



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2019-20

SEPTEMBER 2019



ROSEWALL COMMUNITY CENTRE

Construction has recently been completed at Rosewall Community Hüb in North Cörio, which has replaced the Rosewall Neighbourhood Centre as a meeting place for community groups, adult education classes and social gatherings.



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.

September status update

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

- Three 'not started'
 - *Review and implement Greater Geelong Cycling Strategy*
 - *Commence operation of an Enterprise Project Management Office*
 - *Implement the Organisation Leadership and Capability Framework.*
- Two 'needs improvement'
 - *Implement Mobile Maintenance Management System*
 - *Create a new advocacy function.*

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

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	<i>Implement actions in the Ba-gurrk Gender Equity Framework.</i>	We will be delivering a Gender Equality for Middle Managers forum at Deakin University with our key strategic partners in October 2019. We also conducted a mini-review around our work in gender equity and preventing violence against women and children to date in preparation for the Victorian Government's Gender Equality Bill to be tabled later this year.	■
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 are working with other key agencies to develop a program of works.	■
	<i>Implement a strategic response to address food shortages in the Geelong region.</i>	We worked with key community food relief and assistance stakeholders to develop a brief and are now currently seeking a consultant to undertake this project.	■
Develop a housing policy to provide a range of social and affordable housing options.	<i>Adopt and commence delivery of the first year of the Social Housing Plan.</i>	We will be releasing a draft social housing plan for community comment in mid-November.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Improve safety in our community.	<i>Work with partner agencies to develop a Community Safety Strategy and Action Plan.</i>	We are developing a framework that will help guide our work around community safety.	■
Provide safer public spaces.	<i>Improve safety in the CBD including the Little Malop Street Mall and Moorabool Street.</i>	In October 2019, we will begin a trial of minor works and activations in Little Malop Street central aimed at making it more vibrant, engaging and safe. The results of the trial and community engagement will help shape the long-term master plan for the space.	■
Encourage responsible pet ownership.	<i>Implement the Domestic Animal Management Plan focusing on community awareness and education.</i>	We completed the July 2019 cat desexing program and started the installation of new dog control signage. In October 2019, as part of our support for Barwon Coast Committee of Management Inc, we will commence public consultation on dog control order changes on Barwon Coast managed land.	■
Promote healthy eating and support active living.	<i>Continue to work with sporting clubs, community groups and businesses to promote healthy eating.</i>	Our work continues around the reduction of sugar sweetened beverages at several Council owned and operated recreational facilities. We are also reviewing our Healthy Catering guide which assists workplaces, associations and groups to make healthier choices when organising catering.	■
	<i>Create and facilitate more health and fitness options.</i>	We have now introduced virtual fitness classes to provide more flexible exercise options at Splashdown, Waterworld and Bellarine Aquatic and Sports Centre.	■
	<i>Create the Mental Health Strategy and Action Plan.</i>	We are currently recruiting a new role commencing in October which will be responsible for developing the action plan.	■
Create healthy environments in children’s settings.		We are completing a review of our implementation of the Child Safe Standards as part of our commitment to creating a safe and healthy environment.	■
Work towards having the safest roads in Victoria.	<i>Work towards becoming a “Towards Zero” council for road safety.</i>	We are updating the data within our <i>Road Safety Strategy</i> ready for Council to consider and adopt in early 2020. We are working to secure \$3 million to implement additional road safety treatments throughout Corio and South Geelong, to be constructed before the end of 2020.	■

