



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2020–21

—
SEPTEMBER 2020

Lara Aquatic Centre will
reopen ahead of schedule
for dedicated lap swimmers,
following an allocation of
additional funding.





ABOUT THE PLAN

Council Plan 2018–22 – Putting Our Community First, Update 2020–21 outlines how we are working towards making Greater Geelong a clever and creative city-region. It guides how we allocate resources so we can deliver infrastructure, services and programs to the community in a sustainable way.

The current 11 strategic priorities are:

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

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

Links to the vision

Greater Geelong: A Clever and Creative Future is the 30-year community vision for the region. *Council Plan 2018–22, Update 2020–21* outlines how we will work towards making Greater Geelong a clever and creative city-region.

Status update

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

- **111 ‘on track’**
- **Three ‘complete’**
 - *Improve the environmental performance of new developments using planning controls.*
 - *Deliver the Small Business Festival to support existing and generate new small business owners.*
 - *Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government’s gender equity target.*
- **Five ‘not started’**
 - *Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.*
 - *Develop the Innovate Reconciliation Action Plan 2021.*
 - *Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.*
 - *Continue shopping centre streetscape renewal projects.*
 - *Help to renew industrial precincts.*
- **Three ‘needs improvement’**
 - *Progress the Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.*
 - *Implement an online booking and ticketing system for the City’s facilities and assets.*
 - *Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.*
- **Two ‘off-track COVID-19’**
 - *Develop and launch the Positive Ageing Strategy.*
 - *Deliver Geelong After Dark 2021.*

IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

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









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

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (2017)	60% [#]	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59% (2017)	60%	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41% (2017)	60% [^]	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.14% (2019–20) 73.17% (2018–19)	We've observed consistent participation rates in recent years, even considering that some face-to-face services were moved online due to COVID-19 directives from the Victorian Government.	◆

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

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	<i>Implement actions in the Ba-gurrk Gender Equity Framework.</i>	We completed the state government's gender equity pilot program. This will form part of our ongoing work to inform and enable gender equity across our programs and services. We anticipate that the gender impact analysis audit will be trialled again in 2021, after the release of the framework for the <i>Gender Equality Act</i> .	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support local organisations that address homelessness, substance abuse, family violence and food shortages.	<i>Support the establishment of an expanded Food Distribution Centre in the Geelong Region*.</i>	We developed a capital and service funding contract that is currently under consideration by the Geelong Food Relief Centre.	
	<i>Support the work of key partner agencies to address homelessness.</i>	We work in partnership with Neami to address homeliness across the municipality. One initiative we implemented during the COVID 19 pandemic is offering showers at one of our Senior Citizens Centres.	
Develop a housing policy to provide a range of social and affordable housing options.	<i>Implement actions from the Social Housing Plan 2020–41.</i>	We continued the implementation of the <i>Social Housing Plan 2020–41</i> , including: <ul style="list-style-type: none"> recruitment of two positions at the City establishment of our Council's Affordable Social Housing Advisory Committee. 	
Improve safety in our community.	<i>Provide support to vulnerable members of the community and support community recovery efforts in response to COVID-19.</i>	We have distributed the following items to our vulnerable community members to assist them with COVID-19 restrictions: <ul style="list-style-type: none"> 5,720 disposable masks 540 reusable masks 10 hygiene packs (masks, gloves, disinfectant and hand sanitiser). In addition, we provided resources and support to the Geelong Food Relief network to operate in a COVID-19 safe environment.	
Provide safer public spaces.	<i>Partner with key agencies to respond to emerging issues and community concerns regarding safety in public spaces.</i>	We prepared and submitted a grant application to the Department of Justice about community safety in several parks and public open spaces. We currently await the outcome of our application.	
Encourage responsible pet ownership.	<i>Continue to implement the Domestic Animal Management Plan 2017–21.</i>	We implemented the following actions: <ul style="list-style-type: none"> completed the July 2020 cat desexing program installed 560 dog signs across the municipality painted over 80 stencils on our shared paths and trails with messaging on responsible dog ownership conducted the “Fury Friends” pet competition to celebrate the human-animal bond had the “Pet Ownership in the City of Greater Geelong” brochure translated into five common culturally and linguistically diverse languages obtained pet surrender statistics across Greater Geelong to identify suburbs with the highest surrender rates commenced work with our Health Promotion Officers about pets and domestic violence. 	
Promote healthy eating and support active living.	<i>Deliver the Healthier Eating and Active Living Program in partnership with other agencies across the G21 region.</i>	We continued our work in partnership with multiple agencies to deliver the <i>Healthier Eating and Active Living Program</i> .	
	<i>Design and implement the Mental Health Action Plan to promote positive mental health outcomes.</i>	Our <i>Mental Health Action Plan</i> transitioned into six projects. These will inform how we contribute to the mental health and wellbeing of our community.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Create and facilitate environments for all ages and abilities to engage in regular exercise.</i>	<p>We continued to deliver online exercise classes, recipes, and health and fitness tips to all members of the community as our leisure and recreation facilities remained closed due to COVID-19 restrictions. We also ensured the upskill of our leisure and recreation employees in first aid, lifeguarding and CPR, with over 200 qualification updates completed.</p> <p>The changes to restrictions in September 2020 allowed us to open the following facilities in a limited capacity:</p> <ul style="list-style-type: none"> • Kardinia Aquatic Centre • Lara Aquatic Centre • Leisuretime Centre outdoor soccer pitch • Balyang Par 3 Golf Course • Lara Golf Course. <p>From October 2020, we will reopen the Belmont Market outdoor stalls and SEDA College will return to Geelong Arena.</p>	■
Create healthy environments in children's settings.		<p>We continued to protect the health and safety of children and educators throughout the COVID-19 pandemic by:</p> <ul style="list-style-type: none"> • the introduction of COVID safe workplans • temperature checking • face masks (as required) • increased vigilance to not accept ill children. 	■
Work towards having the safest roads in Victoria.	<i>Update the Geelong Road Safety Strategy 2012–17 to reduce deaths and serious injuries on Geelong roads.</i>	We are developing the update to the <i>Geelong Road Safety Strategy 2012–17</i> and will undertake community engagement on the draft plan from early 2021.	■
	<i>Deliver the Safe Travel in Local Streets Program in South Geelong and Norlane.</i>	Our project plans are in place and designs complete to deliver this program. We commenced or completed construction on several projects that target 14 streets in Corio/Norlane and 15 locations across South Geelong, East Geelong and Geelong.	■

