



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021-25

—
QUARTERLY REPORT
DECEMBER 2021

The City's new food waste collection trial initiative for 1500 homes in Lara, processing food waste into compost.





INTRODUCTION

***Our Community Plan 2021–25 – A Proud, Safe and Healthy Community* is set by our Council to outline how we will work towards the 30-year community vision for the region of making Greater Geelong a clever and creative city-region.**

It represents our community voice and guides our resources to deliver infrastructure, services and programs to ensure the social, economic and environmental sustainability of our region.

For the first time we have integrated the Council plan and Municipal Public Health and Wellbeing plan – so that the health and wellbeing of our community is central to everything we do.

The strategic directions we will focus on for the next four years are:

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

The *Our Community Plan 2021–25 – Annual Action Plan 2021–22* highlights the projects, initiatives and programs that will take place this financial year.

This quarterly report was developed to meet our commitment to transparent performance reporting, including progress updates on our four-year priorities and actions.



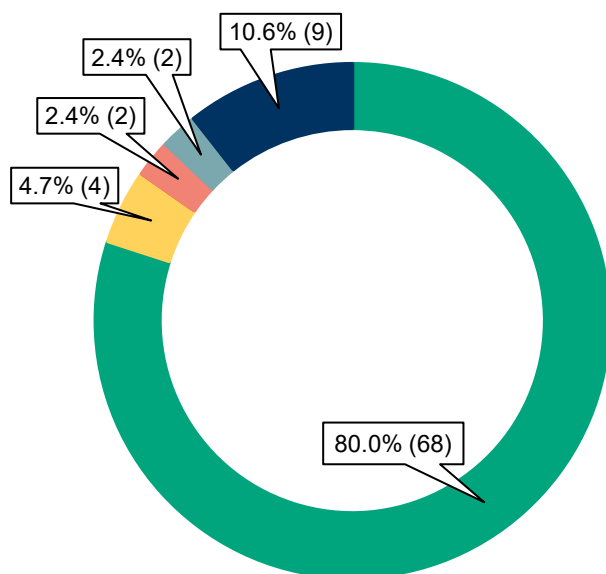
STATUS UPDATE

We committed to 85 actions in Our Community Plan this year.

At the end of December 2021:

- 68 were 'on track'
- Nine were 'complete'
- Upgrade an existing fenced dog park located at Stead Park, Corio and deliver a new fenced dog park located in Rennie Street, Lara
- Continue construction of the Green Spine project between Gheringhap and Moorabool Streets, on the north side
- Identify actions to achieve the City's emissions reduction targets and manage climate-related risks through development of the Climate Change Response Plan
- Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan
- Implement a pilot food waste collection service for residents
- Adopt and commence implementation of a masterplan to protect and restore the Sparrowale Wetlands Reserve
- Develop and implement business programs to support the circular economy in partnership with state government
- Implement second hour free parking in 2P parking zones in central Geelong
- Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community
- Two were 'not started'
- Adopt an updated Heritage Strategy 2017–2021
- Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport

- Four were 'needs improvement'
- Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders
- Progress business cases for the improvement and transformation of three of the City's cultural venues - the Potato Shed, National Wool Museum and Geelong Gallery
- Finalise a long-term settlement boundary for urban Geelong
- Provide publicly accessible external urban space around the site of the proposed Geelong Convention and Exhibition Centre which is safe, attractive and designed considering the needs of people of all ages, abilities and backgrounds *
- Two were 'off-track due to COVID-19'
- Partner with the Victorian Equal Opportunity and Human Rights Commission to deliver the Reducing Racism Project in response to the increase in racism towards our culturally and linguistically diverse communities through the COVID-19 pandemic.
- Implement an inclusive events tool that promotes inclusive practices for people with a lived experience of a disability and considers all ages, abilities and backgrounds



- On track
- Needs Improvement
- Off track
- Off track COVID-19
- Not started
- Complete

