



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

—
ANNUAL ACTION PLAN
2023–24



INTRODUCTION

Our Community Plan 2021–25 – A Proud, Safe and Healthy Community outlines how we are working towards the City’s 30-year community vision to make Greater Geelong a clever and creative city-region.

The plan explains to the community what the councillors are aiming to achieve during their four-year term and guides how we allocate resources so we can deliver infrastructure, services and programs to the community to ensure the social, economic and environmental sustainability of our region.

The four strategic directions we’ve chosen to guide us are as follows:

- **Healthy, caring and inclusive community**
- **Sustainable growth and environment**
- **Strong local economy**
- **High-performing Council and organisation.**

With the health and wellbeing of our community being one of the council’s key priorities, we have integrated the council plan and municipal public health and wellbeing plan together into one document. This will create a more focused agenda for our work and make it easier for our community to track our progress.

There are five health and wellbeing priority areas we’ll be focussing on over the next four years. We formed these priorities after a thorough review of the policy context, identifying health challenges and engaging with the community and key stakeholders:



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

Health and wellbeing is embedded throughout the plan, supporting each strategic direction, and the outcomes, four-year priorities, actions and indicators. The areas with a link to health and wellbeing are identified with a symbol.

ANNUAL ACTION PLAN

The Annual Action Plan 2023–24 highlights the projects, initiatives and programs that will take place in the next financial year to address our four-year priorities and provides a detailed breakdown of the 75 actions.

We will report on the progress of the annual action plan quarterly, while the annual report will provide an end of year overview of the City’s performance including how we’re tracking against the indicators.

The indicators are outlined in Our Community Plan and are separated in to two categories:

1. ‘Municipal’ indicators are metrics the City makes a contribution towards through its advocacy and partnering work within the community.
2. ‘City of Greater Geelong’ indicators are metrics the City directly influences through the work it delivers.

STRATEGIC DIRECTION 1 HEALTHY, CARING AND INCLUSIVE COMMUNITY

A healthy community is one where everyone has the opportunity to experience their best possible health and wellbeing.

As our health and engagement data shows, there are some pressing issues impacting the health and wellbeing of our local community, including mental health issues and the impacts of climate change. This plan emphasises the importance of supporting our community to adopt sustainable practices for health now and in the future. We cannot address these significant and complex challenges alone, because it requires a whole-of-community approach to create a lasting impact that will benefit everyone equally. Working alongside other stakeholders and community groups, our role is to deliver liveable and accessible places, promote active and healthy lifestyles at every stage of life, deliver services and programs more equitably and support people to stay connected with others in their local community. We also need to create an environment where everyone feels welcome and valued for their unique contribution – regardless of age, ability, gender, cultural background, geographic location or income status.

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE













CREATIVITY DRIVES CULTURE

Our Community Plan - Desired outcomes








- Our community feels welcome, safe and connected
- Our community has equitable access to health and social services, information and infrastructure
- Healthy behaviours and environments are promoted, supported and accessible

Our Community Plan - Indicators




	Indicator	Desired Trend
Municipal	Proportion of adults experiencing high / very high psychological distress	Decrease
	Proportion of adults consuming the recommended number of serves of fruit and vegetables	Increase
	Community perception of safety in the area where they live	Increase
	Proportion of community concerned about effects of climate change on health	Increase
	Community satisfaction with support services	Increase
	Level of agreement that Council infrastructure is equitable	Increase
	Number of key community infrastructure projects completed	Increase
City of Greater Geelong	Proportion of adults meeting the physical activity guidelines	Increase
	Reported incidents of family violence	Decrease
	Level of agreement that multiculturalism makes life better	Increase
	Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)	Increase
	Community satisfaction with recreational facilities	Increase
	Level of agreement that Council infrastructure is accessible	Increase
	Community satisfaction with community and cultural activities	Increase