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE
WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

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

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Undertake detailed design for an outdoor pool to cater for the needs of a growing Bellarine community.</i>	Council endorsed Drysdale as the pool location in August 2020. In addition, we prepared a brief to seek the expertise of consultants and architects.	■
	<i>Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.</i>	We are investigating how to implement this action without funding from the 2020–21 budget.	Not started
	<i>Develop an inclusive and accessible play space at Rippleside Park.</i>	We completed community engagement on our concept plan for the play space at Rippleside Park in September 2020 and are analysing the feedback.	■
Support the growth of localised and regional sporting facilities.	<i>Upgrade lighting, facilities and changerooms at sporting reserves across the municipality including Barwon Heads, Grovedale, Geelong West, Herne Hill, Lara, Portarlington, North Shore and Thomson.</i>	We received funding from the Victorian Government in August 2020 for seven lighting projects across the municipality. We are developing briefs for each project.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver accessible and attractive community infrastructure, based on local and municipal community need.	<i>Design new community infrastructure including the Barwon Heads Arts and Community Hub, Lara Family Hub and Library, the Jetty Road Children's and Community Hub and the Drysdale Integrated Children's Centre*.</i>	<p>We worked with key stakeholders to complete the concept designs for a new Barwon Heads Arts and Community Hub. In July 2020, we entered into a \$1 million funding agreement with the state government to progress the project's design and construction.</p> <p>We finalised the scope of the co-located family hub and library in Lara and are currently out to tender seeking architects to undertake the next design phase of the project.</p> <p>We are currently scoping a new children's and community hub in the new Jetty Road Growth Area in Drysdale/Clifton Springs. Ideas for the new centre and a community engagement plan have been produced in preparedness for engaging with the community later in 2020.</p> <p>The new Drysdale integrated children's centre, 'Bella Wiyn Birrale Family Centre' opened in April 2020.</p>	■
	<i>Planning for the repurpose of the early years centre at Eversley Street, Drysdale for community use.</i>	We have completed the concept plan to repurpose the former early years centre at Eversley Street, Drysdale and are now working on proceeding to detailed design and costing alongside the development of the new Drysdale Library.	■
	<i>Develop a social infrastructure report for the Armstrong Creek Town Centre Master Plan.</i>	We presented key findings to the Managing Growth Committee (MGC) in August 2020. We are drafting a final report for be presented to the MGC and the executive leadership team in November 2020.	■
	<i>Review the Barwon Heads Village Park Master Plan.</i>	We completed engagement with key stakeholders and are preparing a revised draft <i>Barwon Heads Masterplan</i> . We plan to undertake further engagement on this draft in November 2020.	■
	<i>Endorse and commence implementation of the Social Infrastructure Planning and Investment Policy and Social Infrastructure Plan 2014–2031.</i>	<p>Council endorsed a new social infrastructure plan and policy in July 2020.</p> <p><i>Our Community Places, Spaces and Services, A Social Infrastructure Plan for the City of Greater Geelong – Generation One: 2020-2023</i>, includes the <i>Social Infrastructure Planning and Investment Policy</i> and replaces the previous <i>Social Infrastructure Plan 2014–2031</i>.</p> <p>We are currently developing the tools to implement the Policy and Plan, including a strategic resource plan.</p>	■
Maintain our public open space.	<i>Ensure planning approval and handover of new parks and reserves in growth areas and new subdivisions.</i>	We implemented a new process for the handover of new parks and reserves in growth areas and new subdivisions.	■

