

THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018-22 QUARTERLY REPORT

—

SEPTEMBER 2018

1. IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

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

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

Measures of success	Frequency	Baseline	Target 2022	YTD Sept 2018	Progress comments	Status
Increase in the percentage of residents feel safe where they live	Biennial	59%	57%	-	Reported as part of the Geelong Preventative Health Survey	△
Increase in percentage of adults rating their health as very good or excellent	Biennial	59%	60%	-	Reported as part of the Geelong Preventative Health Survey	△
Increase in percentage of adults who are sufficiently physically active	Biennial	59%	43%	-	Reported as part of the Geelong Preventative Health Survey	△
Increase the percentage of children enrolled who participate in Maternal Child Health Services	Annual	59%	75%	-	Reported as part of the Geelong Preventative Health Survey	△

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Showing leadership in gender equity, diversity and family violence prevention.		Development of the Ba-gurrk Gender Equity Framework and Action Plan will ensure all of the City's policies, plans, services and programs advance to gender equity principles. Support is also provided for the Women in Community Life Committee and Barwon Month of Action Against Family Violence activities.	■
Supporting local organisations that address homelessness, family violence and food shortages.		The City has been approached by a local group to assess the identification of land for a future site and we have carried out some site inspections, however a location has not yet been determined.	■
Develop a housing policy to provide a range of social and affordable housing options.		The City has been successful in obtaining funding from the Department of Health and Human Services to develop a Social Housing Strategy by the end of 2019.	■
Improving safety in our community.	<i>Consult with the community on safety issues that are impacting them.</i>	Council are supporting local safety committees in Geelong and on the Bellarine to increase community safety and has sought funds from the Department of Justice and Regulation to enhance safety at the Wauron Ponds Skate Park.	■
Providing safer public spaces.	<i>Improve safety of, and user satisfaction with, community infrastructure.</i>	An application has been made to secure funding for safety upgrades to the Wauron Ponds Skate Park through the Department of Justice and Regulation's (DOJR) Public Safety Infrastructure Fund.	■
	<i>Improve public safety on the Geelong Waterfront and in Central Geelong.</i>	The City is currently seeking funding through the Safer Communities Fund for concept design and construction documentation for redevelopment of the Lt Malop St Mall. The project will apply best practice Crime Prevention Through Environmental Design (CPTED) principles to improve safety, functionality, activation and appearance of the space. The design will include improved lighting, CCTV	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Working with stakeholders to prevent crime.		infrastructure, sight lines an passive surveillance, walkability and connectivity. Council is a member of the G21 Region Regional Justice Roundtable co-chaired by the Department of Justice and Regulation and Victoria Police. Regular liaison occurs with Victoria Police on crime prevention activities and projects.	■
Encouraging responsible pet ownership.		After extensive community engagement, Council has adopted dog control orders that apply on lands managed by the Bellarine Bayside Foreshore Committee of Management. Council's Dog Controls in Public Places Policy is currently being reviewed, having just gone through the first round of community engagement. A draft revised Policy has now been presented to the community as the second stage of the review process. Work on developing Council's Dog Park Strategy is underway. The strategy aims to provide a framework to best inform the Council in making decisions about Dog Parks such as location, quantity, design and on-going maintenance.	■
Promoting healthy eating and supporting active living.		The draft Municipal Health and Wellbeing Plan 2018-2021 has recently undergone community consultation. The plan outlines the City's goals and strategies to maximise the community's health and wellbeing and ensure the greatest improvements are realised among those who need it most.	■
	<i>Consult with the community to create more health and fitness options.</i>	The Geelong community was recently invited to view the plans and provide comments to inform the development of detailed concept plans for the Northern Arts, Recreation and Community (ARC) Health and Wellbeing Hub in Norlane.	■
Creating healthy environments in children's settings.		The City is continually working to make sure we have a child safe and friendly environment where children and young people are respected, valued and encouraged to reach their full potential. As a child safe organisation, we promote child safety and ensuring compliance with the Victorian Child Safe Standards and Reportable Conduct Scheme.	■
Working towards having the safest roads in Victoria.		Engagement to update of the City's Road Safety Strategy is complete with a draft plan to go to Council by end of year.	■

LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE
WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY

2. 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 Sept 2018	Progress comments	Status
No net loss of public open space by suburb	Annual	2,147.6 ha (530 sites)	2,147.6 ha	-	Reported annually	△
Percent of plans for key community infrastructure projects completed	Annual	-	100%	-	37 key community infrastructure projects have been identified for delivery in 2018-19.	△