Our Community Plan - Four-year Priority	2023–24 Actions	Council's role	Health & Wellbeing Priority
1.1 Help our community, recreation groups and volunteers to prosper and grow	Implement the Promoting Change project to encourage healthier food and drink options in council owned facilities and settings.	Deliver	
	Convene and resource a network of key health and wellbeing stakeholders to identify local health needs and create partnership approaches for action.	Partner Advocate	
	Prepare a development plan for the facilities at Rees Reserve, Little River.	Deliver	
1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages	Develop a policy to make the region's food system more accessible and resilient.	Deliver Partner Advocate	
	Develop an early year's infrastructure network plan to support the provision of kindergarten and maternal and child health services and ensure we respond to population growth and new provision reforms.	Deliver	
	Implement Year 2 activities of the <i>Positive Ageing Strategy 2022–2025 Action Plan</i>	Deliver	
1.3 Foster and embrace community connectedness	Work with partner agencies to deliver programs and initiatives that seek to address social and economic disadvantaged in priority areas such as Corio, Norlane & Wittington.	Deliver Partner	
1.4 Demonstrate and promote gender equity practices	Work with partner agencies on initiatives to prevent family violence and violence against women.	Partner	
	Actively pursue grant opportunities to support the development of female change facilities.	Advocate Deliver	
	Complete the review of the Fair Play Policy to embed Fair Access Policy principles which aim to improve access and use of community sports infrastructure for women and girls.	Deliver	
1.5 Foster an inclusive community culture	Commence construction of an all abilities play space at Rippleside Park. *	Deliver	
	Deliver priority infrastructure projects to improve all abilities access as part of our <i>Access and Inclusion Plan 2018–2022</i> .	Deliver	

*Major budget initiative

Our Community Plan - Four-year Priority	2023–24 Actions	Council's role	Health & Wellbeing Priority
1.6 Facilitate social and affordable housing in Greater Geelong	Partner with the Geelong Zero Alliance to co-design a strategic approach to end homelessness.	Partner	
	Continue implementation of the <i>Social Housing Plan 2020–41</i> including the use of council land for social housing and advocacy to the state government on the delivery of a significant increase in the supply of social housing.	Deliver Partner	
1.7 Provide access to places, spaces and services where and when people need them the most	Complete the construction phase for the Biyal-a-Armstrong Creek Library. *	Deliver	
	Implement Stage 2 of the <i>Drysdale Sporting Precinct Master Plan</i> . *	Deliver	
	Implement Stage 2 of the <i>Lara Recreation Reserve Master Plan</i> . *	Deliver	
	Review our approach to the provision, development and subsidy of council owned and/or managed community outdoor recreation reserves.	Deliver	
	Plan for the delivery of the pilot youth hub in Central Geelong.	Deliver	
1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong	Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia.	Deliver Partner	

*Major budget initiative

Our Community Plan - Four-year Priority	2023–24 Actions	Council's role	Health & Wellbeing Priority
1.9 Support the City's cultural and creative life, history and heritage	Renew artwork murals in Little Malop St, Geelong.	Deliver	
	Prepare a heritage strategy to expand cultural inclusivity that better acknowledges and integrates the management of First Nations heritage, European heritage, and the heritage of all those other cultural groups who are now integral to our community.	Deliver Partner	
	Provide opportunities for the community to engage in the First Nations events including knowledge sharing forums in the lead up to The Voice referendum.	Deliver Partner Advocate	
	Collaborate with Wadawurrung Traditional Owners and key stakeholders to conserve, digitise, interpret and provide access to objects of cultural significance and regional importance from across council's art & heritage collections.	Partner	
	Advocate for funding for the implementation of Bellarine Arts Centre-Potato Shed business case.	Advocate	
	Seek further external funding to commence business case development for the National Wool Museum vision implementation.	Advocate	
1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes	Activate the Northern Aquatic and Community Hub with a focus on health and wellbeing, cultural engagement and community connection for people in the local community.	Deliver	
	Complete the Whittington Community Infrastructure and Services Place Based Needs Study and advocate for funding and work in partnership with local services to implement priority recommendations.	Deliver Advocate	
	Advocate for the best community outcomes in regard to Commonwealth Games legacy funding.	Advocate	
1.11 Respond to the findings of the Royal Commissions into aged care and mental health	Consider a phased response to the aged care reforms, to ascertain future participation of council in Community Care services.	Deliver	

STRATEGIC DIRECTION 2 SUSTAINABLE GROWTH AND ENVIRONMENT

Protecting our environment is a key priority of the City, using the planning framework to influence sustainable growth in the built environment, increasing green spaces, supporting biodiversity and leading our community to mitigate the impacts of climate change.