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY



PEOPLE FEEL SAFE WHEREVER THEY ARE



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT





A MORE INCLUSIVE AND DIVERSE COMMUNITY



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

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

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 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 who 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	7 facilities (June 2020) 8 facilities (June 2019)	A total of 15 new and upgraded facilities were completed in the first two years of our council plan.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Advocate for and help to achieve the priorities set by local Aboriginal people.	<i>Implement the Reflect Reconciliation Action Plan 2020.</i>	Our first ever <i>Reconciliation Action Plan (RAP)</i> was endorsed by Reconciliation Australia in September 2020. Over half of the actions in the plan are under way or have been completed including: <ul style="list-style-type: none"> • using Wadawurrung language in the naming of the new civic precinct • preparation of a First Nations Heritage Grant program to fund the identification, conservation, and promotion of Aboriginal heritage places • establishing Terms of Reference for the RAP Working Group. 	■
	<i>Develop the Innovate Reconciliation Action Plan 2021.</i>	Our second <i>Reconciliation Action Plan</i> will be developed during 2021–22, demonstrating our ongoing commitment to reconciliation and fostering strong relationships.	Not started
Advocate for inclusive, multicultural activities and respect for cultural diversity.	<i>Implement the second year of the Multicultural Action Plan 2018–2022.</i>	We continued to deliver the second year of the <i>Multicultural Action Plan</i> including: <ul style="list-style-type: none"> • promoting a new resource around equal opportunities for members of our Culturally and Linguistically Diverse (CALD) community • supporting several new programs and initiatives that foster and strengthen our relationship with our CALD community. 	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support activities that improve social connections in our community.		<p>We provided social support across the community through initiatives including:</p> <ul style="list-style-type: none"> • the Healthy and Connected Communities Grant Program • the Neighbourhood House Grant Program • digital engagement and development programs for young people to help them remain connected the COVID-19 lockdown • assisting community members maintain important connections and to build new social connections during COVID-19 through our role in the Victorian Government’s Community Activation and Social Isolation initiative (CASI) • \$90,375 of COVID-19 Quick Response Community Grants for local community groups to enable COVID safe operation during the relief and recovery period • conducting an employment pathways information session to engage young people from Corio/Norlane with the John Holland project at Lara • facilitating an online social group aimed at improving social connections and reducing social isolation for parents and carers of children with Autism Spectrum Disorder in the Greater Geelong region. 	
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<i>Invest in programs and facilities to support gender equity in sport*.</i>	<p>We will be re-launching VicHealth’s ‘This Girl Can’ campaign aimed at encouraging and supporting female participation in sport and physical activity by providing a seminar on 17 November 2020 as part of the Sport and Recreation Development series. The seminar, delivered in partnership with several agencies, will be free for all to attend.</p>	
Facilitate employment programs for the communities that need it most, including young people.	<i>Address social and economic development through the Vital Communities Program which improves social inclusion and workforce participation for local communities.</i>	<p>We have made considerable progress in Vital Communities Program, particularly around the theme of job readiness and employment. We are currently undertaking research exploring reasons for social disadvantage and the impacts of the pandemic on our community. It is expected that this work will be completed by March 2021. Due to the impact of COVID-19 restrictions, we postponed planned community engagement opportunities for members to explore employment opportunities with major contractors who are commissioning projects in the City of Greater Geelong.</p>	
Improve access to facilities and programs for people of all abilities.	<i>Continue to implement the Access and Inclusion Plan 2018–22.</i>	<p>We have engaged with community members, stakeholders, students and artists through the My Story project which aims to give people with disability and/or mental health conditions the opportunity to team up with a professional facilitator and tell their story through different mediums. These stories will be showcased in an exhibition at the end of the year.</p> <p>Council endorsed the appointment of five new members to the Access and Inclusion Advisory Committee. To date, the committee has provided input on the Ripplside Park inclusive play space concept designs.</p>	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise our returned service men and women.	<i>Establish new and upgrade existing memorials and recognitions in Anakie and Norlane to honour returned service men and women.</i>	<p>We continued to work on digitisation and cataloguing of Geelong Maritime Museum including some significant naval objects and stories.</p> <p>We have developed concept designs for the new Malaya Borneo Memorial in St. Helens Park and consultation with the veteran community is progressing.</p> <p>We have undertaken routine cleaning and maintenance across our memorial collection with all war memorials to be cleaned prior to Remembrance Day on 11 November 2020.</p>	
Further develop programs that support older people and young people in our community.	<i>Develop and launch the Positive Ageing Strategy.</i>	We have postponed community engagement for the Positive Ageing Strategy due to COVID-19 restrictions with plans to resume engagement in January 2021.	

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY










PEOPLE FEEL SAFE
WHEREVER THEY ARE

PLANNED SUSTAINABLE DEVELOPMENT

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

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

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

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Manage the impact of development on the character of our townships.	<i>Work with the Victorian Government to conserve the Bellarine Peninsula as a distinctive landscape area.</i>	We continued to work with the Department of Environment, Land, Water and Planning (DELWP) on the Distinctive Area and Landscape project. The next stage will be for DELWP to release a draft statement of planning policy.	■
	<i>Progress the Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.</i>	Our <i>Heritage Strategy 2017–2021</i> comprises 50 separate projects. We expect to commence or complete most of these actions by 30 June 2021, with a small number not able to proceed or no longer relevant. Several matters will continue into next financial year and be completed in 2022. We completed community engagement in August 2020 to inform our <i>Arts and Culture Strategy</i> and Council endorsed the <i>Tree Management Policy</i> in September 2020.	◆
	<i>Prepare, review and update strategic plans for townships, precincts and places*.</i>	We commenced community engagement on the South Geelong Urban Design Framework. We are reviewing submissions on the Saleyards Precinct Plan that is due for consideration by Council in 2021.	■
Improve the environmental performance of new developments using planning controls.		We incorporated the new Environmentally Sustainable Development guidelines into the Greater Geelong Planning Scheme, via a planning scheme amendment gazetted on 17 October 2019. The guidelines have since been implemented in many developments across our region.	✓
Preserve nature reserves, rural and coastal environments.	<i>Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.</i>	We are completing field work to survey for spiny rice flower, striped legless lizard and golden sun moth.	■
	<i>Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.</i>	We have not finalised the Livestock and Information Exchange Feasibility Study and therefore there are no recommendations to review at present.	Not started

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION





SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

EFFECTIVE ENVIRONMENTAL MANAGEMENT





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







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

City of Greater Geelong			Target	YTD		
Measures of Success	Frequency	Baseline	2022	Sep 2020	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	55.73% (2019–20) 54% (2018–19)	Green waste and recycling ratios have been relatively consistent over the past few years. The growing population is increasing green organic and waste tonnage, but recycling tonnage has remained the same because of changes in product stream, newspapers and glass content.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use by 2020.	Annual	23,135 tCO ₂ -e (2014–15)	50% reduction	21,886 tCO ₂ -e (2019–20) 22,633 tCO ₂ -e (2018–19)	Despite an increase in building stock, there has been a 5.4 per cent decrease in emissions, compared to the baseline. Annual emissions have decreased due to improved energy efficiency and a greater capacity to generate energy from roof-top renewables.	⬠
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in- house annually 3,000 tonnes of concrete to recycling annually (2017–18)	Increase	8,745 tonnes of asphalt and 6,547.5 tonnes of concrete (2019–20) 8,000 tonnes of asphalt and 3,000 tonnes of concrete (2018–19)	Future volume increases are dependent on the type of construction and maintenance work carried out each year.	■