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Providing more quality spaces that support active lifestyles.		Full funding for new floodlights at King Lloyd Reserve has been secured; planning for a new play area in Corio has commenced; public consultation for a new playground in St Leonards has been completed and construction of a new skate park at Stead Park is well underway.	■
Supporting the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities, and upgrade existing ones.</i>	New or upgraded facilities are being delivered at over twenty sport and recreation reserves in the municipality. From construction works for club rooms and amenities, to reserve infrastructure, sports lights, the works are varied. West Oval will soon commence design based on the masterplan, and tenders for the track upgrade at Goldsworthy Reserve are being evaluated.	■
Delivering accessible and attractive community infrastructure, based on community need.	<i>Complete planning and design of the Northern ARC Health and Wellbeing Hub.</i>	Concept design stage is completed and now moving into Schematic design phase which is aiming to be completed by November 2018. Extensive community and stakeholder engagement was undertaken during July - September to inform and enhance the design process. Lobbying for State and Federal Government funding contributions is continuing.	■
	<i>Complete planning to upgrade existing children's centres, and provide new ones.</i>	Four new children's centres are in construction with Armstrong Creek and Highton to be operational within 2019. Drysdale and Purnell Rd (Corio) are scheduled to be open in 2020. Planning is commencing for Armstrong Creek West and various upgrades to existing services are being delivered under the Children's Services Facility Upgrades budget.	■
	<i>Acquire land for new community infrastructure.</i>	Planned purchases are being worked through with relevant services managers and legal services.	■
	<i>Upgrade community facilities and make them safer.</i>	Five new/refurbished toilet blocks are scheduled to be delivered by December 2018.	■
	<i>Upgrade streets, roads, footpaths and drains.</i>	Renewal programs for the upgrade of roads, footpath, kerb and channel, drainage and bridges are rolling out for 2018-19.	■
Advocating and planning for a range of social and affordable housing options.		Planning policies to encourage housing diversity in established areas and key locations in greenfield areas in place.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Maintaining our public open space.	<i>Provide more accessible public urban space.</i>	Development of a social housing policy is underway. As part of the Social Infrastructure Plan (SIP), the Open Space Needs Study is being finalised and due for completion in March 2019, alongside the planned release of the draft SIP. In addition officers have been working alongside the Geelong Authority to develop the draft Central Geelong Open Space Study that will more specifically identify the specific needs for open space in the changing and growing central Geelong area.	■

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SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

3. 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 Sept 2018	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better	Every four years	57.4%	60%	-	Reported from the Victorian Population Health Survey (VPHS)	△
Increase in the percentage of adults attending a local community event	Every four years	71.2%	75%	-	Reported from the VPHS	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed	Every four years	73.5%	80%	-	Reported from the VPHS	△
More community facilities with gender-neutral and accessible toilets, or change areas	TBD	-	Increase		TBD	△

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Advocating for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Renew the Karreenga Aboriginal Action Plan</i>	An Aboriginal consultant has been appointed to work with the Aboriginal Advisory Committee to redevelop the Karreenga Aboriginal Action Plan and develop Council's first Reconciliation Action Plan.	■
Improving our engagement with our culturally diverse population.	<i>Renew the Multicultural Action Plan</i>	The Multicultural Action Plan 2018 - 2022 will be returning to Council for endorsement in October 2018.	■
Supporting activities that improve social connections in our community.	<i>Create a framework to support social and charitable groups</i>	Existing work continues through provision of both Neighbourhood House and Healthy and Connected Communities Grants programs, as well as facilitation role for the Change Agents of Sustainability (CAOS) network, and the City's community information signs. Planning for 2018-19 has commenced for: a mentor project supporting leaders at Neighbourhood Houses; developing a community-wide leadership project; and piloting a 'Learning Through Community: Local knowledge sharing' project.	■
Promoting gender equity and diversity in our sporting and leisure facilities, and programs.		The City facilitates Youth engagement activities with a focus on areas and groups of disadvantage. These include Drop In programs, holiday programs and events that provide young people with social opportunities, supported referrals and access to community infrastructure. Funding agreements with the State Government are in the process of being finalised for gender neutral facilities at South Barwon Football and Netball Club (FNC), St Albans FNC and Grovedale FNC.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Facilitating employment programs for the communities that need it most, including young people.		Ongoing delivery of the Jobs Victoria Employment Network as part of Whittington Works. The Skilling the Bay funded Education to Employment project to recommence.	■
		The City continues to develop and deliver youth development programs aimed at skill development, employment, mental health and wellbeing and leadership. Programs include, teen Mental Health first Aid, DRUMBEAT, Girls Go Extreme and skill development programs including first aid and food handling.	■
Improving access to facilities and programs for people of all abilities.	<i>Provide a grants scheme to fund community groups, and initiatives that promote inclusion and accessibility.</i>	The 2018-19 Healthy and Connected Communities Grants program has been assessed and is with an independent panel for final decision.	■
		In September, Council released a draft Access and Inclusion Action Plan 2018-22 for community consultation. The plan specifies actions the City will take to reduce discrimination and promote inclusion of people with disabilities.	■
Recognising our returned service men and women.		A range of projects continue to be facilitated and supported including the installation of Bluestone Pavers with Victoria Cross recipient names, the Spirit of ANZAC statue relocation within Johnston Park, Armistice Day Stories of Peace including projections on the Peace Memorial, support for Honour Rolls at the Ocean Grove War Memorial and Connecting Memory ANZAC Digital Story Trail in Armstrong Creek.	■
Further developing programs that support older people and young people in our community.	<i>Renew the Municipal Early Years Plan</i>	The City has released a draft Municipal Early Years Plan (MEYP) 2018-2022 for community feedback. The MEYP details how the City will seek to improve the health and wellbeing of children aged 0-8 years and their families over the next four years, and includes a key focus on identifying and supporting those who need help the most.	■
		Networking with other metropolitan and regional Councils has identified a range of different activities that are needed to support older people in their ageing journey, in an age friendly city. This information, along with council's current activities and the eight areas of influence identified as contributing to an age-friendly city, will be used to develop a Positive Ageing strategy commencing in October 2018.	■
Advocating for inclusive, multicultural activities and respect for cultural diversity.		Council is developing an operating model for existing Youth Advisory Groups (including multicultural groups) to feed into Youth Council (Junior Council) to advocate for inclusive events and respect for diversity.	■