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

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Identify locations and construct two fenced dog parks.</i>	We are investigating potential sites for two new fenced dog parks.	■
Support the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities and upgrade existing ones.</i>	Planning and design is underway for upgraded facilities across the municipality including: <ul style="list-style-type: none"> • the Sunken Gallery – community engagement set to commence October 2019 • St Mary’s Sporting Club pavilion upgrade • Ocean Grove Tennis Club pavilion upgrade • South Barwon Netball change rooms upgrade • St Joseph’s Football Netball Club netball courtside support facilities • St Peters Cricket Club storage shed • Bell Park Sports Club female change room development • North Geelong Football Netball Club pavilion upgrade (Stage 2) • Herne Hill Reserve pavilion upgrade. 	■
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 government funding.	■
	<i>Engage with sporting clubs and community groups to improve access to community and sporting facilities.</i>	The Marveloo we purchased will be made available for the first time at the Kardinia Park Festival of Sport in October 2019. It provides the community with a portable self-contained all-abilities adult change facility.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Complete planning to upgrade children's centres, and construct and open new centres.</i>	We are nearing completion of the Purnell Road (Norlane) and Drysdale Integrated Children's Centres both due to open in early 2020.	■
	<i>Acquire land for new community infrastructure.</i>	We entered into a contract of sale for land in Fyansford, pending final arrangements. VicRoads have indicated their intentions to subdivide land earmarked for the Armstrong Creek Sporting Precinct to prepare it for possible sale to Council. We have prepared a report for Council which proposes the purchase of land in Bell Park as a future integrated child and family facility.	■
	<i>Implement a new approach for the Community Investment and Support Fund.</i>	We are assessing the first-round applications to our Community Investment and Support Fund (CISF). The fund offers grants for groups and organisations to undertake projects that benefit the local community.	■
	<i>Develop a feasibility study for a livestock and information exchange facility.</i>	We finalised the feasibility study requirements and sent this out for quote. Responses are being evaluated and a recommendation will be made to the Rural and Peri Urban Committee meeting in October 2019.	■
	<i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i>	Council considered this matter in August 2019. We have since met with councillors and the Osborne Park Association to develop the agreed next stages of the engagement process and re-scope the study area. We propose further stakeholder engagement later in 2019 and a future report to Council in early 2020.	■
Maintain our public open space.	<i>Improve playgrounds using the Geelong Play Strategy.</i>	We re-opened Kingston Park in Ocean Grove after undergoing a \$370,000 upgrade. Nine more playgrounds have been identified for renewal in 2020 with designs currently being assessed. We installed Story Cubes outside the Corio Library, providing colourful public art pieces that aim to engage young children with storytelling and literacy. The interactive cubes can also be used as seats, allowing visitors to relax and connect to the library's free WiFi. We also installed Sign Rocks to mark the location of the Waurm Ponds Creek Environmental Walk on Pioneer Road and Ghazeepore Road.	■

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

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocate for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Develop and launch the Reconciliation Action Plan.</i>	We are working with a Reconciliation Action Plan (RAP) working group on the development of our first RAP under the theme of Reflect. Considerable engagement has occurred, and this plan is due for release in early 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 a number of actions from the Multicultural Action Plan including a Men's Swimming program.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support activities that improve social connections in our community.		<p>We continue our youth interactions aimed at improving social and community connections through groups, holiday programs, drop in programs and events, engaging with 3,599 young people.</p> <p>Our Community Leadership Program is currently underway. The program is designed to help build the capacity, knowledge and skills of participants to become leaders within their communities. There are 14 emerging leaders currently participating in the program which is due to finish in April 2020.</p> <p>We will be hosting events for International Day of People With Disability on 3 December 2019 in a variety of locations.</p> <p>We are also facilitating the Knowledge Project in Portarlington which aims to connect people through knowledge, skills and abilities.</p>	
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<i>Continue to invest in programs and facilities to support gender equity in sport.</i>	We are working in partnership with the Municipal Association of Victoria (MAV) and several sporting clubs to identify successful gender equity practices. A workshop is planned for December 2019.	
Facilitate employment programs for the communities that need it most, including young people.	<i>Deliver employment programs for people with Jobs Victoria Employment Network and Skilling the Bay.</i>	<p>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>There are over 90 potential participants registered and 60 enrolled in Skilling the Bay courses designed to support the re-skilling of local workers.</p>	
Improve access to facilities and programs for people of all abilities.	<i>Implement the Community Access and Inclusion Plan including the Changing Places Strategy.</i>	<p>We have nearly completed the installation of changing place amenities in Westfield Geelong as part of the Central Geelong Accessibility Improvements Project.</p> <p>We are also partnering 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. 	
	<i>Start design of inclusive playground at Rippleside Park.</i>	<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 appointed a design consultant and a stakeholder steering group is established.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Recognise our returned service men and women.		<p>We are currently facilitating and supporting a range of projects 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 • ongoing upgrades to memorials throughout the region including the Ocean Grove War Memorial. 	■
Further develop programs that support older people and young people in our community.	<i>Develop and launch the Positive Ageing Plan.</i>	We are currently scoping this project.	■

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
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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 Sep 2019	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares (December 2018)	Increase	1,275.471 hectares (30 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%	27.0% (2018)	Reported annually.	⬢
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	-	Reported annually.	△
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	-	Reported annually.	△
Mandatory sustainable design assessment of all new developments.	Annual	n/a	Planning controls in place	-	Reported annually.	△