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

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Implement the Environment Strategy 2020–30.</i>	We switched our small Council buildings over to green power from July 2020 with large buildings to follow in January 2021. We also partnered with Geelong Sustainability to deliver Sustainable House Day online due to COVID restrictions.	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Enhance our waste management by implementing the Waste and Resource Recovery Strategy 2020-2030.</i>	We continued our community education activities including: <ul style="list-style-type: none"> • commencing distribution of recycling guide fridge magnets • distribution of the ReThink Your Rubbish Newsletter • “Keep your recycling loose” advertising campaign • the kerbside bin inspection program. 	
	<i>Continue the hard waste collection service trial*.</i>	We have seen an increase in requests compared to the first half of 2020. This is due to an extensive advertising campaign and expansion of the service to include mattresses.	
	<i>In partnership with key stakeholders implement the Victorian Government Recycling Victoria Policy.</i>	We submitted a transition plan for a move to a four-bin or equivalent waste service to meet the requirements of the Victorian Government's new circular economy policy. The policy requires councils to have services in place for the separate collection of glass by 2027; comingled recycling for paper, cardboard and metals; collection services for food and garden organics by 2030; and residual garbage collection. A new household food service trial is expected to commence by July 2021.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Implement the Stormwater Services Strategy 2020-30.</i>	Council endorsed our <i>Stormwater Services Strategy 2020–30</i> in June 2020. As part of the strategy, we are working in partnership with Barwon Water to help progress regional integrated water management projects. We are also reviewing the Flood Management Plan 2013 and the Stormwater Quality Plan 2015.	
	<i>Generate community awareness and support community initiatives that enhance and protect our local environment.</i>	We funded the Nature Stewards program being run by Outdoors Victoria in Geelong across September-December 2020. The 10-week program will educate people with an interest in the environment and encourage them to become volunteers and advocates. Greater Geelong will be the first Victorian regional municipality to offer the program.	
Use sustainable materials to construct and renew roads, footpaths and street furniture.		Our procurement tenders for roads encourage the use of recycled materials. We currently use crumb rubber in road asphalt overlays and are exploring the option of using recycled glass. Recycled concrete is used as a base material for footpaths.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		We are currently negotiating an agreement to update 14,000 streetlights in residential areas.	
Construct a green organics facility.	<i>Increase the volume of materials processed at the Green Organics Composting Facility.</i>	Our garden organics processing site is undergoing further improvements to increase the quantity of materials that we can process onsite.	
Commence Drysdale landfill rehabilitation.		The draft <i>Drysdale Landfill Rehabilitation Plan</i> has been prepared following engagement with members of the Drysdale Landfill Community Consultation Group. This draft plan provides an outline of key features and functions of the site post closure and will guide rehabilitation works.	
Plant more trees to green and cool our urban areas.	<i>Continue to implement the Urban Forest Strategy 2015–2025.</i>	We completed the following actions as part of our implementation of the <i>Urban Forest Strategy 2015–2025</i> : <ul style="list-style-type: none"> • planted 1,375 trees in streets and parks • created an avenue of trees in Rossack Drive, Grovedale • partnered with Friends of Rippleside Park and Environs Inc. to plant a canopy trees in St Helens Reserve, Rippleside. In addition, Council endorsed our <i>Tree Management Policy</i> in September 2020. This will guide us on when to plant, prune or remove a tree, as well as actions to protect and enhance the tree population.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Reduce single-use plastic across the region.	<i>Introduce the Wastewise Policy to reduce waste at City events.</i>	Council adopted the Prevention of Single-Use Plastics Policy in September 2020. The policy recognises the environmental harm caused by single-use plastics and commits the City to progressively phase out the use of these products from all council operations and council managed events. There may be some impact on the progress of this initiative due to the City's response to COVID-19.	
Manage pests, plants and animals more effectively.		We have ongoing pest plant and animal control works underway across 1300 hectares of reserves and roadside areas with high biodiversity. We engaged with the community on the draft Rabbit Control Plan across July-August. The plan outlines how we will control rabbits on City-managed land, while supporting the wider community to reduce rabbit impacts more broadly. Feedback is now being reviewed.	
Deliver biodiversity conservation programs.		We completed engagement with the community on the draft 20-year master plan for the Sparrovale wetlands. We are currently reviewing community and stakeholder feedback and will prepare a summary report of key findings.	

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

VIBRANT ARTS AND CULTURE

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

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





Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	17.57% (2019–20) 18.20% (2018–19)	The definition of this indicator changed in 2019–20 and now averages the past three years data. The result is therefore not comparable to past years. COVID-19 restrictions had a significant impact on collection use as Geelong Regional Library Corporation branches were closed from 19 March to 8 June 2020, then opened to restricted hours and patron limits. Note this indicator only measures collection item loans and doesn't capture other library activity, such as events, programs, Wi-Fi use and in-library attendance.	◆
Increased employment in creative occupations.	Every five years	4.75% (2016)	Increase	-	Data available from 2021 Census. The next Census results are due to be released in the 2021–22 financial year.	△
Increased number of objects actively cared for within our arts and heritage collections.	Annual	11,971 [^] (30 June 2018)	Increase	12,475 (30 June 2020) 12,273 [^] (30 June 2019)	We added 200 new objects to the National Wool Museum Collection in May 2020 and we also acquired two objects as part of the Maritime Collection.	■
Increased access to cultural collections through online engagement.	Annual	49,093 (30 June 2018)	Increase	157,767 (30 June 2020) 68,815 (30 June 2019)	The 68,815 reported at 30 June 2019 did not accurately capture some of our online engagements, which are now included in the current data.	■