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
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PEOPLE FEEL SAFE
WHEREVER THEY ARE

4. 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 Sept 2018	Progress comments	Status
More protected natural habitat that we manage	Annual	TBD	Increase	-	Baseline data yet to be established	△
15 years of residential land supply	Annual	14+ years	Maintain		Review of land supply in 2017 indicated a zoned residential land supply of 14+ years with a further 15 years of potential supply in identified growth areas, projection is based on a sustained strong population growth of 2.5%	■
Increase in the percentage of new housing construction conducted within existing urban areas	Annual	37.8%	50%	-	Reported annually	△
All new large, City-owned buildings rated 5-star 'Green Star'	Annual	TBD	100%	-	Reported annually	△
All new small, City-owned buildings with built environment sustainability scorecard or equivalent	Annual	TBD	100%	-	Reported annually	△
Mandatory sustainable design assessment of all new developments	n/a	n/a	Planning controls in place	-	In August, Council resolved to introduce a local planning policy to ensure new developments are sustainably designed. The policy requires all developments to include an Environmentally Sustainable Development (ESD) assessment as part of the planning permit process. A planning scheme amendment is being prepared to introduce the policy.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Making sure housing supply, diversity and affordability can meet the needs of our growing community.	<i>Complete the Settlement Strategy, to guide growth, boundaries and development in townships and urban areas.</i>	Final Settlement Strategy to be considered by Council at 9 October meeting.	■
Facilitating opportunities for infill residential development.		The West Fyans Structure Plan, Pakington Street Urban Design Framework and South Geelong Urban Design Framework are all underway. Projects include community consultation and identification of the types and scale of new infill development for these areas	■
Continuing to develop urban growth areas across the region.		Framework Plans for the Northern and Western Geelong Growth Areas are to be considered by Council early 2019. Over 30 active estates in Greater Geelong are providing a diversity of lot types and housing products.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Managing the impact of development on the unique character of our townships.		The City is currently working with Department of Environment, Land, Water and Planning on potential designation of parts of Geelong as a distinctive landscape area. Design controls to guide new development in Barwon Heads are being implemented through the Barwon Heads Structure Plan that was considered by an independent planning panel in August.	■
Improving the environmental performance of new developments, using planning controls.		Council has resolved to initiate a planning scheme amendment to include environmentally sustainable design local policy in Greater Geelong scheme.	■
Delivering biodiversity conservation programs.		The Hooded Plover Conservation Plan (draft) is currently out for public comment. The City has received funding from the State Government for biodiversity on-ground works on private land in the Little River area called Peak to Plains. The Masons Creek Catchment Grants Program has funded a number of landholders to restore native vegetation, improve habitat and protect waterways leading into the internationally significant Swan Bay	■
Preserving nature reserves, rural and coastal environments.	<i>Manage the delivery of nature reserves in new developments</i>	The program includes the transition of nature sites in development areas into a City managed Nature Reserves. The key site at the moment is Armstrong Creek at Warralily.	■
	<i>Establish Sparrovale Wetlands, to enhance the area and its biodiversity.</i>	Project implementation for the Sparrovale Master Plan is in line with the project management plan. Engagement of consultants is progressing with the aim of having the contract awarded in December 2018.	■
	<i>Continue a coordinated approach to drainage and water sensitive urban design.</i>	The City endorsed the Integrated Water Management Strategic Statement (IWMSS) prepared on behalf of the Barwon Region in September. The IWMSS supports innovative approaches to stormwater management, water management and water sensitive urban design.	■
	<i>Review of existing land for community facilities, with new land acquired where needed.</i>	An agreement has been reached with VicRoads Corporation for the purchase of surplus land to support the future social infrastructure requirements for the new and developing Fyansford community.	■
	<i>Introduce a rural and peri-urban advisory body to build relationships and foster best practice.</i>	The Rural and Peri-Urban Advisory Committee, formed in June 2018, has identified four priority areas for further work including biosecurity, livestock exchange, information exchange and truck wash facilities.	■

