. The program has been recognised for its contribution to youth employment and skills development in the region, with the program winning the Community Collaboration in Economic Development award category as part of the 2019 Economic Development Australia Awards for Excellence.	■
	<i>Continue to deliver the Regional Industry Sector Employment (RISE) Program to support jobs in the construction industry.</i>	RISE continues to be an integral component of the Vital Communities project and the job readiness theme identified. The program has had 79 participants with a 60 per cent completion rate since it began in July 2018. The program has placed 33 participants in apprenticeships, with 19 remaining in employment for greater than three months. The mid-point evaluation of RISE has been completed with twelve recommendations all approved by the committee. Twelve students were approved and registered to commence Program Seven in February 2020.	■
Support and promote local businesses, markets and products.	<i>Trial a flexible parking solution for the CBD.</i>	We introduced free 30-minute weekday car parking in two-hour zones in Central Geelong in December 2019. This involved integrating several different technologies including a new parking app, license plate recognition technology, digital upgrades to parking machines and a new data platform upon which all technologies are based.	✓

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES








GROWING OUR TOURISM AND EVENTS

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Annual increase in visitors.	Annual	5.1 million (Apr 17 to Mar 18)	2.1 per cent per annum	5.2 million (Apr 18 to Mar 19)	Reported annually.	■
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17 to Mar 18)	3.8 per cent per annum	\$964 million (Apr 18 to Mar 19)	Reported annually.	◆
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17 to Mar 18)	4.9 per cent per annum	56,000 (Apr 18- Mar 19)	Reported annually.	⬢
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17 to Mar 18)	1.9 per cent per annum	1.4 million (Apr 18 to Mar 19)	Reported annually.	■
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6 per cent per annum	Estimated 6,226 (2018–19)	Reported annually.	■
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	49:1 (2018–19)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		We are involved in the Geelong City Deal as part of the Advisory Group and we will continue to be a key stakeholder in the development of this project. The Geelong City Deal Implementation Plan was launched in October 2019 outlining milestones and next steps for several tourism infrastructure projects, including the Convention and Exhibition Centre, whose project plan is in development and due to be signed off by all parties in late 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i> .	<i>Support Geelong Yacht Club to implement stage one of the Geelong Waterfront Safe Harbour Master Plan.</i>	A funding agreement with the Royal Geelong Yacht Club (RGYC) was signed and allocated to Stage 1 of this project. The first part of this plan to be delivered by the RGYC is the installation of the wave attenuator. Whilst this work is expected to be completed by December 2020, damage to some pontoons has caused delays.	
	<i>Construct and launch the first stage of the Sunken Gallery.</i>	We engaged with our community about the Sunken Gallery at the Dell in October 2019. We have revised our project plan to better align with the community expectations for it to be a more localised attraction and apply good governance principles.	
	<i>Open the Geelong Botanic Garden Sustainable Visitor Facility.</i>	Our new facility is almost complete with footpath, carparking and landscaping to be finished by end of this financial year.	
	<i>Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).</i>	The <i>Tourism Development Plan 2019–22</i> is complete. Tourism Greater Geelong and The Bellarine continues to work with key stakeholders to advocate for the desired outcomes from this report.	
	<i>Support and grow international education as part of the local visitor economy.</i>	Through Tourism Greater Geelong and The Bellarine's Study Geelong program, initiatives to support and grow international education are well underway and include: <ul style="list-style-type: none"> • Student Ambassador Program • Mentor Program • My Geelong Tour Guide Program • partnerships developed with Avalon Airport and Air Asia X. We have had to place some of these projects on hold or transition them to online delivery during the coronavirus (COVID-19) pandemic restrictions.	
	<i>Participate in the development of the You Yangs and Serendip Sanctuary Master Plan.</i>	Tourism Greater Geelong and The Bellarine continue to provide input into the draft <i>The You Yangs and Serendip Sanctuary Master Plan</i> , a Parks Victoria led initiative. Further input into this draft plan is being provided by relevant key stakeholders.	
	<i>Support the development of shared trail linkages to create a trail network across the region.</i>	Tourism Greater Geelong and The Bellarine provide advice in relation to the <i>Shared Trails Master Plan</i> linking key tourism assets and destinations.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Build on the current events program and increasing cross-promotional opportunities.	<i>Establish and fund the Community Events Grant Fund.</i>	<p>We established the Community Events Fund, including budget allocation, guidelines, assessment process and evaluation. The fund aims to support moderate sized events, which:</p> <ul style="list-style-type: none"> bring economic benefits to the City enrich the community celebrate common interests provide opportunities for local participation. <p>We awarded \$84,900 in grants to 17 successful Round 1 applicants.</p> <p>The proposed 2020–21 round of competitive community grants including the Community Events Grant Program has been suspended until further notice. A review of grants will take place aiming to retailor the funding to provide support in the region’s recovery from the coronavirus (COVID-19) pandemic.</p>	✓
	<i>Continue to drive visitation by supporting local events.</i>	<p>In partnership with Geelong Major Events, Tourism Greater Geelong and The Bellarine supported local events through extended marketing and promotion, including Deakin University Open Day and Victorian Teachers’ Games. With the advent of the coronavirus (COVID-19) pandemic, we have transitioned our promotion to:</p> <ul style="list-style-type: none"> businesses that are still trading with delivery and take-away services our community to support and buy locally. 	■