With global pressures to consider, such as climate change and waste, and significant flora and fauna in our region in need of protection, it's clear that the stakes couldn't be higher. It is therefore vital that we respond by creating high-amenity neighbourhoods that are well-connected, liveable and sustainable.

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT



DEVELOPMENT AND
IMPLEMENTATION OF
SUSTAINABLE SOLUTIONS



A FAST, RELIABLE AND
CONNECTED TRANSPORT
NETWORK



CREATIVITY DRIVES CULTURE









PEOPLE FEEL SAFE
WHEREVER THEY ARE

Our Community Plan - Desired outcomes





- We are delivering our vision for sustainable growth across the municipality
- We have a choice of housing and lifestyles to meet the diverse needs of our community
- There are connected transport networks throughout the region that support liveability and prosperity
- Greater Geelong has quality, vibrant public spaces
- We are leading a reduction in community emissions and are increasing the City's resilience to climate change impacts
- We protect and restore our natural environment
- We minimise waste with good design and manage effective recovery of resources

Our Community Plan - Indicators

	Indicators	Desired Trend
Municipal	Residential land supply	15 Year Supply
	Employment land supply	15 Year Supply
	Diversity of housing supply	Increase
	Journeys to work made by public transport, walking or cycling	Increase
	Percentage of residences within 400 metres of public open space in urban areas	Increase
	Community greenhouse gas emissions	Decrease
	Diversion of waste from landfill	Increase
City of Greater Geelong	Community satisfaction with planning for population growth	Increase
	Percentage housing construction within existing urban areas	Increase
	Kilometres of bicycle, walking paths and shared paths	Increase
	Community satisfaction with local streets and footpaths	Increase
	Community satisfaction with sealed local roads	Increase
	Quantity of open space	Increase
	Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips)	Increase
	Greenhouse gas emissions generated by City-managed operations	Decrease
	Hectares of protected natural habitat	Increase
	Number of trees planted	Increase
	Community satisfaction with waste management	Increase

Our Community Plan - Four-year Priority	2023–24 Actions	Council's role	H&W Priority
2.1 Meet the housing needs of our future community	Deliver the Precinct Structure Planning program for the Northern and Western Geelong Growth Areas. *	Deliver	
	Prepare the Strategic Assessment under the Environment Protection and Biodiversity Conservation Act and biodiversity conservation strategy for the Northern and Western Growth Areas. *	Deliver	
	Facilitate a diversity of housing types to meet the long term needs of our future community.	Deliver	
2.2 Meet existing and future transport needs	Finalise the transport infrastructure and services strategy for growth areas.	Deliver	
2.3 Create safe and engaging places and spaces	Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan.	Advocate	
	Partner with senior groups to create a street art mural for the Portarlington Senior Citizens Club.	Partner	
	Finalise the masterplan for the Market Square Quarter to guide the regeneration and redevelopment of the city block bounded by Malop St, Moorabool St, Ryrie St and Yarra St.	Deliver	
	Support and assist Emergency Services and the Greater Geelong community in preparing for, responding to, and recovering from emergencies.	Partner	
2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods	Incorporate Environmentally Sustainable Design principles into new urban growth areas including zero carbon, water efficiency, sustainable transport, urban greening and climate resilience.	Deliver	
2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks	Review the City's <i>Sustainable Building Policy</i> for new and existing City owned or managed buildings to include all electric infrastructure and strengthened zero emission requirements.	Deliver	

*Major budget initiative

Our Community Plan - Four-year Priority	2023–24 Actions	Council's role	H&W Priority
2.6 Support our community and region to reduce emissions and build resilience to climate change	Review annual action plans for the <i>Environment Strategy 2020–2030</i> and <i>Climate Change Response Plan 2021–30</i> .	Deliver	
	Identify new opportunities for policy or project development from the discussion paper on understanding and mitigating the health impacts of climate change.	Deliver	
	Facilitate partnerships to support our community to reduce emissions.	Partner	
2.7 Reduce the impact of waste	Update the <i>Waste and Resource Recovery Strategy 2020–2030</i> to include new focus areas such as food & garden organics recycling and roll out of the municipal container deposit scheme.	Deliver Partner	
2.8 Support greater indigenous biodiversity	Build community knowledge, engagement and partnerships to protect and restore our region's biodiversity.	Partner Advocate	
	Establish public parkland as per phase 2 (2022–2030) of the <i>Sparrovale-Ngubitj yoorree Wetlands Master Plan</i> . *	Deliver	
	Complete ecological surveys of fish, frogs and birdlife as required for the development of the Sparrovale-Ngubitj yoorree Wetlands.	Deliver	

*Major budget initiative

STRATEGIC DIRECTION 3 STRONG LOCAL ECONOMY

Our economy is changing to service Geelong’s growing population and meet the needs of emerging industries.