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
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5. 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 Sept 2018	Progress comments	Status
Increase in garbage, recyclables and green organics collected from kerbside bins diverted from landfill	Monthly	56.32%	60%	52.35%	September figure is below the target because green waste tonnages and to a lesser extent recycling are always lower at this time of the year	◆
Reduction in emissions from street lights, buildings and vehicle fleet use	Annual	23,135 ¹	50%		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	Increase	-	Reported annually	△
Increased suburban tree canopy	Annual	14%	16%	-	Reported annually	△
Increased number of street trees planted per annum	Every three months		>1,850 per annum	902	Almost half the target number of street trees have been planted in the first quarter	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Continue to improve environmental management services.</i>	790 kilowatt of solar has been installed on Council buildings, the equivalent to the power consumption of 179 households and 459 TCO ₂ -e saved per annum.	■
	<i>Continue to embed One Planet Living principles across the organisation.</i>	One Planet Living (OPL) Action Plan in development. Council policies and programs have been mapped in-line with the ten One Planet Living Principles. OPL Action Plan will include what opportunities Council can do to increase our score in each sustainability principles.	■
Educating and assisting our community to act on climate change, by reducing waste, emissions and water usage.	<i>Identify 'waste-to-energy' options for our region.</i>	The City is currently working with commercial waste technology providers, state government agencies and regional waste management groups to identify waste to energy options.	■
	<i>Trial a hard waste collection service.</i>	A trial for a hard waste collection has been endorsed by Council and will begin in April 2019.	■
	<i>Renew the Environment Management Strategy.</i>	The Environment Management Strategy (EMS) is currently under review. Stage one has been completed (research and mapping existing programs). Stage Two has begun and will include engagement with stakeholders. A draft EMS will be presented to Council prior to June 2019.	■

¹ Target and baseline to achieve emissions reduction from Council's buildings and vehicle fleet from 2014-15 levels as per the City's Zero Carbon Emissions Strategy.

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
	<i>Continue to invest in the community Environment and Sustainability grants program.</i>	Grants for 2018-19 have been advertised and applications have been received. A total of 13 grant applications received with 10 recommended for funding. \$15,000 provided for a strategic partnership for Sustainable House Day.	■
	<i>Investigate options to achieve zero waste to landfill and support the community to do likewise.</i>	The City is currently working with commercial waste technology providers, state government agencies and regional waste management groups to identify alternative waste disposal options.	■
Using sustainable materials to construct and renew roads, footpaths and street furniture.		Design and testing is currently underway for the construction of two new bridges to be maintenance free for the next century. The bridges incorporate geopolymer concrete, which uses waste from the steel manufacturing process, and carbon fibre reinforcing making them immune to the chemical, thermal and rust degradation which affect traditional structures.	■
Progressively changing standard street lights to LED lights, to help reduce carbon emissions.		Upgrade of street lights to LED is progressing with specifications being prepared and engagement with stakeholders underway. The roll out is anticipated to commence in 2019 over 3 years.	■
Commencing Drysdale landfill rehabilitation.		Landscape plans are currently being prepared for the site. Some plantings have taken place. Development of a site rehabilitation plan will commence shortly.	■
Constructing a green organics facility.		The City has opened the new Geelong Garden Organics Composting Facility which will process up to 35,000 tonnes of green organics collected from Greater Geelong's garden waste bins. This will ensure green garden waste stays out of landfill and is re-used on a number of the City's operations, including the botanic gardens, sports grounds and parks.	✓
Planting more trees to green and cool our urban areas.		Between July and September 2018, 1132 new advanced trees have been planted in streets and parks as part of the Urban Forest strategy.	■
Reducing single-use plastic across the region.		A Council report for options in relation to Council's operations and facilities and the reduction in the use of Single-Use Plastics is being prepared for Council to consider in November 2018.	■
Managing pest plants and animals more effectively.		The Roadside Biodiversity and Fire Management Weed Program across the municipality is complete including removing 11 tons of weeds along Shell Road between Ocean Grove and Point Lonsdale. The Serrated Tussock control program is complete. Preparation of a Rabbit Action Plan has commenced.	■
	<i>Protect and rehabilitate our beaches, waterways and conservation reserves.</i>	Nature restoration works continue across all of the City's Nature Reserves such as Ibbotson Reserve (St Leonards) where extensive major woody weed removal of Broom, Boneseed, Cape Wattle, Boxthorn and Pittosporum has commenced.	■

LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND
IMPLEMENTATION OF
SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