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

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Maintained visitation to our key cultural facilities (National Wool Museum - NWM, Potato Shed, Geelong Gallery, Platform Arts – previously Courthouse Youth Arts, Geelong Library & Heritage Centre).	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934 (2017–18)	Maintain	NWM 806,404 Potato Shed 67,051 Geelong Gallery 46,836 CYA 5,995 GL&HC 320,813 (2019–20)	COVID-19 restrictions had a significant impact on visitor numbers at all cultural facilities in 2019–20.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.	<i>Identify public art and heritage opportunities across the region, including the new Civic Precinct development.</i>	We identified opportunities for public art commissions and integrated design opportunities as part of several initiatives including: <ul style="list-style-type: none"> the Potato Shed redevelopment new Civic Precinct Revitalising Central Geelong’s Arts and Cultural Precinct Masterplan and Green Spine projects the Arts Industry Commissions program providing support to professionals working in the arts, cultural and heritage sectors who have been impacted adversely by COVID-19. 	
	<i>Continue to support the implementation of Armstrong Creek Public Art Strategy.</i>	We are progressing public art opportunities within large scale residential developments including Armstrong Creek, The Point, Anchorage and the North West growth corridor.	
Recognise and share our heritage through storytelling.	<i>Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.</i>	We have developed a discussion paper to further inform the review of the Connecting Memory App. Further development of the Arts and Culture Trails App will not continue this financial year as budget has been redirected to support arts COVID recovery efforts. We also continued to deliver Our Heritage, Our Collection - a digital exhibition that celebrates the City of Greater Geelong’s heritage in 50 objects. Social media campaigns have featured one 'new' object or image and story each week.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise and celebrate Geelong’s Aboriginal culture and history.	<i>Work with Wadawurrung to ensure Aboriginal culture, heritage and stories are presented.</i>	<p>We will present projections on City Hall as part of NAIDOC week commencing 8 November 2020. We engaged with Traditional Owners on several initiatives including:</p> <ul style="list-style-type: none"> • the National Wool Museum’s redevelopment of the Wool Harvest, Gallery One, to incorporate story of place name and the role of Aboriginal people in the wool and textile industry. • the review of the National Wool Museum draft 30 Year Vision Strategic Plan • public art commissions and integrated design opportunities for Green Spine, Drysdale Library and project scope for Aboriginal cultural recognition in Civic precinct. 	
	<i>Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.</i>	<p>Our Indigenous Traineeship funded by Creative Victoria was cancelled due to the impact of COVID restrictions on the ability to provide a culturally safe and meaningful traineeship.</p> <p>The indigenous song writing mentorship was also postponed and budget reallocated to the Arts Industry Commissions program as part of the COVID-19 recovery. Discussions continue with Strong Brother Strong Sister around collaborating to design a future First Nation music development program in 2021 following the successful delivery of the Koori Youth Group Music Development program in 2020.</p> <p>We created a Geelong and Bellarine showcase as part of Isol-Aid, an online music festival and gathering space, where artists play sets streamed live via their Instagram accounts. Eight local musicians performed to an international audience of over 18,000 with local First Nation musician Mick Ryan who performed with his band at Narana featured in several media articles.</p>	
Work with galleries and museums to improve our public art and heritage offering.	<i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i>	Council adopted Osborne House Sustainable Development Plan in September 2020. We are designing the Expression of Interest process which will be presented to council in January 2021.	
Attract new and support existing creative industries.	<i>Deliver the Creative Communities Grants and establish the First Nations Heritage Grants*.</i>	We conducted the main round of the 2020-21 Creative Communities Grants for arts projects and festivals grants July-September 2020. An additional \$150,000 was allocated for a new COVID-19 Arts Culture & Heritage Recovery Grants to support those working in the arts, cultural and heritage sectors who have been impacted adversely by COVID-19.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver UNESCO City of Design creative outcomes.	<i>Adopt and implement the first year of the Arts and Cultural Strategy.</i>	We completed the first stage of the Arts and Cultural Strategy engagement with a summary of findings report currently being drafted. Stage two of development has commenced. A total of 890 individual community and industry representatives have contributed to the consultation process to date.	
	<i>Deliver Geelong After Dark 2021.</i>	The 2021 Geelong After Dark was cancelled due to the uncertainty of COVID restrictions. Funding has been reinvested in the Arts Industry Commission program to support to our region's artists and creative industries impacted by COVID-19 restrictions. We completed a review and online engagement for Mountain to Mouth. Work is now being undertaken to align key strategic priorities with the developing Arts and Cultural Strategy.	
	<i>Create a future vision plan for the National Wool Museum.</i>	We have completed a first draft of a 30-year vision strategic plan for the National Wool Museum. The draft is currently under review and engagement with employees and Wadawurrung Traditional Owners.	
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.	<i>Endorse and implement the recommendations of the Our Heritage, Our Collections strategic report.</i>	We cleaned and repaired outdoor art and heritage collections that were reviewed during the <i>Our Heritage, Our Collections</i> audit. We also completed significant cataloguing of the National Wool Museum indoor collection during this period. Council approved a new Senior Collections Officer role to assist in the management and care for our collections.	

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

INTEGRATED TRANSPORT CONNECTIONS









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

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

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

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support projects in the <i>G21 Region Roads Transport Plan 2017–2027</i> .		We participate in the G21 Transport Pillar and associated projects. We are developing an integrated comprehensive transport plan that will provide a cohesive transport and land use planning framework for the City and align with the <i>G21 Region Roads Transport Plan 2017–2027</i> .	■
Work with VicRoads to deliver the <i>Network Operating Plan</i> .		Council rejected a proposed Transport Network Operating Plan for Central Geelong, instead requesting that work begin on new 10 and 20-year transport plans for Greater Geelong. We continue to work with the Department of Transport on transport initiatives through Central Geelong.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Improve our road management and engagement program.	<i>Continue to seek input from the community on the planning and delivery of transport infrastructure.</i>	We are engaging on a range of road infrastructure projects. A review of the Road Management Plan is expected to commence in October 2020 and be completed in June 2021.	
	<i>Implement planned council program of infrastructure upgrades including streets, roads and drains.</i>	We progressed significant improvements to road and safety conditions on Anakie Road. The \$3.5 million road rehabilitation project aims to help increase local employment, enhancing the economy of Lara and the wider region. We also completed major drainage works in Epworth Street, Ocean Grove. This \$1.66 million project aims to provide improved flood protection to multiple properties, within and surrounding Epworth Street.	
Deliver better-connected walking, cycling and trail paths across our region.	<i>Upgrade and deliver new footpaths and cycling paths and focus on linkages between paths.</i>	We are developing an integrated comprehensive transport plan that will provide a cohesive transport and land use planning framework for the City. Active transport modes and routes will be identified and prioritised as part of this plan.	
	<i>Deliver actions in the Shared Trails Masterplan*.</i>	Council adopted the Shared Trails Masterplan in March 2020. Detailed investigation is now underway to identify suitable routes for four key links on the Bellarine.	
Advocate to improve rail, road and sea connections for our region.	<i>Advocate on behalf of our residents to have access to safe, reliable and consistent transport including rail.</i>	We continue to work with G21 councils and the Department of Transport through the G21 Alliance. Work has also commenced to scope the Integrated Transport Plan which will be a key advocacy and action plan document for the region.	
Work with government to improve freight connections to the Geelong Port.		We are undertaking projects to support freight logistics and access to the Geelong Port with recent completion of local road upgrades improving the safety for freight vehicle access. We continue to assist the regional channel authority for the planning and provision of freight access and the future introduction of the Spirit of Tasmania to Geelong Port.	
Support further international flights at Avalon.		Tourism Greater Geelong and The Bellarine (TGGB) continue to support Avalon Airport throughout this period via our tourism partnership. Avalon Airport has been non-operational due to COVID-19 restrictions including international and state border closures. Avalon Airport are advocating to be considered as a regional Victoria gateway to airlines in a bid to provide a safe interim solution that would enable interstate travel to recommence.	
Support the redevelopment of the rail station precinct, including a modern bus terminal.		Council continues to be a partner in the Revitalising Central Geelong program, including advocating for the Geelong Station precinct redevelopment.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver the <i>Better Bike Connections</i> project.	<i>Deliver the southern section of the Better Bike Connections program from Central Geelong to Highton.</i>	We completed detailed design for the southern link of the Better Bike Connections project. Procurement for the construction phase is expected to commence late 2020.	■