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 Settlement Strategy into the Geelong Planning Scheme, to an independent planning panel. Hearings will be held in November 2019.	■
Facilitate opportunities for infill residential development.	<i>Adopt the Saleyard Precinct Master Plan.</i>	We completed engagement to inform the draft Saleyard Precinct Master Plan in August. We are now preparing the draft plan to be considered by Council in early 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to develop urban growth areas across the region.	<i>Commence a Precinct Structure Plan in each of the Northern and Western Geelong Growth Areas.</i>	We are negotiating third party funding arrangements with land owners in the first precincts.	■
	<i>Unlock barriers to investment in key development areas, urban renewal areas and station precincts.</i>	We completed consultation on the South Geelong Station Urban Development Framework. A draft plan will now be prepared for consideration by Council in 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 have awarded the contract for construction of the Sparrovale Wetlands. Development is progressing in four precincts. We are currently engaging on the draft Marshall Precinct Structure Plan.	■
	<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.	■
Manage the impact of development on the unique character of our townships.	<i>Progress the Municipal Heritage Strategy in partnership with the Heritage Advisory Committee.</i>	We are working to complete a thematic history for Geelong. The outcomes will be released in 2020.	■
	<i>Work with Victorian Government to conserve the Bellarine as a distinctive landscape area.</i>	We are working with Department of Environment, Land, Water and Planning on the upcoming declaration of the Bellarine Peninsula as a distinctive landscape and area.	■
Improve the environmental performance of new developments, using planning controls.		We are incorporating the new Environmentally Sustainable Development (ESD) guidelines into the Planning Scheme via a Planning Scheme amendment. After it is gazetted in October 2019, certain categories of new applications will need to demonstrate ESD compliance as part of a Planning Application.	■
Preserve nature reserves, rural and coastal environments.	<i>Develop the Sparrovale Wetlands Master Plan and begin construction.</i>	We are developing the Sparrovale Master Plan which will shape the design and development of the site with the help of upcoming community consultation. An open tender process for construction of the Sparrovale Wetlands system is complete with construction expected to begin in October this year subject to final planning approval.	■

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
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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 Sep 2019	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	54.00% (Jun 2019)	Reported annually.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO ₂ -e (2014–15)	50% reduction	22,633 tCO ₂ -e (2017–18)	Reported annually.	●
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually (2017–18)	Increase	-	Reported annually.	△
Increased suburban tree canopy.	Every two years	14% (June 2017)	16%	-	Reported every two years.	△
Increased number of street trees planted per annum.	Annual	-	>1,850 per annum	-	Reported annually.	△