6. 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 Sept 2018	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections	Annual	17,325	Increase	-	Reported annually. The arts and heritage collections comprises objects contained within the City of Greater Geelong Municipal Collection, the National Wool Museum Collection, Geelong Naval and Maritime Museum Collection and Old Geelong Gaol Collection.	△
Increased access to cultural collections through on-line engagement	Annual	49,093	Increase	-	Reported annually. Council arts and heritage collections are available online through Victorian Collections Online and National Quilt Register .	△
Increase in the percentage of active library members in the municipality	Annual	19.28%	20%	-	Reported annually	△
Increased employment in creative occupations	Every five years	4.75%	Increase	-	Data available from 2021 Census	△
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre (GL&HC)	Annual	NWM – 851,879 Potato Shed - 108,444 Geelong Gallery - 116,940 Courthouse Youth Arts - 13,940 GL&HC - 456,934	Maintain	-	Reported annually	△

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Incorporating arts and cultural initiatives into infrastructure development, to enhance our sense of place.		Implementation of the Public Art Strategy continues with a diverse range of projects. These include the Leopold Community Hub sculpture commission which celebrates local identities, the Green Spine Stage 2 public art commission and the Underwater Sculpture Park at Clifton Springs.	■
Recognising and sharing our heritage through storytelling.		A number of storytelling projects have commenced with five stories completed for the Connecting Memory project featuring oral histories across the municipality. An interpretative trail, commemorating our ANZAC heritage, commences shortly. National Wool Museum exhibitions highlight the region's heritage including Masters Art of the Precious Metal Object and stories of regional women working on the land..	■
Recognising and celebrating Geelong's Aboriginal culture and history.		The Reconciliation Projection Program is a feature of Reconciliation week engaging a diverse range of community stakeholder	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
		with planning for the 2019 programme about to commence. A DVD of the 2018 program will be distributed as a cultural asset for the community.	
Working with galleries and museums to improve our public art and heritage offering.	<i>Develop a cultural strategy that advances our museums and galleries.</i>	Work is commencing on the structure of the Cultural Strategy and the Heritage Asset Strategic Plan, the latter which was recently allocated funding from the Federal Government's Building Better Regional fund. The Public Art Strategy will be refreshed as part of the cultural strategy process.	■
	<i>Attract more national art exhibitions to the region.</i>	Major national and international exhibitions are programmed at both the Geelong Gallery and the National Wool Museum for 2018/2019 including the Archibald Prize, Marion Hall Best, London's Natural History Museum Wildlife Photographer Awards and Sydney Nolan's Ned Kelly series.	■
Attracting new, and supporting existing, creative industries.		Renew Geelong, funded by Council and Creative Victoria, has been successfully launched and creatives are populating vacant shops and spaces in Central Geelong. Creative Geelong, also co-funded by Council and Creative Vic, is also achieving a range of outcomes for the creative industries.	■
Delivering UNESCO City of Design creative outcomes, including: National Wool Museum Master Plan; Geelong Gallery redevelopment; Mountain to Mouth; Geelong After Dark; cultural trails.		Major projects featured as UNESCO City of Design are in the scoping and planning stages.	■
Working with the Geelong Regional Library Corporation (GLRC) to deliver efficient and effective services and programs.		The GLRC continues to deliver a range of programs and services with the Word for Word Festival now launched for November 2018.	■
	<i>Support music and performing arts programs.</i>	The next iteration of Connecting Song, a three part mentorship of experienced songwriters with young emerging musicians, is an exciting component of the delivery of the Geelong Live Music Action Plan (LiveMAP). Geelong's LiveMAP has been extremely well received.	■
	<i>Commence Osborne House remediation.</i>	Council is undertaking a precinct master plan, which incorporate the land within the Boundaries of Swinburne St / Mackey St / Princess Highway and the foreshore including St Helens. This will then lead to a proposed future use of Osborne House. Building works continue with the house emptied and 2/3 of artefacts cleaned and protected. The house itself has been tested with mould levels reduced.	■
	<i>Put heritage and conservation plans in place for significant infrastructure.</i>	The Municipal Heritage Strategy was adopted in August 2017. Conservation Management Plans (CMPs) are a critical tool for the ongoing protection of our heritage buildings. CMPs are being prepared and implemented for many council owned sites.	■

LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

7. 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 Sept 2018	Progress comments	Status
Increased kilometres of bicycle and walking paths	Annual	206km bike paths 1,674km footpaths	Increase	206km bike paths 1,686km footpaths	The average annual growth over the last three year in the footpath network has been 2.48% per annum and 1.6% per annum for bike paths	■
Increased community satisfaction rating with sealed local roads	Annual	49	60	-	Reported annually	△
Renewal gap for road management reduced	Annual	\$4.5m	Reduce	-	Reported annually	△