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 2020	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the City and 11 City-owned facilities with free Wi-Fi (1 July 2018)	Increase	101 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2019)	Reported annually.	■
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074 (2017–18)	Increase	Payments 115,824 Forms 16,755 Requests for service 26,768 (2018–19)	Reported annually.	◆
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	5% variation (2018–19)	Reported annually.	■
Increased revenue streams.	Annual	-	Increase	Increase in rates and charges revenue stream due to growth in rateable properties and supplementary valuations. (2018–19)	Reported annually.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children’s services.	<i>Install sensor networks to enable the use of smart sensors for services including parking and waste management.</i>	We delivered technology upgrades with the introduction of a ticketless parking system from 1 December 2019. We did this in combination with a new mobile app that will provide users with real time information about their parking status and the ability to make cashless payments whilst away from their car. We also activated 20 new parking sensors across Central Geelong to provide insight into parking turnover and occupancy.	◆

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Develop digital tools and technologies to improve service delivery and our customer experience.	<i>Establish and embed the Smart City Office function.</i>	<p>We developed communication and stakeholder management plans with a focus on building employees' knowledge and capacity to better utilise new technologies and data in service delivery.</p> <p>We engaged with internal and external stakeholders to inform the development of our Smart City strategic framework and engaged a consultant to develop it. The related activities to deliver this framework will be completed over the coming months.</p>	
	<i>Implement Mobile Maintenance Management System.</i>	We are working to understand the requirements of a new Mobile Maintenance Management System to ensure suitable implementation of the chosen product.	
Increase free Wi-Fi in public spaces and community facilities.	<i>Support greater levels of digital inclusion in the community.</i>	We continue to install new Wi-Fi points at 57 new locations in Geelong as part of the Wi-Fi and Enhanced Broadband project. These will be available in the second half of 2020.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Install enhanced broadband for the Bellarine.</i>	We have finalised the design and planning approval phase of this project which will roll out in stages during 2020. Our current work focuses on project agreements and procurement for contractor installation.	
Attract more technology-focused businesses to our region.		<p>We continue to work with several technology focused businesses that want to establish themselves in our city-region, across a broad range of areas including:</p> <ul style="list-style-type: none"> • transportation • drone technology • shared bike services • cleantech in agribusiness • green waste • smart materials • advanced fibres • the health sector. <p>In addition, the Expression of Interest process that we supported in September 2019 for a scalable demonstration project in Geelong attracted 17 applications. These were assessed and five projects were presented to the Cleantech Advisory Committee (CAC) in March 2020 for funding approval. CAC has requested additional information to consider the impact of the coronavirus (COVID-19) pandemic before it makes a funding decision.</p>	
Examine our budget to fund future initiatives.		<p>We have completed a review of our budget process. The recommended improvements are being implemented into the current 2020–21 budget process, including a new budget timetable and a refined budget bid process to improve efficiency.</p> <p>Our draft 2020–21 budget aims to establish a strong baseline for our services and capital expenditure. We are also providing an overlay to the budget for the significant known and emerging impacts arising from the coronavirus (COVID-19) pandemic.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Establish sustainable financial and infrastructure management systems for our future.	<i>Commence Digital Transformation with a focus on customer experience.</i>	Our Customer Experience Program is an initiative of our Clever Together program. We developed a Customer Experience Strategy that highlights six key areas of focus which include: Customer Access, Service Re-Design, Online Presence, Billing & Payments, Customer Relationship Management and Organisational Capabilities in our workforce. Work is now underway in reviewing Customer Access with Service Re-Design and Billings & Payments projects to commence in April 2020.	
	<i>Commence implementation of Asset Management Strategy.</i>	<p>Our Asset Management Transformation Project is well underway. Some of the actions we are undertaking include:</p> <ul style="list-style-type: none"> • a review of data, systems, processes and procedures • a review of internal roles and responsibilities • modelling the impact of: <ul style="list-style-type: none"> ○ our increasing renewal gaps ○ our growing asset base ○ our ability to deliver our service moving forward. <p>This is a long-term project that is expected to continue for several years and we will complete our Asset Management Strategy based on this work.</p>	