To stay competitive in a globalised economic environment, we must collaborate with stakeholders to market Greater Geelong’s competitive strengths, support local business and advocate for the infrastructure and services we need to attract investment and stimulate economic growth. To secure Geelong’s economic future, we must support business and industry across:

- existing sectors – health, education, construction, tourism, retail and hospitality
- diversifying industries – advanced manufacturing, technology, research and innovation, transport, warehousing and logistics
- emerging industries – carbon fibre manufacturing, progressive agribusiness, creative and cultural industries, smart technology businesses, cleantech and circular economy businesses.

We will continue to work with a range of partners to leverage and promote our competitive strengths, including transport and access, available and affordable land, and natural and cultural assets. In addition, we will continue to work with our stakeholders to help prepare our workforce for this changing economy and support equal participation in the workforce for all.

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES



A LEADER IN DEVELOPING AND
ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTURE



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS

Our Community Plan - Desired outcomes


- We have a global, national and local reputation as a place to do business – especially in our key sectors
- We have a diversified, future-focused and sustainable economy to drive employment and support growth
- We are an influential Council that builds effective private and public partnerships, taking the lead role in advocating for future investment

Our Community Plan - Indicators

	Indicator	Desired Trend
Municipal	Number of jobs located in the City of Greater Geelong	Increase
	Small area unemployment rates across Greater Geelong	Decrease
	Gross Regional Product	Increase
	Value of non-residential building approvals in City of Greater Geelong	Increase
City of Greater Geelong	Number of businesses	Increase
	Tourism Sentiment Index	Increase
	Investment in Geelong	Increase
	Visitor expenditure City of Greater Geelong	Increase
	Community satisfaction with business and community development	Increase
	Return on investment of Geelong major events	Increase

Our Community Plan - Four-year Priority	2023–24 actions	Council's role	H&W Priority
3.1 Attract and facilitate public and private investment	Facilitate a diversity of employment land supply to meet the long terms needs of our city.	Deliver Partner	
	Deliver a new Economic Plan for the City of Greater Geelong identifying key growth sectors and workforce sector gaps.	Deliver	
	Deliver the Tourism Greater Geelong & The Bellarine Sustainable Destination Master Plan including advocacy and attraction for new investments, programs and initiatives to increase visitor numbers and spend.		
3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally	Continue to support Geelong's designation as a UNESCO City of Design to position the City of Greater Geelong both nationally and on the world stage as a Clever & Creative City.	Deliver	
	Finalise the procurement activities related to redevelopment of the Osborne House site and complete the draft proposal of future activities for Council endorsement. *	Deliver	
	Continue to support investment attraction, innovation and local digital capabilities through implementation of Smart Cities initiatives including Digital Twin, Data Exchange Centre and smart parking solutions in Central Geelong.	Deliver	
	Work with state government and partner organisations to maximise funding outcomes for Tourism and Major Events in the Greater Geelong Region.	Partner Advocate	

*Major budget initiative

Our Community Plan - Four-year Priority	2023–24 actions	Council's role	H&W Priority
3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity	Development of tools and resources to promote and profile investment opportunities for Geelong in regard to industry, creative industries and major events.	Deliver	
	Partner with AARNet to provide community facilities and public spaces with access to ultra-high-speed internet as part of the Fibre in the North project.	Partner	
	Deliver free public Wi Fi and enhanced broadband across the north to address gaps in digital access and affordability (Geelong Smarter Suburbs). *	Deliver	
3.4 Attract businesses with a carbon neutral and circular economy focus	Partner with industry stakeholders to delivery cleantech programs and initiatives including Cleantech Grants and NEXUS Clean Tech Innovation Festival.	Partner	
3.6 Attract, retain and enable participation in the workforce to meet industry needs	Partner with community organisations to deliver programs that enable skills development and improved employment outcomes.	Partner	
3.7 Address high levels of unemployment in targeted areas of our region	Apply for future funding when available to support the delivery of pre-employment programs.	Advocate	
3.8 Promote our region as a trial location for innovation and new technologies	Upgrade the LED Street Lighting & Smart Control Technology. *	Deliver	

*Major budget initiative

STRATEGIC DIRECTION 4 HIGH-PERFORMING COUNCIL AND ORGANISATION

Under the leadership of Council, we are duty-bound to make decisions that are evidence-based, financially responsible and reflect the needs of the community and stakeholders we serve. In a rapidly changing environment, this can be a balancing act.