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Supporting projects in the G21 Region Road Transport Plan.	<i>Establish a traffic management plan for the northern growth corridor (including Lara).</i>	Lara Traffic Study has commenced with engagement planned for October. Growth area funding received from Victorian Planning Authority to investigate network upgrades to support growth area planning.	■
	<i>Work with VicRoads to deliver truck restrictions in Central Geelong.</i>	VicRoads and Transport for Victoria report prepared on Central Geelong Truck management, actions to be implemented ongoing with reference to the Network Operating Plan (NOP).	■
Working with VicRoads to deliver the Network Operating Plan (NOP), to improve bus services.		The central Geelong NOP and improved bus services stakeholder consultation is due to commence in October 2018. A draft plan to be prepared in December 2018 for community.	■
Improving our road management and engagement program.		The City Services Roads to Success project engagement video has seen thousands of hits and the Geelong City app is being promoted to the community inviting feedback.	■
Delivering better-connected walking, cycling and trail paths across our region.	<i>Upgrade existing roads, streets and footpaths.</i>	Ongoing delivery of upgraded and new paths within programs underway including - Hovells Creek Tail and Elcho Drain shared path. Review of shared pathways across the region to commence early 2019.	■
Advocating to improve rail, road and sea connections for our region.		Engineering Services continues to participate in G21 Transport Pillar to support projects within the Region Road Transport Plan. Projects include: rail duplication for Waurin Ponds to South Geelong, and transit corridor to Torquay, the Bellarine Link and Barwon Heads Road upgrade.	■
Working with government to improve freight connections to the Geelong Port.		A stakeholder meeting was held with Geelong Port in September 2018 to review access improvements and network upgrades.	■
Advocating and planning for a second container port at Bay West.		A response has been made to the Victorian Government submission. Awaiting further opportunities for input or a decision.	Deferred
Supporting further international flights at Avalon.		AirAsia is scheduled to begin flights between Avalon and Kuala Lumpur on 5 December 2018. It's anticipated these will	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Supporting the redevelopment of the rail station precinct, including a modern bus terminal.		expand to include further destinations quite quickly and, with a successful introduction, further airlines will be interested in adding Avalon as a destination.	■
Delivering the Better Bike Connections project.		The Station Precinct is currently in early planning phases. A number of concepts have been considered however the design will not be finalised until adjacent precincts are determined, i.e. Civic precinct. We are holding a series of workshops (October - November 2018) in conjunction with Transport for Victoria relating to the Transport Network Operating Plan and Bus Super Stops. Outcomes will be presented to Council early 2019.	◆
	<i>Investigate and develop parking solutions in Central Geelong.</i>	Engagement progressing with over 2,600 responses to the community survey for High Street link. Further information and updates to be prepared for Council. The Western Route tender has been issued.	■
		Following peer review, the draft Central Geelong Car Parking Strategy is currently going through a second internal review process prior to progressing to Council for endorsement to go on public exhibition.	■

LINKS TO THE CLEVER CREATIVE VISION



A FAST, RELIABLE AND
CONNECTED TRANSPORT
NETWORK

8. 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 Sept 2018	Progress comments	Status
More businesses within the municipality	Annual	17,336 businesses	Increase	-	Next release of data in Feb 2019	△
15 years of industrial land supply planned	Annual	21 years	Maintain	-	Based on the average annual rate of land consumption in the period 2015 to 2018. estimated future (unzoned) industrial land stocks 7 years of additional supply	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Continuing to work with government to deliver projects that revitalise Central Geelong.		The Revitalising Central Geelong Partnership will continue to implement the State and Council Central Geelong Action Plans. Major projects for the coming year include the new laneway connections at Dennys Place and Market Street and construction of block 1 of the Green Spine, and planning and design of block 3. Other major projects include the Activity Centre Zone review, Urban Design Guidelines, Postcode 3220, revision of the Public Realm Framework.	■
Working with government to deliver City Deal projects.	<i>Work with government and local stakeholders to scope City Deal projects.</i>	The City is currently liaising with the State and Federal governments around the contents of the City Deal.	■
Using Geelong's UNESCO City of Design award to secure economic development projects.		Representatives from the City will be attending the UNESCO Design Sub Network meeting in Dundee. Work is underway for delivery of the Geelong program of Design Week March 2019.	■
Attracting new investments to the region.		The City recently delivered the Geelong Small Business Festival with over 50 events and a record attendance of over 5,000 people.	■
Helping to renew industrial precincts.		Work is underway on the Former Geelong Saleyards Precinct Plan, West Fyans / Fyans Structure Plan review and the Pakington Street Urban Design Framework. These projects will identify future land use changes for these precincts and implementation of streetscape upgrades	■
Executing strategies for economic growth in the region's north.	<i>Identify opportunities for economic growth in the region's north.</i>	The Avalon Corridor Strategy is underway which will consider future economic opportunities emerging from the airport precinct. The City continues to advocate the major transport upgrades necessary to deliver the Port City Plan. Future employment areas are a key consideration of the Northern and Western Growth Areas Framework Plan.	■
Supporting and promoting local businesses, markets and products.		The City's Economic Development department recently delivered the Geelong Small Business Festival with over 50 events and a record attendance of over 5,000 people.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
	<i>Make land available to attract new industry.</i>	Land sales are tracking well with offers made on a number of properties in the Geelong Ring Road Employment Precinct (GREP). A land sales program is also planned as part of the debt reduction strategy. This year's sales target will be achieved by early 2019.	■