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



A FAST, RELIABLE AND
CONNECTED TRANSPORT
NETWORK

A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

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

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	<i>Work with the Victorian Government to deliver the Central Geelong Planning Framework Review.</i>	We are working with the Department of Environment Planning Water and Planning on the Central Geelong Structure Plan which will be finalised early in 2021.	■
Work with government to deliver City Deal projects.	<i>Plan and prepare for the delivery of Revitalising Central Geelong projects funded through the Geelong City Deal.</i>	We completed planning for the integration of City Deal projects with the Revitalising Central Geelong Action Plan. The Safe Harbour project will be completed by the Royal Geelong Yacht Club by December 2020. Design work for the Geelong Arts Centre is well underway with the building contractor being engaged.	■
Use Geelong's UNESCO City of Design designation to secure economic development projects.	<i>Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation*.</i>	We continue to progress the delivery of Geelong Design Week 2021 and Geelong's pitch to host the 2021 sub network meeting. The framework plan has been delayed due to the focus on business response to COVID-19.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Attract new investments to the region.	<i>Coordinate the Geelong Defence Alliance to support Hanwha's Land400 Phase 3 bid to create an elite defence production facility in Geelong.</i>	In partnership with Regional Development Victoria, we continued to support Hanwha in their search for a manufacturing location. Hanwha had been selected as the preferred supplier to manufacture howitzers and Land400 tanks in Geelong.	■
	<i>Create opportunities to increase the number of start-up and entrepreneurial businesses in the region.</i>	We delivered the Geelong Small Business Festival in partnership with the state government in September 2020 to support local businesses owners. A Small Business Victoria workshop on starting a small business was delivered to more than 40 participants.	■
	<i>Deliver the Cleantech Innovation Geelong Business Plan to encourage and enable sustainable practice in local business and use of clean technologies.</i>	We continue to implement the actions from plan including <ul style="list-style-type: none"> • the investigations into a Cleantech precinct • funding four Cleantech demonstration projects • implementing the procurement for innovation training for employees • supporting our procurement process to reuse recycled materials for road surfaces. 	■
Help to renew industrial precincts.		There are no planned activities to support this priority in 2020–21.	Not started
Execute strategies for economic growth in the region's north.	<i>Continue to deliver the Regional Industry Sector Employment program.</i>	The first of eight Regional Industry Sector Employment (RISE) programs had 10 registered participants complete the program in September 2020. In addition, the Advisory Group for RISE agreed to Terms of Reference and key performance indicators for the program for these eight programs for delivery over the next two years.	■
Support and promote across the region, local businesses, markets and products.	<i>Deliver the Small Business Festival to support existing and generate new small business owners.</i>	We delivered the tenth Geelong Small Business Festival online from 1-18 September 2020. It provided 40 events over the three weeks and attracted over 15,000 participants.	✓
	<i>Support the recovery of businesses in the region following COVID-19 through the delivery of Geelong's Business Support Package.</i>	We have several small business support packages in place, including a voucher for businesses to access free professional advice in legal, finance, marketing, grant writing, COVID-19 safe operations and human resources. To date, 113 business support vouchers have been approved. We funded and promoted training programs, including COVID-19 safe operations and grant writing. We continue our e-Concierge point of contact service that is part of our business support COVID-19 relief and recovery programs.	■
	<i>Continue shopping centre streetscape renewal projects*.</i>	We have no active shopping centre streetscape renewal projects underway at present.	Not started

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS

GROWING OUR TOURISM AND EVENTS






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



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

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

[#]The methodology used to collect tourism data changed, so caution should be applied when comparing results from January 2019 onwards with previous years.