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 2020	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	58 (2019)	Reported annually.	◆
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	71 (2019)	Reported annually.	◆
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	55 (2019)	Reported annually.	◆
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	55 (2019)	Reported annually.	■
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	55 (2019)	Reported annually.	◆
Reduction in Lost Time Injury Frequency Rate. (LTIFR)	Every three months	14.9 (June 2018)	Reduce	22.1 (March 2020)	Reported every three months. The LTIFR continued to trend downwards this quarter from a peak of 29.5 (July 2019), due to our focus on the continual improvement of our safety management systems and assisting our people to plan tasks well.	⬢
Increased employee engagement.	Annual	54% (2017)	70%	52% (2018)	Reported annually.	⬢

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increased employee satisfaction.	Annual	62% (2017)	80%	58% (2018)	Reported annually.	
Increased positive media coverage.	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	31.6 % (average of the last 9 months)	<p>Reported every three months. Our average positive tone of media coverage for the first nine months was 31.6 per cent.</p> <p>Significant positive coverage was received for:</p> <ul style="list-style-type: none"> • ticketless parking • increased tourism • sustainability framework. <p>But our result was impacted by:</p> <ul style="list-style-type: none"> • recycling crisis • climate change concerns in our community • Green Spine • coronavirus (COVID-19). 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Proactively manage our assets, including land holdings.	<i>Identify opportunities to sell unused land.</i>	<p>We have sold some parcels of land in the Geelong Ring Road Employment Precinct land, as well as 257 Roslyn Road, Highton.</p> <p>Our Land and Building Asset Management Subcommittee are working to proactively manage our assets, including land holdings, and we are engaging with relevant departments across the City to ensure our decisions are well informed.</p> <p>In addition, we are developing a <i>Sales and Acquisition Strategy</i> to provide transparency of our upcoming land related sales and purchases.</p>	
Consolidate the City of Greater Geelong offices.	<i>Commence design and development of the Civic Precinct.</i>	<p>We completed the Expression of Interest and Request for Tender processes for the development of the Civic Accommodation precinct, after which we appointed a developer. We have also undertaken community engagement to inform the design of public spaces within the precinct. The design process is well underway with works due to commence mid-2020.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Communicate and engage more effectively with the community, in areas of need.	<i>Improve our inclusive engagement practices.</i>	<p>We are updating our engagement tools, templates and policy to encourage greater inclusivity in our engagement practices. Some of the actions we have completed that will be launched throughout the organisation by June 2020 are:</p> <ul style="list-style-type: none"> • piloted new data software • built a new online engagement platform • updated our engagement policy and framework. 	
	<i>Promote and support the Junior Youth Council.</i>	<p>We hosted the Geelong Youth Summit at GMHBA Stadium in October 2019. The summit was attended by 135 young people aged 12-17 years from across the municipality who used design thinking to tackle the Youth Council's three priority issues of homelessness and public safety, the environment and mental health and wellbeing.</p> <p>Our 2020 Youth Council have been elected, including our Junior Mayor and Junior Deputy Mayor. They provide an official 'youth voice' for Council.</p> <p>In addition, we have established the 2020 Youth Leadership Programs; Youth Leadership and Youth Rainbow Leadership, to develop and strengthen the leadership skills of young people.</p>	
Continue to transform our workplace culture.	<i>Implement the Organisation Leadership and Capability Framework.</i>	<p>Our organisation leadership and capability framework is on hold while we develop an overarching culture vision and plan. Part of this plan is our Working Better Together program. We have completed the following actions as part of this plan:</p> <ul style="list-style-type: none"> • Consulted with 800 employees and received 147 written submissions. The insights from this engagement were reported back to the organisation and informed the development of our action plans. • Invited all employees to take part in an annual Employee Opinion Survey, which achieved a response rate of 70 per cent. The insights from this feedback will be discussed with employees in April 2020 and integrated into our existing Working Better Together Action Plans. 	