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
 THAT SUPPORTS JOBS AND
 EDUCATION OPPORTUNITIES

9. 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 Sept 2018	Progress comments	Status
Annual increase in the percentage of visitors	Annual	5.1 million (Apr 17-Mar 18)	2.1 per cent per annum	-	Reported annually	△
Annual increase in expenditure by visitors	Annual	\$936 million (Apr 17-Mar 18)	3.8 per cent per annum	-	Reported annually	△
Annual increase in international overnight visitors	Annual	55,900 (Apr 17-Mar 18)	4.9 per cent per annum	-	Reported annually	△
Annual increase in domestic overnight visitors	Annual	1.3 million (Apr 17-Mar 18)	1.9 per cent per annum	-	Reported annually	△
Annual increase in tourism employment	Annual	Estimated 5,906	1.6 per cent per annum	-	Reported annually	△
Return on investment of Geelong major events to the municipality	Annual	46:1	30:1	-	Reported annually	△

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Working with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.	<i>Complete preliminary work for the establishment of the Mineral Springs Spa.</i>	Along with other key stakeholders, Council awaits advice from the federal government about their investment in the Geelong City Deal and the subsequent impact that has on the proposed Geelong Convention Centre.	■
Delivering the Visitor Economy Strategy 2017–21 and the Tourism Development Plan.	<i>Complete preliminary work for the establishment of the Mineral Springs Spa.</i>	Planning and consulting work is under way.	■
	<i>Continue to attract cruise ships.</i>	Cruise Ship Destination Initial Business Case has been completed with further consultation with Councillors to occur. Recommendation to move forward with a full business case to understand the best way forward for accommodation ships. Tourism Greater Geelong and The Bellarine (TGGB) won the bid to host the Australian Cruise Association Conference in September 2019. Further work to be undertaken to develop a cruise growth strategy for the Geelong region (including Portarlington).	■
	<i>Support the Geelong Waterfront Safe Harbour Precinct Project.</i>	TGGB provides a strong lobbying voice and in-kind support to the Royal Geelong Yacht Club as they work through the process and work required for this development.	■
	<i>Help to upgrade visitor facilities, experiences and accommodation.</i>	TGGB continue to work to support the tourism industry to upgrade and develop tourism experiences that will meet the changing demands of visitors and grow the visitor economy. Recently, the opening Lon Retreat in Point Lonsdale, the international terminal at Avalon Airport and the announcement of several accommodation projects in urban Geelong are all welcome news for our growing tourism industry.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
	<i>Commence construction of an artificial reef and underwater sculpture park.</i>	Consultants have been engaged to oversee stage 1 of the project which includes: formalising in principle support for the project by external stakeholders, developing a marketing and communications plan including consultation, and identifying project partners and funding opportunities. Expression of Interest documentation is currently being developed to engage artists.	■
Building on the current events program and increasing cross-promotional opportunities.	<i>Continue to support high-quality events across the region.</i>	Geelong recently secured hosting rights for four Olympic class international championship events - (the 49er (men), 49erFX (women), Nacra World Championships and Laser Masters World Championship scheduled to be held February-March 2020.	■

LINKS TO THE CLEVER CREATIVE VISION



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES

10. 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 Sept 2018	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces	Annual	92 Wi-Fi access points across the city 11 council facilities with free community Wi-Fi	Increase	-	Reported annually	△
More online transactions with our customers	Every three months	Payments – 114,257 Forms – 17,517 Requests for Service – 24,074	Increase	-	Reported annually	△
Less than 5 per cent budget variation (actual to budget)	Annual	-	<5% variation	-	Reported annually	△
Increased revenue streams	Annual	-	Increase	-	Reported annually	△