STRATEGIC DIRECTION 1 HEALTHY, CARING AND INCLUSIVE COMMUNITY

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 ★

Four-year priorities





- 1.1 Help our community, recreation groups and volunteers to prosper and grow ★
- 1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages ★
- 1.3 Foster and embrace community connectedness ★
- 1.4 Demonstrate and promote gender equity practices ★
- 1.5 Foster an inclusive community culture ★
- 1.6 Facilitate social and affordable housing in Greater Geelong ★
- 1.7 Provide access to places, spaces and services where and when people need them the most ★
- 1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong ★
- 1.9 Support the City's cultural and creative life, history and heritage ★
- 1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes ★
- 1.11 Respond to the findings of the Royal Commissions into aged care and mental health ★

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

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|---|--------------------------------------|
| 1.1.1 | <i>Develop opportunities for community, groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability</i> ★ | <p>We continued to activate development opportunities including:</p> <ul style="list-style-type: none"> • Community Leadership program, with our 2021 leadership graduation to occur in 2022 • Onboarding the Grovedale Neighbourhood House community steering group participants. <p>We are also supporting:</p> <ul style="list-style-type: none"> • food relief agencies to increase their volunteer base through retention and capacity building and working with them to support people who are in mandatory isolation due to COVID-19 • 358 community, sport, and recreation groups in maintaining their Council approved COVID Safe plans, enabling access to community and sporting facilities that increase social connection, and participation in physical activities • the implementation of community garden assessment guidelines which provide a clear process for residents who want to establish and manage a community garden on City owned and/or managed land. | ■ |





* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|---|
| 1.2.1 | <i>Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities</i> ★ | We developed a free nutrition toolkit, <i>Eat Well Live Well - Healthy eating for every life stage</i> , with information and practical advice to help community members develop healthy and sustainable eating patterns, habits and skills at home. We released it to our community in October 2021 with versions in Arabic, Dari, Karen, Swahili and Tamil language-speakers to be available in early 2022. |  |
| 1.2.2 | <i>Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–2025 Regional Plan</i> ★ | We are working with G21 to review and update <i>the Healthier Eating and Active Living (HEAL) Orientation Guide – G21 Region Planning and Action 2017–2021</i> . It aims to support the community to make healthy lifestyle changes to improve health and wellbeing across the G21 region. A stakeholder workshop was convened on the 30 September 2021 to confirm priority focus areas for the plan. The next stage will be the development of a 12-month action plan. In addition, we are supporting G21 to plan a community of practice in February 2022 which will focus on the health impacts of climate change. |  |
| 1.2.3 | <i>Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community</i> ★ | Council adopted the <i>Respected, Connected and Thriving – Positive Ageing Strategy 2021–2047</i> on 28 September 2021. This long-term strategy outlines several priorities that support healthy and happy ageing for people over 55 years of age in Greater Geelong. We will work with internal stakeholders, service organisations and community members to co-design the action plan to implement this strategy. The action plan is due for completion in April 2022. |  |
| 1.2.4 | <i>Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services</i> ★ | We provided wellness opportunities for our community through the delivery of programs and activities while ensuring our leisure and recreation facilities remained agile during COVID-19 restrictions. This included: <ul style="list-style-type: none"> • recreational programming • general membership • learn to swim, lap swimming • active adults • outdoor and indoor exercise. We also used online social media to engage and deliver updates, virtual training, and monthly e-newsletters to member including sports precinct, Webstar, Active Update and the LiveWell publications presenting children activities, water safety, recipes, and health and fitness tips to all members of the community, whilst ensuring our leisure and recreation facilities remained agile during COVID-19 restrictions. In addition, we continued to upskill our leisure and recreation employees' qualifications in First Aid, lifeguarding and CPR. We plan to launch Family Fun Days across all six sites throughout January and February 2022, encouraging family participation in health and wellbeing. |  |





* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|--|---|
| 1.2.5 | <i>Develop the Municipal Early Years Plan 2022–2025 to support the wellbeing and development of children and families</i> ★ | We consulted with families and stakeholders to inform the development of the draft <i>Municipal Early Years Plan 2022–2025</i> . This draft plan aligns our efforts to support the health and wellbeing of children in our municipality, and influence and improve their educational and developmental outcomes. We extended our community feedback period until the end of January 2022 to capture more information to support the new plan's development. We aim to have the draft plan circulated by March 2022 for stakeholder feedback. |  |
| 1.3.1 | <i>Partner with key stakeholders and community safety networks to develop a community safety framework</i> ★ | The safety framework supports the achievement of a community that feels welcome, safe, and connected. Our draft project plan will be completed mid-January 2022. |  |
| 1.3.2 | <i>Partner with the Victorian Equal Opportunity and Human Rights Commission to deliver the Reducing Racism Project in response to the increase in racism towards our culturally and linguistically diverse communities through the COVID-19 pandemic</i> ★ | This project's purpose is to raise awareness about the prevalence and seriousness of racism, discrimination, and vilification in our society. It also aims to drive down the rising experiences of racism through campaigns, education, and awareness raising. Our community can currently access information and report racism via the Geelong Australia website. Unfortunately Phase 2 of the project, raising awareness training, is presently on hold due to COVID-19 restrictions. |  |
| 1.4.1 | <i>Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women</i> ★ | We are partnering with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 <i>Respect 2040</i> plan aimed at reducing violence against women through primary prevention initiatives. The G21 Prevention of Violence Against Women (PVAW) – Respect 2040 working group held workshops to develop common language and identify the range of organisational responses and responsibilities. We held a partners and stakeholders forum on 14 December to identify collaborative actions that can prevent violence against women before it occurs. This resulted in identifying some key strategies and actions to promote messages and implement prevention strategies. The working group will continue to co-design a collective impact approach and governance model. |  |




* Major initiative

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|--------------------|--|--|---|
| 1.4.2 | <i>Implement the Gender Impact Analysis tool across a range of community focused services</i> ★ | <p>We established a dedicated project to increase gender equality in the workplace and appointed a role to help develop our first <i>Gender Equality Action Plan</i> (GEAP). The GEAP will build on our strategy for diversity and inclusion, and commitment to build a healthy and inclusive culture.</p> <p>Due to the impact of the COVID-19 pandemic, deadlines were extended. We submitted our Workplace Gender Audit to the Gender Equality Commission for the Public Sector on 1 December 2021 with the GEAP to be submitted by 31 March 2022.</p> <p>We will incorporate a Gender Impact Analysis tool into the GEAP, and an organisational engagement and training program is being developed. Gender analysis will allow us to identify opportunities and new, inclusive ways of doing business to support our community.</p> <p>We recognise that power imbalance of gender and the impact that this inequality has on safety, health, wellbeing, and economic life of gender diverse people. It is also evident that gender inequality is crucial to ending violence against women and children.</p> |  |
| 1.5.1 | <i>Implement and report on the fourth year of the Access and Inclusion Action Plan 2018–22 to inform new direction priorities</i> ★ | Our <i>Access and Inclusion Action Plan 2018–22</i> aims to improve outcomes for members of our community who otherwise may face inequity in accessing community facilities or activities. We completed a formal report of our progress in June 2021 and are implementing the remaining actions across the organisation. A final report will be completed in June 2022 as part of the City's Annual Report. |  |
| 1.5.2 | <i>Implement an inclusive events tool that promotes inclusive practices for people with a lived experience of a disability and considers all ages, abilities and backgrounds</i> ★ | We developed an Inclusive Events tool so that the events we deliver consider the needs of people with access challenges. This tool is currently being trialled and assessed via a pilot program underway within a City department. Our ability to trial this tool more broadly was significantly impacted by COVID-19 restrictions. We will undertake a review over the coming months with a final report in October 2022. |  |
| 1.5.3 | <i>Explore a range of opportunities to embed the City's social equity principles across a range of community focused services</i> ★ | We held workshops with members from Council's Advisory Committees, our Clever Creative vision partners and employees to inform the development of the Social Equity Framework. The framework outlines our approach with a common set of principles and sets out the outcomes that will guide how we engage and support our community to be able to participate, be included and have the opportunity to live a healthy and fulfilling life. The draft framework will be available for feedback in early 2022. |  |