Advancing technologies, environmental issues, social inequity, rapid growth, organisational change and ageing assets all place pressure on our existing resources. We must adapt to these challenges if we are to continue delivering services, programs and infrastructure to our communities in a way that is equitable and fair.



Responsible and transparent business is the third key priority area identified in our Sustainability Framework 2020, and we are working hard to position the organisation to better achieve our sustainability objectives.

Our Community Plan - Desired outcomes

- Our services are accessible and meet the diverse needs of our community
- We are acknowledged and recognised as a leading council and organisation
- We have a healthy, safe, inclusive and diverse culture
- We are a financially sustainable and resilient organisation

Our Community Plan - Indicators

	Indicator	Desired Trend
City of Greater Geelong	Complaints resolution	Increase
	Community satisfaction with: <ul style="list-style-type: none"> ○ Customer service ○ Informing the community ○ Engagement / consultation ○ Overall council direction ○ Overall performance ○ Advocacy on behalf of the community 	Increase
	Lost Time Injury and Total Recordable Injury frequency rates	Decrease
	Gender breakdown of City employees	Increase
	Number of Aboriginal and Torres Strait Islander people employed at the City	Increase
	Employee satisfaction and engagement	Increase
	Recurrent surplus / deficit	Surplus
	Funds from sale of assets	Increase
	Cost recovery of services and revenue growth from new sources (fees and charges)	Increase
	Efficiency target	Increase
	Asset renewal gap	Decrease

Our Community Plan – Four-year Priority	2023–24 actions	Council’s role	H&W Priority
4.1 Enable a customer-focused approach that delivers efficient and responsive service	Identify, capture and share data sources across departments to better understand the community and customers' experience and develop strategies for addressing gaps.	Deliver	
	Plan for the delivery of the 2024 Council elections.	Deliver	
4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	Continue to provide the opportunity for in-person neighbourhood discussions with residents as part of our Neighbourhood Conversations program.	Deliver	
4.4 Continue to strengthen our workforce capabilities and culture	Improve workplace gender equality through delivery of our Gender Equality Action Plan and Gender Impact Assessments (GIA+).	Deliver	
	Deliver learning & development programs to Councillor Group to further enhance leadership and governance capabilities.	Deliver	
4.5 Create a more efficient and effective organisation	Implement efficiency opportunities within the City’s operations to reduce the operational budget, without impacting core service delivery.	Deliver	
	Simplify customer service delivery to improve our community’s experience with the City.	Deliver	
	Develop an advocacy and partnership framework to support the organisation to attract grant funding and seek investment opportunities.	Deliver	
	Develop a property strategy that ensures efficient and sustainable use of the City’s assets.	Deliver	
	Respond to the Independent Broad-based Anti-Corruption Commission recommendations and legislative outcomes from the Operation Sandon Special Report.	Deliver	

Our Community Plan – Four-year Priority	2023–24 actions	Council’s role	H&W Priority
4.6 Develop a digital core of brilliant basic technology that supports better ways of working	Protect the City’s digital landscape from cyber security threats through implementation of the Cyber Security Strategy. *	Deliver	
	Commence the detailed design of a digital innovation program across the organisation. *	Deliver	
4.7 Ensure that our employees are safe at work	Development and implementation of measures that support a healthy and inclusive work environment, with a focus on employee engagement and safety.	Deliver	
4.8 Focus on economic, social and environmental sustainability	Monitor the current and long-term financial risks of the City to support future growth and financial sustainability.	Deliver	

*Major budget initiative

CITY OF GREATER GEELONG

WADAWURRUNG COUNTRY

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CUSTOMER SERVICE CENTRE

Wurriki Nyal

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