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.		<p>We joined 47 other Victorian councils to make the switch to 100 per cent renewable energy to power our buildings and streetlights. The group will invest in 250GWh of renewable electricity – the equivalent of powering 47,000 homes with renewable energy or taking 87,000 cars off the road each year. This will help us achieve a 50 per cent reduction in emissions from Council buildings and vehicle fleet, based on 2014–15 levels. We are working towards having the new contracts in place by the end of 2020.</p> <p>We are currently updating our Environment Management Strategy and Zero Carbon Emissions Strategy to further drive climate change programs. This work includes adopting a new corporate emissions target.</p>	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
		We are also expanding our Sustainable Buildings Program and investigating large rooftop solar installations at seven council building sites. Solar feasibility studies are underway.	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Complete feasibility study of the Food Organics Processing and Transfer Station.</i>	We are investigating options to divert food waste away from landfill and recover this resource. The food waste diversion study includes residential collection service model options, food organics processing options, and the implementation plan for the collection trials. We visited a number of organics collection and processing facilities in Gippsland and Melbourne and will utilise the learnings from these visits to establish food organics processing capability in Geelong.	
	<i>Develop and adopt the Waste and Resource Recovery Strategy.</i>	We conducted extensive community and stakeholder engagement during November 2018 and September 2019 has informed the development of a draft Waste and Resource Recovery Strategy. Over 850 people have actively participated, and thousands of comments were received. The draft will be released for community consultation in late 2019.	
	<i>Continue the hard waste collection service trial.</i>	We have collected more than 35,000 cubic metres of material from over 12,300 Geelong homes during the first six months of the hard waste trial. More than one third of that household waste has been suitable for recycling, well above the average recycling rate of most Melbourne councils. The trial runs until June 30 next year.	
	<i>Implement short and long term strategies to respond to changes in recycling markets.</i>	We investigated short, medium and long-term options and strategies in response to the recycling changes. Our recycling services at the Geelong and Drysdale Resource Recovery Centres have been expanded to allow residents to drop off kerbside recyclables for processing. We have also been working closely with state government agencies, the recycling industries and other councils to develop and implement longer term actions to adjust to the changes in the recycling markets. We are currently negotiating with a contractor for the resumption of kerbside recycling processing.	
	<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. We participated in the development of the Barwon South West Regional Recycling Action Plan in order to prepare collaborative response to the recycling crisis. In partnership with Geelong Manufacturing Council and state government, we are utilising innovative approaches to encourage the use of recycled material.	
	<i>Work with partners for an integrated water strategy for the Northern and Western Geelong Growth Areas.</i>	We are partnering with Barwon Water and Department of Environment, Land, Water and Planning on the integrated water management strategy for the Northern and Western Growth Areas.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Support Barwon Water to deliver a regional Integrated Water Management Strategy.</i>	We are working with Barwon Water on an Integrated Water Management Plan for the North Western Growth areas.	
Use sustainable materials to construct and renew roads, footpaths and street furniture.		We are supporting an application by RMIT for funding available through Sustainability Victoria's Research, Development & Demonstration Grant, to support the Rubbish to Resources project. If successful, the project will trial the use of plastics in asphalt pavements.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		We have approved the transition of street lights to LED with planning underway and change over planned for 2020.	
Commence Drysdale landfill rehabilitation.		We commenced the Drysdale rehabilitation project with a trial evapotranspiration cap having been constructed 12 months ago. Monitoring of this cap is underway which hopefully pave the way for Environmental Protection Authority (EPA) approval to rehabilitate the entire landfill with an evapotranspiration (phyto) cap. A minimum of another 12 months of monitoring data will be required before any approach to EPA can be made.	
Construct a green organics facility.		Our garden organics processing facility in Anakie has delivered its first load of compost, which is now being used on a neighbouring farm. The facility is expected to process up to 35,000 tonnes of green organics collected from Greater Geelong's garden waste bins.	
Plant more trees to green and cool our urban areas.	<i>Implement the Urban Forest Strategy.</i>	We planted 1,518 advanced street trees, focusing on areas in Corio, Norlane and Whittington.	
Reduce single-use plastic across the region.	<i>Trial the Plastic Wise Program at events in our region.</i>	We commenced developing a Waste Wise Policy and program by assessing our current corporate waste management practices and processes.	
Manage pest plants and animals more effectively.		We are currently working on several projects to manage pest plants and animals including: <ul style="list-style-type: none"> • developing an inaugural Rabbit Control Plan • implementing an integrated rabbit control program that includes best practice control method • expanding the Roadside Woody Weed Control Program to include two runs a year (late winter/spring & late summer). • implementing the Roadside Serrated Tussock Control Program • introducing a Roadside Exotic Bulb Control Program. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver biodiversity conservation programs.	<i>Develop and implement the Biodiversity Strategy.</i>	We are working toward delivering a State of Geelong's Nature report and a draft Biodiversity Strategy.	■
	<i>Develop the Northern and Western Growth Areas Biodiversity Conversation Strategy.</i>	We commenced field surveys to inform the Northern and Western Geelong Growth Areas Biodiversity Strategy.	■
	<i>Foster best agricultural and environmental management practices in rural and peri-urban communities and on Council land.</i>	We are working toward implementing a new Restoring Rural Landscapes Program. The program will have a large focus on rabbit and weed control on City managed land (reserves and roadsides) and introduce a private land support program for rabbit and weed control.	■
	<i>Implement initiatives from the Rural Peri-Urban Advisory Committee including restoration of rural landscapes.</i>		