	<i>Establish and support an organisational change management function.</i>	<p>We have established an organisational change management function, which is now imbedded into how we do business.</p>	
Use data and analytics to make better decisions.		<p>We have engaged a consultant to develop a <i>Data Management Strategy</i>, (formerly referred to as an <i>Information Management Strategy</i>). This is due for completion by April 2020.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Make our processes more effective and efficient.	<i>Commence operation of an Enterprise Project Management Office.</i>	The establishment of the Enterprise Project Management Office is currently on hold.	Not started
	<i>Commence first year delivery of 5-year service plans.</i>	We continue to implement the prioritised actions identified in the first year of five-year service planning. All actions are due to be updated by July 2020.	■
	<i>Establish an agreed program for detailed reviews of service delivery.</i>	We developed a five-year service planning framework, with Year 2 of service planning scheduled to commence July 2020. In addition, we have stated scoping the service review program.	■
Increase state and federal funding for the region.		We recruited a new role to develop key documents and processes that support and improve our capacity to attract and administer grants from a range of external funding bodies including state and federal government. This will assist us to deliver community services and local infrastructure which are currently beyond the remit of local government to fund.	■
Develop, promote and improve the City's brand.	<i>Deliver actions as outlined in the Corporate Communications and Marketing Strategy.</i>	We continued to promote our brand through print and online publishing including: <ul style="list-style-type: none"> • Community Update, our resident newsletter • social media • media releases • community events in the 'City Presents' series • launch of our Christmas campaign • launch of our annual calendar • Geelong Design week • 2020 local government elections • major strategic communications such as the return to kerbside recycling, parking technology changes and our Clever Together and Working Better Together initiatives. 	■
Lead major local organisations in collaborative projects.		We continue to collaborate with key Geelong organisations on advocacy initiatives across the municipality including: <ul style="list-style-type: none"> • City Deal Implementation • Australia's Gateway Cities alliance • briefings to G21 and Committee for Geelong • G21 and Leaders for Geelong delegations to Canberra. • approval of the G21 memorandum of understanding • briefings to Vision Partners. 	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Use better communication to strengthen our strategic priorities.	<i>Create a new advocacy function.</i>	We recruited a new role to lead and coordinate our advocacy and lobbying activities. The position will work across the City to build our capacity to engage in local advocacy activities as well as support regional priorities.	
	<i>Continue Community Focus Meetings and live-streaming of Council Meetings.</i>	Our Community Focus meetings continued throughout the municipality. Views of live streaming or archived footage of Ordinary Meetings of Council resulted in increased engagement with our community. Due to the current coronavirus (COVID-19) restrictions, we can no longer allow public attendance at our Council Meetings. In addition, we have had to move our Community Focus Council Meetings to City Hall, which will allow them also to be live streamed	
	<i>Commence planning for 2020 council elections.</i>	We developed a community engagement program to meet the state government's target of 50 per cent of women councillors and mayors by 2025, including support for the Women in Local Democracy (WILD) workshop. We commenced our community engagement program about the 2020 council elections, but many activities will now have to rescope and adapted due to coronavirus (COVID-19) restrictions.	

BELLA WIYN BIRRALEE

Bella Wiyn Birralee means "Bellarine children" in local Wadawurrung language.

The \$13.3 million project was funded by the City of Greater Geelong, with \$1.6m support from the Victorian Government through the Children's Facilities Capital Funding Program.



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

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

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