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Delivering smart technology solutions to areas such as street lighting, parking, waste management and children's services.		Geelong recently hosted MAVHACK, an event that brings together experts from across Victoria to consider new solutions in regards to the ways in which local government provides key services for the community.	■
Delivering Smart Cities infrastructure using electronic data collection to better manage assets and resources.		The City have proposed to develop a "Smart Cities Office". This office will be the central control point for all smart cities initiatives that are occurring throughout the organisation, and will co-ordinate grant submissions in this space.	■
Increasing free Wi-Fi in public spaces and community facilities.	<i>Improve digital access for the Geelong community.</i>	The City is sponsoring an ages, all abilities free community event, the Norlane Digital Expo in October 2018.	■
Developing digital tools and technologies to improve service delivery and our customer experience.	<i>Drive digital transformation in the organisation.</i>	Work is underway on a proposed four year program of Digital Transformation for the organisation which will see the replacement of all core business applications and supporting business processes. The next step will be to build the project scope.	■
Establishing sustainable financial and infrastructure management systems for our future.			
Attracting more technology-focused businesses to our region.		Council will continue to increase the local technology focus by being a major sponsor of the Pivot Summit 2019 to be held in Geelong in May 2019.	■
Examining our budget to fund future initiatives.		Council's long term financial plan will be reviewed by Council in October 2018.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
	<i>Review the efficiency of our service delivery.</i>	Pilots for five year service planning process have been completed with a draft service plan for the Property & Procurement department. Four additional service areas are due to commence shortly.	■

LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES










11. 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 Sept 2018	Progress comments	Status
Increased community satisfaction with overall council performance	Annual	54	>70	-	Reported annually	△
Increased community satisfaction with customer service	Annual	70	>80	-	Reported annually	△
Increased community satisfaction in decision-making	Annual	53	>60	-	Reported annually	△
Increased community satisfaction with community consultation (engagement)	Annual	50	>60	-	Reported annually	△
Increased community satisfaction with overall council direction	Annual	54	>70	-	Reported annually	△
Reduction in Lost Time Injury Frequency Rate (LTIFR)	Every three months	14.9	Reduce	16.3	An increase in recorded LTI's is expected initially due to a change in the City's reporting method from 1 July 2018.	⬮
Increased employee engagement	Annual		70%.	-	Reported annually	△
Increased employee satisfaction	Annual		80%	-	Reported annually	△
Increased positive media coverage	Every three months	55%	Increase	56.8%	The continued satisfactory performance is largely due to a number of positive media reports relating to the City, including the election of a new council and its adoption of a new Council Plan, and a range of popular and successful public events including Geelong After Dark, M2M, and the launch of the Green Spine works.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Proactively managing our assets, including land holdings.		The Asset Management Transformation project is progressing well, with final draft policy ready for approval by the Asset Management Steering Committee. Framework and strategy progressing well, as is the creation of asset management plan templates for each category type. These components will all be completed by February 2019.	■
Consolidating the City of Greater Geelong offices.	<i>Plan for consolidating Council offices.</i>	Council has approved the recommendations for the consolidation of Council offices into one central location. Recruitment for the project team has commenced.	■
Communicating and engaging more effectively with the community, in areas of need.		Project scoping is underway for a program to build community leadership and connection. This project will commence in early 2019.	■

Four year priorities Council Plan 2018-22	2018-19 major aims	Progress comment	Status
Continuing to transform our workplace culture.	<i>Implement the actions in the annual employee opinion survey.</i>	An organisational wide survey was conducted in August 2018. Results to be delivered October 2018. The action planning cycle will commence in November 2018.	
Using data and analytics to make better decisions.		Business intelligence software has been used to collate and report monthly organisational performance data using online dashboards. Reporting will continue to be refined over the next 12 months.	
Making our processes more effective and efficient.		Just over 300 staff have participated in Introduction to Lean Thinking training while a further 16 staff have progressed through to Lean Basics training. 19 Business Improvement projects are currently underway across the organisation that are focussed on better customer outcomes and reducing lead times on products and services.	
Increasing state and federal funding for the region.		The city continues with G21 and its local members to advocate for its priorities and has submitted applications for the regional growth fund and building better regions fund.	
Developing, promoting and improving the City's brand.		Revised branding will be adopted across the City's online platforms. The City's Enterprise Geelong department has now rebranded as Economic Development. Discussions are progressing with co-brands National Wool Museum and Geelong Botanic Garden to increase visibility as tourist attractions.	
Leading major local organisations in collaborative projects.		The 'One Voice forum was held in August 2018, with 20 organisations represented focussing on what a united voice for the region would look like and possible high level advocacy projects. Next steps are currently being scoped.	
Using better communication to strengthen our strategic priorities.	<i>Strengthen strategic, governance and communication frameworks.</i>	The City's new Corporate Communication and Marketing Strategy has been adopted and is currently being actively implemented.	
	<i>Convene a Junior Council, with input into decision making, to improve engagement with young people.</i>	Terms of Reference for a Junior Council were adopted by Council on 25 September. Nominations will be called in October 2018 and the Junior Council will commence operations in January 2019.	
	<i>Begin five-year service planning.</i>	Pilots for five year service planning process have been completed with a draft service plan for the Property & Procurement department. Four additional service areas are due to commence shortly.	
	<i>Strengthen relationships with neighbouring councils, including G21 region councils and the City of Wyndham.</i>	The Mayor and CEO are both on the board of G21 and have met with the Mayor and CEO of City of Wyndham to ensure strategic opportunities are capitalised.	