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

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.		<p>We continued to develop several <i>Public Art Strategy</i> projects including:</p> <ul style="list-style-type: none"> the Sunken Gallery – community engagement set to commence October 2019 Sale Yards – contributing to the heritage interpretation. <p>We will progress the design and construction of the Barwon Heads Arts and Community Hub with guidance from the community and stakeholders.</p> <p>We have funding allocated to update the Potato Shed redevelopment business case.</p>	■
Recognise and share our heritage through storytelling.		<p>Storytelling projects currently underway at National Wool Museum include upgrades to the core wool story galleries and the featuring extended images from the 'Invisible Farmer Project' - a celebration of the creative and vital role that women play in sustaining Australian farms and rural communities.</p> <p>We continue to develop an interpretative trail commemorating our ANZAC heritage in Armstrong Creek.</p>	■
Recognise and celebrate Geelong's Aboriginal culture and history.	<i>Continue to work across all Council events to link and emphasise Aboriginal culture and history.</i>	<p>We 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 will host exclusive masterclasses as part of The Design Series - exploring creativity with fibre, weaving, textile fibre and delivered in partnership with Aboriginal artists. The series will showcase creative people and pay tribute to Geelong's recent designation as a UNESCO City of Design.</p>	■
Work with galleries and museums to improve our public art and heritage offering.	<i>Continue remedial works of Osborne House.</i>	<p>We completed minor maintenance works, with remedial works pending the outcome of the Osborne Park Precinct Master Plan and business case.</p>	■
Attract new and support existing creative industries.	<i>Continue the support and delivery of Geelong's iconic arts and cultural events and programs.</i>	<p>We launched the 'We the Makers' a major new biennial design festival at the National Wool Museum that showcases the work of makers, designers and artists. All work will reflect the festival's 2020 theme: 'Design for the Future: Sustainable and Ethical Textiles and Fashion'.</p> <p>We will host the next Geelong After Dark (GAD) - Shattering Illusions - on Friday 1 May 2020. A new artistic director has been appointed for the event and we are currently inviting expressions of Interest from artists of all genres to provide innovative short performances, artworks and creative interventions as part of the GAD 2020 programme.</p> <p>The main round of the Creative Communities Arts Grants program has now closed with applicants to be advised in October 2019. Applications for the Creative Communities Arts (Quick Response) and Creative Communities (Professional Development) funding streams will be available from October 2019.</p>	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
		The National Wool Museum presented Happy Birthday Play School Celebrating 50 years and Art Quilt Australia - the most prestigious exhibition of its kind in southern hemisphere.	
	<i>Support the development and promotion of local artists, arts organisations and live music.</i>	The Potato Shed is set to host international and national music events in 2020. We provided support for live music initiatives including: <ul style="list-style-type: none"> the pre-Port Fairy Folk Festival 2020 conference in Geelong hosting a Venues Day in partnership with Music Victoria, designed to support local venues and music industry professionals with the information and tools to continue developing live music in the region 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. 	■
	<i>Assist cultural venues to cross-promote programs and events.</i>	We provided support for cultural facilities, including renewal of a 4-year funding agreement to support delivery of the Courthouse Youth Arts' new strategic plan and the refresh of the Potato Shed business case. We also continue to deliver the Geelong Region ArtsAtlas and Arts Bulletin online.	■
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>	We completed a heritage asset audit. We also undertook internal and community engagement to inform the draft strategic plan, which is in development.	■
	<i>Adopt and implement the first year of the Cultural Strategy.</i>	We completed our research and finalised the requirements for the Cultural Strategy.	■
	<i>Undertake the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.</i>	We are scoping the requirements of the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.	■
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		We worked with the Geelong Regional Library Corporation to complete a review of library services, due for finalisation later in 2019.	■

LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

INTEGRATED TRANSPORT CONNECTIONS

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	210 km bike paths 1,755km 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>	The draft <i>Transport Network Operating Plan</i> will be available for community feedback from the 14 October 2019.	■
Improve our road management and engagement program.		We are developing an online interactive map to inform the community about the social and civil infrastructure (i.e. roads and drainage) projects under construction across the municipality.	■
Deliver better-connected walking, cycling and trail paths across our region.	<i>Implement council program of infrastructure upgrades including streets, roads and drains.</i>	We are installing traffic signals at the intersection of Broderick Road and Heales Road, Lara.	■
	<i>Upgrade and deliver new footpaths, cycling and trail paths and create linkages between paths.</i>	We are undertaking new street construction in Baker Street, Ocean Grove. We are also moving into the construction phase for both the Western and Southern links of the Building Better Bike Connections project.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Review and implement Greater Geelong Cycling Strategy.</i>	The review of the Greater Geelong Cycling Strategy is currently on hold as we may incorporate the cycling strategy into a broader municipal wide transport strategy.	Not started
	<i>Undertake detailed design to create linkages between shared paths across the region.</i>	We have undertaken community engagement that will be used to help inform the development of a shared trails master plan.	■
Advocate to improve rail, road and sea connections for our region.	<i>Lead the Regional Fast Rail Advocacy Alliance.</i>	We continue to advocate strongly for the delivery of fast rail in a timely manner for Geelong. Our Mayor and CEO are active on the Victorian Government Geelong Fast Rail Reference Group and further meetings and discussions with the Fast Rail Alliance members have been held including a formal meeting of the entire group in July 2019.	■
	<i>Explore opportunities to enable the Geelong-Melbourne ferry service.</i>	Council approved a capital grant to install mooring piles at Steampacket Quay. This will enable the new Docklands to Geelong commuter ferry service trial to commence in December 2019.	■
Work with government to improve freight connections to the Geelong Port.		We are working with Geelong Port to plan for future access to and from the Port via road, rail and air.	■
Advocate and plan for a second container port at Bay West.		We continue to advocate for a second container port at Bay West and work with various Geelong partners including G21, Committee for Geelong and Regional Development Victoria, to ensure Bay West is the preferred option for a second container port for Victoria.	■
Support further international flights at Avalon.		Avalon Airport has again taken on a Platinum Partnership with Tourism Greater Geelong and The Bellarine for 2019–20. Together, with government, they will advocate for future flight destinations.	■
Support the redevelopment of the rail station precinct, including a modern bus terminal.		We are involved in the precinct planning for the rail station, which is adjacent to our new Civic Precinct development.	■
Deliver the <i>Better Bike Connections</i> project.	<i>Progress Better Bike Connections, west and southern routes.</i>	We commenced construction of the Western Route bike connection, which will be completed in December 2019. The detailed design of the Southern Route bike connection is in development, with works scheduled to commence early 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 Sep 2019	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	17,995 (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 collaborate with the state government to implement the Central Geelong Action Plan. This includes the provision of staff to deliver projects.	■
Work with government to deliver City Deal projects.		We are working with federal and state government representatives on developing the implementation plan for all projects included in the City Deal. A release of the plan is scheduled for early October 2019.	■
Use Geelong's UNESCO City of Design award to secure economic development projects.	<i>Collaborate with partners to deliver projects that support the UNESCO City of Design goals of sustainable cities and communities.</i>	We had a representative attend the City of Design Sub Network meeting in Detroit. We continue to develop and raise awareness for Geelong Design week to be held in March 2020. We developed a City of Design champions program with three confirmed applicants and eight being assessed. We hosted Geelong's first Pecha Kucha (a storytelling format) which enabled 60 community members to present on their design led projects. We have also partnered with Deakin University to present the 2019 Clever and Creative Lecture Series. The first lecture, Good Health by Design, was held in September 2019.	■
Attract new investments to the region	<i>Advocate for Geelong businesses and major projects that contribute to regional economic development.</i>	We are working with a number of potential investment opportunities across several industry sectors. Cleantech have issued an Expression of Interest (EOI) process for a scalable demonstration project to be located in Geelong. This EOI is looking for ways respond to Geelong's challenges in either waste, water or energy.	■
	<i>Make decisions to support the start-up and entrepreneurial ecosystem.</i>	We have partnered with ManuFutures to develop and deliver a design thinking workshop for start-ups and entrepreneurs that have a manufacturing focus.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Help to renew industrial precincts.	<i>Develop screening strategies to improve the entrance into Geelong.</i>	We are currently exploring appropriate locations for landscape treatments in Melbourne Road. The next stage will be to develop concept plans.	■
	<i>Integrate the Retail Strategy 2016–36 into the Greater Geelong Planning Scheme.</i>	Council has referred Amendment 393, which seeks to implement the Retail Strategy into the Geelong Planning Scheme, to an independent planning panel with hearings to be held in October 2019.	■
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 confirmed as a finalist in the 2019 Victorian Training Awards.	■
	<i>Continue to deliver the Regional Industry Sector Employment Program to support jobs in the construction industry.</i>	Four RISE groups have graduated since the program began in July 2018, with a fifth currently in progress. A sixth program is set to commence in mid October 2019. To date, 80 participants have commenced in this program with 39 graduating and 23 employed. It is intended to deliver eight programs in total.	■
Support and promote local businesses, markets and products.	<i>Trial a flexible parking solution for the CBD.</i>	We have awarded the contact for a new parking app and pay-by plate parking technology that will be implemented from 1 December 2019.	■