[^]Data reported in the 2018–19 annual report was for the period January 2019 to December 2019 and has been corrected in this report.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.	<i>Work with government to deliver City Deal tourism infrastructure projects.</i>	Tourism Greater Geelong and The Bellarine continues to work with government through representation on the Geelong City Deal Advisory Group that supports the City Deal Implementation Committee by providing independent advice on progress and strategic direction for the City Deal.	
Deliver the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i> .	<i>Support Parks Victoria in the development of the You Yangs and Serendip Sanctuary Master Plan.</i>	A draft master plan developed by Parks Victoria in partnership with Regional Development Victoria was released on 1 September 2020 for public comment. Council has recognised community concerns about the draft plan’s content and direction and will raise them with Parks Victoria’s board and management.	
	<i>Support the Study Geelong initiative to attract international students to the region.</i>	Study Geelong launched the International Friends Program through our COVID-19 Support Package. The program matches an international student with a local person/family for 12 weeks to get to know each other and share culture. Applications are being sought from the community to become hosts and from international students as participants.	
	<i>Support and secure business events to the region via the activities of Business Events Geelong.</i>	Business Events Geelong (BEGeelong) has been moving through the Crisis Management and Recovery Strategy that was implemented in response to the COVID-19 pandemic. Phase 1 (Crisis Management) and phase 2 (Recovery Planning) have been delivered with the focus now on phase 3 (Execution). This involves the launch of the ‘You Belong in Geelong’ campaign scheduled to commence in November 2020 which aims to drive smaller residential business events into the region. This campaign will be supported through a targeted trade media push along with several virtual trade events scheduled to occur throughout November.	
	<i>Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow visitor demand.</i>	TGGB launched a new campaign to promote the area as an experience greater than the sum of its parts. “Greater Than” has been formed through extensive brand research and stakeholder engagement. The campaign divides the municipality into six sub-regions: Queenscliff and Point Lonsdale, South Bellarine, North Bellarine, Geelong, Moorabool Valley and the You Yangs region. A master brand has been developed for Geelong and the Bellarine with each of the sub-regions having its own brand atlas. Hard copy sub-region atlases were provided to operators as well as a digital Master Brand Atlas containing all sub regional information for businesses without a physical location or who operate across several of the sub regions. Briefings have also taken place with several other stakeholders including local governments and the Visit Victoria marketing team. The campaign activity will be targeting the Victorian short break market who are already familiar with the region, engaging at the destination level.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Help the region reach its potential through the delivery of critical infrastructure through advocacy for tourism priority projects as outlined in the Tourism Development Plan.</i>	<p>TGGB continue to provide a high level of support, advocacy and leadership towards delivering on major infrastructure projects and masterplans for the region including:</p> <ul style="list-style-type: none"> • 18 accommodation developments worth \$320 million adding an additional 1,228 room stock to an existing 3,075 stock • 14 attraction and experience developments worth \$290 million • 13 visitor infrastructure developments worth over \$460 million plus an addition \$1 billion development town centre development • Six projects aligned to the City Deal including a Convention and Exhibition Centre totalling \$420 million. 	
Build on the current events program and increasing cross-promotional opportunities.	<i>Attract and procure major events to the region*.</i>	Geelong Major Events approved funding for Festival of Sails, Archie 100 (a touring exhibition celebrating 100 years of the Archibald Prize) and an international SailGP event in 2021–22. Several events were postponed due to COVID-19 restrictions and are rescheduled for 2021 pending state government announcements on large gatherings.	

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



INNOVATIVE FINANCES AND TECHNOLOGY

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

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

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.	<i>Implement the first year of the LED Street Light and Smart Remote Controller Program.</i>	We completed the purchasing phase of the LED Street Light and Smart Remote Controller Program and are preparing for phase one installation in early 2021. As part of the City Deal initiatives, we are investigating how sensors and new technologies can improve the management and driver experience with parking in Central Geelong. Work will begin on this part of the program later in 2020.	
Develop digital tools and technologies to improve service delivery and our customer experience.	<i>Implement an online booking and ticketing system for the City's facilities and assets.</i>	We completed a significant engagement with business stakeholders to produce a fit for purpose go-to-market document. We are now in the request for proposal evaluation phase of this project which has identified a dependency for the booking system on the Business Systems Refresh program. We expect implementation of the ticketing system solution/s to commence later in 2020 and from early 2021 for the online booking system.	
	<i>Implement the City's new risk management and reporting software solution.</i>	We completed several actions, including: <ul style="list-style-type: none"> • privacy impact assessment • business risk assessment • technical security penetration test. We continue to investigate a solution for data integration into the cloud and our risk management module requirements will commence in October 2020.	
Increase free Wi-Fi in public spaces and community facilities.	<i>Provide new Wi-Fi points at various locations across the municipality.</i>	We have commenced our Wi-Fi project in the northern suburbs which will be complete in April 2021.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Develop a strategic plan for the Smart City program, which uses technology and data to improve the lives of people in the community.</i>	We drafted the <i>Smart City Strategic Framework</i> and it will be presented to Council in December 2020.	
	<i>Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.</i>	We are finalising the Bellarine enhanced broadband project contracts and detailed specifications. The project start is pending the completion of an environmental and heritage report.	
Attract more technology-focused businesses to our region.		We managed ongoing enquires about technology-focused businesses.	
Examine our budget to fund future initiatives.	<i>Continue to review our processes and services to find and implement efficiencies.</i>	Our 2020–21 budget and grants program contain new and continued initiatives to support Greater Geelong's COVID-19 recovery. We completed our 2020–21 budget process review and the findings will enhance our 2021–22 Budget procedure.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Establish sustainable financial and infrastructure management systems for our future.	<i>Implement the City's Digital Modernisation program to increase digital capability across the business and increase opportunities for the community to interact and transact with us online*.</i>	We are in the final stages to select the organisation that will assist us to implement our Digital Modernisation program.	
	<i>Continue the Asset Management Transformation program, including delivery of the Asset Management Strategy.</i>	<p>We continued to undertake the following work that was started last year:</p> <ul style="list-style-type: none"> • a review of data, systems, processes and procedures • a review of internal roles and responsibilities • modelling to assess the impact of increasing renewal • gaps, our growing asset base and our ability to support service delivery in the future. <p>In addition, the <i>Local Government Act (Vic) 2020</i> requires development of 10-year asset management plans. We drafted a number of these plans and will develop the remaining plans throughout the year.</p>	

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY







A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE






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

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





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

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Decreased Lost Time Injury Frequency Rate.	Every three months	14.9 (June 2018)	Decrease	17.5 (September 2020)	Reported every three months. The LTFIR continued to trend slightly downward during this quarter. Results have been impacted by a consistent number of reported injuries each month, coupled with reduced number of Hours Worked.	
Increased employee engagement.	Annual	54% (2017)	70%	52% (2020) 52% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	
Increased employee satisfaction.	Annual	62% (2017)	80%	63% (2020) 58% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	
Increased positive media coverage [^] .	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	38.33 (Average July to September 2020)	Positive sentiment for over the past few months has been influenced by COVID-19 support for community and businesses, sustainability initiatives such as the plan to phase out single-use plastics and the endorsement of the sustainability framework and action plan.	