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

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		Together with Tourism Greater Geelong and The Bellarine, we are working directly with government on the delivery of the City Deal with key positions held on both the Advisory Group and Partners Group.	■
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>	We are supporting the Royal Geelong Yacht Club with \$3.1 million to commence installation of a wave attenuation barrier as part of the Stage 1 of the Geelong Waterfront Safe Harbour Precinct Master Plan.	■
	<i>Construct and launch the first stage of the Sunken Gallery.</i>	We are due to engage community about the Sunken Gallery in October 2019.	■
	<i>Open the Geelong Botanic Garden Sustainable Visitor Facility.</i>	We have commenced building works for the new visitor facility and are currently on track to complete it by the end of 2019.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).</i>	The Greater Geelong and The Bellarine Tourism Development Plan 2019-22 outlines the investment and development required to effectively service projected visitation growth. Tourism Greater Geelong and The Bellarine is working with key stakeholders to advocate for the desired outcomes from this report.	■
	<i>Support and grow international education as part of the local visitor economy.</i>	Through Tourism Greater Geelong and The Bellarine's Study Geelong program two major grants were received in 2019 for international student programs. Both programs are well underway and include new initiatives such as: <ul style="list-style-type: none"> • the Ambassador Program • the Mentor Program • partnerships developed with Avalon Airport and Air Asia X. 	■
	<i>Participate in the development of the You Yangs and Serendip Sanctuary Master Plan.</i>	The You Yangs and Serendip Sanctuary Master Plan is a Parks Victoria led initiative. Tourism Greater Geelong and The Bellarine is part of the steering committee providing input into the Master Plan, that is due for completion in early 2020.	■
	<i>Support the development of shared trail linkages to create a trail network across the region.</i>	In partnership with Tourism Greater Geelong and The Bellarine, we will support and advocate for the development of the trail networks and linkages identified within the latest Tourism Development Plan.	■
Build on the current events program and increasing cross-promotional opportunities.	<i>Establish and fund the Community Events Grant Fund.</i>	We are assessing the first-round applications to our Community Events Grants Fund that closed in September 2019. The fund aims to support moderate-sized events, which bring economic benefits to the City, enrich the community, celebrate common interests and provide opportunities for local participation.	■
	<i>Continue to drive visitation by supporting local events.</i>	In partnership with Geelong Major Events, Tourism Greater Geelong and The Bellarine have supported local events through extended marketing and promotion, including Deakin University Open Day and Victorian Teachers' Games.	■

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.

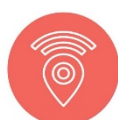
■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the city 11 council facilities with free community Wi-Fi (1 July 2018)	Increase	101 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2019)	Reported annually.	■
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074 (2017–18)	Increase	Payments 115,824 Forms 16,755 Requests for service 26,768 (2018–19)	Reported annually.	■
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	-	Reported annually.	△
Increased revenue streams.	Annual	-	Increase	-	Reported annually.	△

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children’s services.	<i>Install sensor networks to enable the use of smart sensors for services including parking and waste management.</i>	We are using new technology to improve parking management and customer experience. Pay by plate and number plate recognition combined with a new mobile app will provide customers will real time information about their parking status and be able to make cashless payments whilst away from their car. We are also installing parking sensors to capture data on how parking bays are used in popular areas. Other sensors installed include: <ul style="list-style-type: none"> • new bin sensors in Armstrong creek to help improve waste collection schedules and reduce unnecessary collection of empty bins • soil and water monitoring sensors at the Botanic Gardens to improve the monitoring and management of significant and older trees within the gardens. 	■

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>	We are developing communication and stakeholder management plans with a focus on building employees' knowledge and capacity to better utilise new technologies and data in service delivery. Rollout of the plans is scheduled for early 2020.	■
	<i>Implement Mobile Maintenance Management System.</i>	We implemented the Mobile Maintenance Managements System. However due to ongoing stability issues with the product, we are currently exploring an alternative solution.	◆
Increase free Wi-Fi in public spaces and community facilities.	<i>Support greater levels of digital inclusion in the community.</i>	We tendered for a contractor which will be awarded in December 2019. This will see the public WiFi access points double as well as increasing access speeds for users and increased download limits in 2020.	■
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Install enhanced broadband for the Bellarine.</i>	We are currently in the design and planning approval phase of this project which will roll out in stages over the next 12 months. Connections in Drysdale are expected by June 2020.	■
Attract more technology-focused businesses to our region.		We continue to support a number of technology focused businesses that wish to establish themselves in Geelong. This is across a range of sectors including cleantech in agribusiness, transportation, advanced fibres, smart materials and the health sector.	■
Examine our budget to fund future initiatives.		A review of the budget process to be completed by an external consult to increase efficiency and reduce time frame.	■
Establish sustainable financial and infrastructure management systems for our future.	<i>Commence Digital Transformation with a focus on customer experience.</i>	Our Digital Transformation program will be delivered in two stages: <ul style="list-style-type: none"> • Stage 1 - to define the project requirements and complete tender process for vendor(s) to deliver Stage 2. • Stage 2 - to design and implement the Digital Transformation solutions(s). We are currently seeking a vendor to undertake Stage 1 with a contract planned to be in place by the end of October 2019.	■
	<i>Commence implementation of Asset Management Strategy.</i>	We are developing an Asset Management Strategy with a focus on internal roles and responsibilities, as well as asset handover and data collection.	■