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

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Proactively manage our assets, including land holdings.	<i>Develop a Sales and Acquisitions Strategy.</i>	We drafted a <i>Sales and Acquisitions Strategy</i> and are currently aligning this work with other key strategies.	
Consolidate the City of Greater Geelong offices.	<i>Commence construction and build of the new Civic Precinct*.</i>	We are building a new Civic Precinct. The planning permit was issued at the end of June 2020 and construction has commenced with: <ul style="list-style-type: none"> • Corio Street Car Park demolished, and piling started • demolition of 4 Bayley Street, Geelong complete and demolition of 6-10 Bayley Street, Geelong underway • drainage relocation in progress. 	
Communicate and engage more effectively with the community, in areas of need.	<i>Support the voice of the youth in the community by promoting and supporting the 2020 Junior Youth Council.</i>	We supported the Youth Council through an advisory and leadership program that included: <ul style="list-style-type: none"> • 10 youth councillor coaching sessions • three Youth Council meetings • five Councillor Connect mentoring programs • one planning meeting • one Youth Council Steering Group meeting. The Youth Council provided advice to headspace, commission for children and young people and to our internal departments.	
Continue to transform our workplace culture.	<i>Deliver the Working Better Together program to achieve a positive workplace culture.</i>	We have delivered the following actions as part of the Working Better Together program: <ul style="list-style-type: none"> • a series of team building sessions with our Executive Leadership Team • leadership enablement sessions with our Executive, Manager and Coordinators from across the City. We have planned further sessions for all people leaders in December 2020.	
Use data and analytics to make better decisions.	<i>Embed the Sustainability Framework within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework*.</i>	Council endorsed the amended <i>Sustainability Framework 2020 and revised Sustainability Framework Action Plan 2020-2022</i> in July 2020. A report on measures and targets for the Sustainability Framework is due to be presented back to Council in December 2020.	
Make our processes more effective and efficient.	<i>Establish an Enterprise Project Management Office to support consistent and strategically planned project delivery across the organisation.</i>	Our Enterprise Project Management Office is being scoped with initial implementation actions underway. We are developing the required governance and organisational systems to support consistent and strategically planned project delivery across the City.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Deliver the second year of the City's Service Planning Program and implement our Service Review Framework to ensure we are servicing and meeting existing and emerging needs of our community.</i>	We commenced the second year of our service planning program. Refreshed service plans will provide updated data and insights to inform our internal programs. In addition, we are developing a <i>Service Review Framework</i> .	
	<i>Deliver the Clever Together Project change program to ready our workforce for working in new ways.</i>	Our Clever Together Project brings together the Civic Precinct and Digital Modernisation programs to improve the experience of our customers and employees. Some of the activities in this plan that are complete or underway include: <ul style="list-style-type: none"> • community and Aboriginal engagement in matters such as the naming of the Civic Precinct and scar tree relocation • vendor selection for the Digital Modernisation program and resource modelling to deliver associated projects • extensive employee engagement that has included workspace design workshops and new ways of working e.g. mobility and paperlite • regular union briefings about the new Civic Precinct and digital changes. 	
	<i>Mobilise the City's resources to enable delivery of organisational and community recovery following the COVID-19 pandemic.</i>	Council has extended the COVID-19 support packages of \$10.8 million announced in 2019–20, by a further \$4.2 million.	
	<i>Deliver organisational changes in line with the new Local Government Act 2020.</i>	We adopted a range of policies, charters and delegations to meet our <i>Local Government Act (Vic) 2020</i> (Act) obligations. Council adopted the following key documents at the special meeting on 1 September 2020: <ul style="list-style-type: none"> • Public Transparency Policy • Governance Rules • Council Expenses Policy • updated Audit and Risk Committee Charter • new Delegated Committees and a Community Asset Committee • updated Chief Executive Officer and employee delegations. We completed all current legislative requirements to implement to the new Act.	
Increase state and federal funding for the region.		We meet regularly with state and federal Members of Parliament. Following Council elections in October, a key priority will be establishing these relationships of with the new Mayor and Deputy Mayor. Our City Deal communications plan supported the execution of committed state and federal funding.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Develop, promote and improve the City's brand.	<i>Set a baseline with brand awareness research.</i>	We commenced our work into brand awareness for the City and Council at the end of last financial year, establishing baseline information that will allow us to develop our marketing and communications strategy to our community.	
Lead major local organisations in collaborative projects.		We collaborated with key Geelong organisations on the following advocacy matters: <ul style="list-style-type: none"> • Northern Aquatic and Community Hub • City Deal Implementation • Australia's Gateway Cities alliance. We provided: <ul style="list-style-type: none"> • briefings to G21 and Committee for Geelong • panel representation on Committee for Geelong forums • regular COVID-19 Members of Parliament Meetings • hosting at Central Geelong taskforce forums • participation in Barwon Regional Partnership COVID-19 recovery discussions • successful advocacy for the Australian Tax Office to remain in Geelong. 	
Use better communication to strengthen our strategic priorities.	<i>Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government's gender equity target.</i>	We hosted two webinars in August 2020 for women interested in standing as candidates in the 2020 Council General Election. Leadership expert and author Ruth McGowan OAM shared her experience in local politics and information for prospective candidates to plan and deliver a successful campaign. We partnered with the Municipal Association of Victoria to deliver Council Community and Candidate Information Sessions and the Victorian Electoral Commission on a Voter Education Session for our CALD community. We also promoted Your Community Country and Council sessions run by the Victorian Local Governance Association.	
	<i>Build the advocacy function to support the City to utilise and attract state and federal funding for the region.</i>	We integrated our engagement, government relations, advocacy and communications functions. This centralisation will support our advocacy for key projects and created a main point within the City for collaboration with other key advocacy agencies for Geelong. In addition, we are developing: <ul style="list-style-type: none"> • an advocacy framework • centralised reporting and oversight of incoming grants • enhanced relationship management with all tiers of federal and state governments. 	

*Major Initiative

City of Greater Geelong CEO Martin Cutter sits in a picnic circle created in Customs Park, near the Geelong Waterfront to enable safe outdoor picnics and gatherings.



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

ISBN: 978-0-6483576-0-5

© City of Greater Geelong 2020

LATEST NEWS:

 [@CityofGreaterGeelong](#)

 [@GreaterGeelong](#)

 [@CityofGreaterGeelong](#)

 [CityofGreaterGeelong](#)

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.