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 Sep 2019	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	58 (2019)	Reported annually.	◆
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	71 (2019)	Reported annually.	◆
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	55 (2019)	Reported annually.	◆
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	55 (2019)	Reported annually.	■
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	55 (2019)	Reported annually.	◆
Reduction in Lost Time Injury Frequency Rate. (LTIFR)	Every three months	14.9 (June 2018)	Reduce	29.4 (September 2019)	Reported every three months. The LTIFR reached a peak of 33.9 in July 2019 due to a change in definition to align with the Australian Standard and an increase in the actual number of lost time injuries reported. The LTIFR has decreased over the quarter to 29.4. This reflects a reduction in lost time injuries between May and September 2019.	⬠
Increased employee engagement.	Annual	54% (2017)	70%	52% (2018)	Reported annually.	⬠

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increased employee satisfaction.	Annual	62% (2017)	80%	58% (2018)	Reported annually.	
Increased positive media coverage.	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	36%	Reported every three months. Positive coverage was at its lowest in August 2019 at 32 per cent with news dominated by the recycling crisis. A change to a new media analysis contractor may have contributed to the overall decrease in positive sentiment with a variation in reporting protocols.	

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>	Our current focus is on the sale of Geelong Ring Road Employment Precinct land, as well as the conditional sale of 257 Roslyn Road, Highton. We will continue to investigate further land sale opportunities during the year.	
Consolidate the City of Greater Geelong offices.	<i>Commence design and development of the Civic Precinct.</i>	We completed the Expression of Interest and Request for Tender processes for the development of the Civic Accommodation precinct.	
Communicate and engage more effectively with the community, in areas of need.	<i>Improve our inclusive engagement practices.</i>	We are developing new tools and templates to support our employees to better engage with our community.	
	<i>Promote and support the Junior Youth Council.</i>	In October 2019, the City's Youth Council will host the Geelong Youth Summit. As part of Geelong's UNESCO City of Design commitment, the summit will use design thinking to tackle the Youth Council's three priority issues of mental health and wellbeing, community safety and the environment. Schools from across the region will be invited to nominate students aged 12-17 years to attend.	
Continue to transform our workplace culture.	<i>Implement the Organisation Leadership and Capability Framework.</i>	An organisation leadership and capability framework is on hold while we develop an overarching Culture Vision and Plan that is due for completion by December 2019.	Not started
	<i>Establish and support an organisational change management function.</i>	We are establishing an organisational change management function, due to be finalised by December 2019.	
Use data and analytics to make better decisions.		We are continuing to refine ways of using data and have recently conducted an organisational survey to understand the data capability in the organisation.	

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 are implementing the prioritised actions that were identified in the first year of service plans.	■
	<i>Establish an agreed program for detailed reviews of service delivery.</i>	We are developing an ongoing framework for service planning reviews that will outline how we will improve our future service delivery.	■
Increase state and federal funding for the region.		The board of directors of G21 will be talking to politicians and advisors on the region's funding priorities in Canberra in October 2019.	■
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. 	■
Lead major local organisations in collaborative projects.		We hosted a Clever Creative vision partner meeting in September 2019. We also progressed the Brand Geelong discussion with partners and continued to lead and advocate for Regional Fast Rail.	■
Use better communication to strengthen our strategic priorities.	<i>Create a new advocacy function.</i>	The advocacy position has been scoped and the position description written.	◆
	<i>Continue Community Focus Meetings and live-streaming of Council Meetings.</i>	Our Community Focus meetings have continued. The first three meetings were held at Indented Head (July), Whittington (August) and Armstrong Creek (September). Ordinary Meetings of Council are live streamed, with archived recordings made available for the community on our website.	■
	<i>Commence planning for 2020 council elections.</i>	We are planning a community engagement program to meet the state government's target of 50 per cent of women councillors and mayors by 2025. In August 2019, we supported the Women in Local Democracy (WILD) to present a workshop by the Victorian Local Governance Association (VLGA) - An Introduction to Local Government.	■



GARDEN ORGANICS PROCESSING FACILITY

The City's \$3.5 million Garden Organics Processing Facility has provided its first mature compost to a neighbouring farm for use on wheat, barley, and canola crops.

Farmer David Gillett is shown here with the compost.

CITY OF GREATER GEELONG

PO Box 104

Geelong VIC 3220

P: 5272 5272

E: contactus@geelongcity.vic.gov.au

www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

100 Brougham Street

Geelong VIC 3220


8.00am – 5.00pm

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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.