* Major initiative

★ Supports health and wellbeing

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|--------------------|---|--|---|
| 1.5.4 | <i>Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders</i> ★ | We will present a project proposal to the Multicultural Advisory Committee in April 2022 about our planned review of our <i>Multicultural Action Plan 2018–2022</i> . This plan guides how we plan for and support our multicultural community as we recognise that many people from multicultural backgrounds can experience unique barriers to participation including access to information, cultural differences, racism, discrimination, and exclusion. Given these barriers can lead to poorer health and wellbeing outcomes; the City strives to foster inclusive cultural practices and learn from the community voice as much as possible. |  |
| 1.6.1 | <i>Implement the City's Social Housing Plan 2020–41</i> * ★ | Council endorsed the <i>Social Housing Plan 2020–41</i> in February 2020 and since that time a range of actions were implemented. In addition, as part of Council's COVID-19 relief and recovery investment program, \$100,000 was set aside, a contribution matched by Homes Victoria, to embark on a feasibility study for 100 dwellings, with several Council owned sites already assessed. We intend to brief Council on the feasibility study in early 2022. We also held four meetings with members of the recently formed Social and Affordable Housing Advisory Committee to gain feedback on a range of discussion points, including the state government's draft <i>Ten-Year Social and Affordable Housing Strategy for Victoria</i> and involvement in and the establishment of a Geelong Affordable Housing Trust. |  |
| 1.7.1 | <i>Develop agreed policy and standards to guide the delivery of all social infrastructure in a manner consistent with our social equity and sustainability principles</i> ★ | We designed the process for delivery of the <i>Our Community Places, Spaces and Services – A Social Infrastructure Plan for the City of Greater Geelong Generation One: 2020 – 2023</i> . As part of Generation 2, a series of new standards were developed to address social equity and sustainability principles and used to inform the deliberative engagement process for the <i>Asset Management Strategy</i> in November 2021. Our policy and standards outline: <ul style="list-style-type: none"> • the needs of our community • investment priorities relating to social infrastructure • the way forward to ensure that our community knows what is planned in the place that they live. We intend to consult with Councillors on a draft Social Infrastructure Plan in early 2022. |  |





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|--------------------|--|---|---|
| 1.7.2 | <i>Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis</i> ★ | <p>The Vital Communities research project provides a contemporary look at the challenges faced by some of our most socio-economically disadvantaged communities and recommendations on how the City can assist in bridging the gaps around key determinants of health including employment, education, housing, and access to services. We will hold a workshop in February 2022 with key stakeholders to assess recommendations and determine how to further progress this work.</p> <p>Specific recommendations underway from this program include:</p> <ul style="list-style-type: none"> • implementation of the Regional Industry Sector Employment program • implementation of the 100 dwellings feasibility study for Social Housing • engagement and design recommendations of Labuan Square, Norlane • establishment of an Advisory Committee that supports the development of the Northern Aquatic and Community Hub. <p>Council noted the <i>Vital Communities – Strategies for Alleviating Locational Disadvantage in Geelong</i> in June 2021.</p> <p>Actions implemented because of the Gender COVID impact analysis include:</p> <ul style="list-style-type: none"> • development of an integrated communication plan linked to safe at home family violence information • completion and publication of the YourGround safety in public space project • report and recommendations regarding access to emergency and crisis accommodation for women • mapping of free WiFi across the municipality for public access. |  |
| 1.7.3 | <i>Continue to advocate for funding to deliver the Northern Aquatic and Community Hub</i> ★ | <p>We successfully advocated for state government funding for the Northern Aquatic and Community Hub, receiving \$8.5 million in the 2021–22 Budget. Through the Australian Government Local Roads and Community Infrastructure Fund, we received \$8.26 million.</p> <p>In addition, we lodged a \$10 million application to the Australian Government's Building Better Regions Fund (Round 5), however we were unsuccessful in obtaining funding through this grant round. The project is listed in the Council Priority Projects document and we will continue to seek additional funding through available grants.</p> <p>The Northern Aquatic and Community Hub will directly contribute to the health and wellbeing of residents in the north and surrounding areas by providing state of the art health and fitness facilities, with a projected preventative health benefit of over \$111 million over the first 10 years of operation.</p> |  |





* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|---|---|
| 1.8.1 | <i>Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan</i> ★ | We commenced evaluation of the <i>Reflect Reconciliation Action Plan May 2020–May 2021</i> with a report provided to Reconciliation Australia outlining the key milestones and responding to questions raised. Council has re-engaged the consultants who facilitated this plan to undertake a review process with Councillors, key stakeholders, and members of the Kilangigj Aboriginal Advisory Committee. We expect the reflection and evaluation piece to be completed in early 2022. |  |
| 1.8.2 | <i>Partner with Wathaurong Aboriginal Cooperative to review the Closing the Gap agreement and targets</i> ★ | We continue to be involved in the implementation of the Best Start initiative that supports families and caregivers to provide the best possible environment, experience and care for children from birth to age eight. Our Best Start facilitator co-brokers the Best Start Partnership meetings with Aboriginal Best Start facilitators to plan, deliver and monitor evidence-based strategies that deliver positive outcomes for children. Closing the Gap began in response to a call for governments to commit to achieving equity for Aboriginal and Torres Islander people in health. It aims to close the health and life expectancy gap between Aboriginal and Torres Strait Islander people and non-indigenous Australians within a generation. Two of the targets within the Closing the Gap agreement are children are born healthy and strong, and children thrive in their early years. This program is ongoing and relies on a strong partnership between us and members from the Wathaurong Aboriginal Cooperative with whom we are meeting to finalise local targets. |  |
| 1.9.1 | <i>Progress business cases for the improvement and transformation of three of the City's cultural venues - the Potato Shed, National Wool Museum and Geelong Gallery</i> ★ | We are working on business cases to extend, expand and reinvigorate three of our cultural facilities to meet the current and future needs of our community. These facilities contribute to improved health and wellbeing by providing our community with accessible places and spaces to participate, connect, learn, be inspired and contribute to the cultural life of the city. Actions on these three business cases include: <ul style="list-style-type: none"> • preparation and presentation to Regional Development Victoria for funding for The Potato Shed • preparation and presentation to Council for the expansion of the Geelong Gallery into City Hall in December 2021 • preparation of a 30-year vision for the National Wool Museum for presentation to Council in February 2022. |  |
| 1.9.2 | <i>Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places</i> ★ | Our First Nations Cultural Heritage Grant program was developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation and provides avenues for self-determination and preservation of cultural heritage across Greater Geelong. Council adopted this program in November 2021, and we have completed our first round of the 2021–22 First Nations Cultural Heritage Grant program, awarding \$60,000. |  |

* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|--|---|
| 1.10.1 | <i>Progress the design and construction of the Armstrong Creek West Child and Community Hub</i> * ★ | The building design for the Armstrong Creek West Child and Community Hub was completed in September 2021 and the construction tender awarded in December 2021. Works are scheduled to commence in January 2022 and be completed early 2023. This facility will provide additional kindergarten places and facilities for maternal and child health services to support the health and wellbeing of children in this local community during the important early life stages. |  |
| 1.10.2 | <i>Progress the design and construction of the Northern Bellarine Aquatic Centre</i> * ★ | The Northern Bellarine Aquatic Centre design was completed in September 2021 with the construction tender awarded in December 2021. This facility will address an identified inequity in the provision of aquatic facilities that support community participation in aquatic recreation activities and increase participation in physical activities to improve health and wellbeing. |  |
| 1.10.3 | <i>Review and update the Social Infrastructure Plan, with particular regard to the needs of young people and early years services</i> ★ | We commenced identifying opportunities to improve access to safe, adaptable spaces that enhance social connections for youth across the municipality following a Youth Council recommendation in July 2021. Further consultation with the Youth Council occurred in November 2021 and we completed the draft youth and early network plans to inform the Social Infrastructure Plan. We intend to produce the draft youth network plan for Youth Council consultation in 2022. |  |
| 1.10.4 | <i>Upgrade an existing fenced dog park located at Stead Park, Corio and deliver a new fenced dog park located in Rennie Street, Lara</i> ★ | We upgraded and opened the Stead Park dog park in July 2021. In addition, we completed construction of a new fenced dog park in Lara in December 2021. The provision of fenced dog parks across the municipality provides an opportunity for dog socialisation and acts as a place of local connection for dog owners. | ✓ |
| 1.11.1 | <i>Provide a briefing on the impact of Federal government response to the findings of the Aged Care Royal Commission and next steps for the role of local government</i> ★ | We originally provided details to Council on 5 September 2018 about our aged care services and the national aged care reform agenda. We updated Council on 14 September 2021 on the outcome of The Royal Commission into Aged Care Quality and Safety, the federal government's response, and potential impact on our services. Given the ambiguity about the form and function of future services in some areas, Council agreed to our recommendation to monitor advice about service changes and provide a further update in June 2022. We understand that by this time we could know if there are any potential impacts to the health and wellbeing outcomes for our community. |  |

* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|--|--------------------------------------|
| 1.11.2 | <i>Provide a briefing on the impact of state government response to the findings of the Mental Health Royal Commission and next steps for the role of local government</i> ★ | Improving mental health and social connection is one of our key health and wellbeing priorities and addressing the ongoing impact of the COVID-19 pandemic continues to be a focus area. The Royal Commission into Mental Health provides recommendations on strategies to promote social connection, inclusion, and community participation. We commenced scoping these recommendations which may provide direction to the City on its role in the implementation and will present findings to Council in early 2022. | ■ |

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY



PEOPLE FEEL SAFE WHEREVER THEY ARE



CREATIVITY DRIVES CULTURE

* Major initiative

★ Supports health and wellbeing

STRATEGIC DIRECTION 2 SUSTAINABLE GROWTH AND ENVIRONMENT

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

Four-year priorities






- 2.1 Meet the housing needs of our future community ★
- 2.2 Meet existing and future transport needs ★
- 2.3 Create engaging places and spaces ★
- 2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods
- 2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks ★
- 2.6 Support our community and region to reduce emissions and build resilience to climate change ★
- 2.7 Reduce the impact of waste ★
- 2.8 Support greater indigenous biodiversity ★

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

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|---|--------------------------------------|
| 2.1.1 | <i>Prepare the Elcho Road East and Creamery Road Precinct Structure Plans</i> | We prepared a draft future urban structure plan for the <i>Creamery Road Precinct Structure Plan</i> and agency consultation is planned in April 2022. The <i>Elcho Road East Precinct Structure Plan</i> will progress in parallel with the strategic impact assessment for matters of national environmental significance. | ■ |
| 2.1.2 | <i>Adopt an updated Heritage Strategy 2017–2021</i> | We plan to undertake an update of the <i>Heritage Strategy 2017–2021</i> in 2021–22, but this is dependent upon resourcing and budget capacity. | Not started |
| 2.1.3 | <i>Deliver program of Structure Plans and Urban Design Frameworks to facilitate housing supply</i> ★ | Council adopted the Gordon Avenue and Heritage Core Precincts in the <i>Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework</i> in December 2021 with further community consultation be undertaken on the Pakington Street North Precinct in early 2022. Consultation on the interim final <i>South Geelong Urban Design Framework</i> is planned for February 2022. These projects will assist to facilitate a range of different housing types to meet community needs. | ■ |




* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|--|---|
| 2.1.4 | <i>Finalise a long-term settlement boundary for urban Geelong</i> | We have nearly completed the background report and discussion paper in relation to a long-term settlement boundary for urban Geelong. Essential field work was delayed due to COVID-19 restrictions. Consultation on the boundary will occur in early 2022. |  |
| 2.2.1 | <i>Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan * ★</i> | Council approved the governance framework for the delivery of our <i>Shared Trails Masterplan</i> adopted in March 2020. This masterplan encourages recreational activity and connections between locations and townships, promoting active living. Priorities connections identified and agreed to are: Ocean Grove to Point Lonsdale, Ocean Grove to Drysdale, Drysdale to Portarlington, and Lara to You Yangs. A feasibility study for these four priorities is underway with outcomes due to be reported to the Councillor Shared Trails Portfolio Committee in early 2022. |  |
| 2.2.2 | <i>Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurn Ponds to Central Geelong ★</i> | We have completed most of the civil construction works for Stage 1 of the Southern Link from Malop Street to the Barwon River with traffic signal works to be undertaken in early 2022. The design for Stage 2 is progressing well with construction procurement to commence early 2022. The Building Better Bike Connections project provides routes that are designed to be used by cyclists of a wide range of ages and abilities to safely ride to destinations like shopping areas and key employment precincts. |  |
| 2.2.3 | <i>Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport ★</i> | We delayed the development of an Integrated Transport Plan pending project resources. | Not Started |
| 2.2.4 | <i>Adopt the Central Geelong Parking Strategy</i> | We completed a draft <i>Central Geelong Parking Strategy</i> which is currently being reviewed by Councillors. |  |
| 2.2.5 | <i>Implement the Armstrong Creek Land Acquisition Program *</i> | We notified affected landowners of our intent to initiate the Armstrong Creek land acquisition process. This process will acquire land as is required for public purposes including road upgrades, drainage infrastructure and sporting reserves. |  |





* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|---|
| 2.3.1 | <i>Commission new public art assets to develop the City's outdoor collection</i> ★ | We launched a new women-only Street Art commission project to celebrate International Women's Day 2022. Following an expression of interest process, artists have been shortlisted and design proposals received. Our focus on women in public art promotes gender equity by encouraging female artists to contribute to the cultural life of the city. We have contracted two artists are part of the Relocatable Public Art commissions. Commissioning public art that can be relocatable provides us with an opportunity to activate public spaces across the municipality and engage with diverse communities in several locations. Dedicated commission 'I AM' is a relocatable public art sculpture, that provides an opportunity to raise awareness and celebrate members of the Greater Geelong community who have a lived experience with disability. |  |
| 2.3.2 | <i>Plant more trees through the Urban Forest Strategy and create opportunities for community planting</i> ★ | We planted 1,216 street and parks in areas with the highest need and low canopy cover. As these trees grow and mature over the next five to 15 years, they will provide canopy cover and shade. Tree planting is suspended during the warmer months and this time is used to water, mulch, and care for our young trees, as well as plan for our 2022 planting season. Providing water and arboriculture care to young trees in their first few years, particularly in hot months, helps them establish well and grow into healthy mature canopy trees. These trees will form the future of Geelong's Urban Forest, shading our streets and parks, cooling and beautifying our City and encouraging people to be more active. |  |
| 2.3.3 | <i>Work with the Department of Environment, Land, Water and Planning to deliver the Central Geelong Framework Plan</i> | We provided evidence to a public hearing for the Central Geelong Framework Plan in September 2021. The Central Geelong Framework Plan Advisory Committee submitted its report to the Minister for Planning in December 2021. A decision on this matter is expected by the end of February 2022 at which point the planning scheme amendment will commence. |  |
| 2.3.4 | <i>Continue construction of the Green Spine project between Gheringhap and Moorabool Streets, on the north side</i> | We partnered with the state government to progress construction of Geelong's Green Spine, aimed at supporting Central Geelong to be a liveable, walkable, and bicycle-friendly city. As the site is recognised as being significant to the Traditional Owners of Geelong, a key outcome was for enhanced cultural respect and recognition of the continuing culture of the Wadawurrung. The work on the north side of Malop Street between Gheringhap Street and Moorabool Street is now complete. | ✓ |
| 2.4.1 | <i>Develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas</i> | We commissioned Deakin University to develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas. |  |




* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|---|
| 2.4.2 | <i>Review the City's Sustainable Building Policy to ensure best practice standards for new buildings, renovations and retrofitting, and maintenance and minor works</i> | We are reviewing and updating our <i>Sustainable Building Policy</i> which guides organisational practices to manage the social, environmental, and financial aspects of our buildings. We intend to have an updated draft policy document by April 2022. |  |
| 2.4.3 | <i>Review the Environmentally Sustainable Design Local Planning Policy for new developments for opportunities to strengthen the breadth of the application of the policy</i> | We joined the Council Alliance for Sustainable Built Environment and other Victorian councils on a joint research project that aims to elevate Environmentally Sustainable Development (ESD) targets for new development. The project is reviewing existing ESD standards for councils and developing an evidence base for a new joint local government ESD planning scheme amendment. |  |
| 2.5.1 | <i>Identify actions to achieve the City's emissions reduction targets and manage climate-related risks through development of the Climate Change Response Plan</i> ★ | Council adopted the <i>Climate Change Response Plan 2021–30</i> in November 2021. The plan provides a roadmap for the City to support the region to reduce emissions (mitigation), minimise climate change impacts (adaptation) and facilitate new opportunities and partnerships with community in relation to the global climate emergency. A key feature of the plan is the new target of zero net emissions by 2035. | ✓ |
| 2.6.1 | <i>Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan</i> ★ | The <i>Climate Change Response Plan 2021–30</i> recognises the importance of equity, access and inclusion as a key priority areas contributing to the long-term sustainability of our community. The actions contained within the plan aim to improve social equity, including reducing climate change impacts, and increasing access to affordable clean / low emission sourced energy for those most vulnerable to the adverse health impacts of climate change. | ✓ |
| 2.6.2 | <i>Design a framework for the community climate action strategic partnerships funding</i> | As part of the development of the <i>Climate Change Response Plan 2021–30</i> , we committed to an innovative new funding model that will support climate action delivered by volunteers and not-for-profit groups in the community. The funding guidelines are currently in development. |  |
| 2.6.3 | <i>Upgrade to LED street lighting with smart control technology</i> ★ | We changed over approximately 12,500 of the 14,000 residential street lights to LED. Work is scheduled to be complete by February 2022, after which street light changeover on roads with higher traffic volumes will commence. The changeover will reduce energy consumption and save more than 8,000 tonnes of carbon emissions each year as well as making our streets and public spaces safer through higher quality and better directed lighting. |  |


* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|---|
| 2.6.4 | <i>Deliver a regional Integrated Water Management Strategy with key stakeholders including Barwon Water and Corangamite Catchment Management Authority</i> | <p>The Department of Environment, Land, Water and Planning funded a joint City and Barwon Water resource to develop the regional Integrated Water Management Strategy over the next 12 months. Stakeholder input and feedback will inform the development of the strategy which aims to provide a collaborative approach to the way we plan for and manage all elements of the water cycle.</p> <p>Integrated water management reduces use of potable water, improves water quality in our creeks and ocean and creates greener open spaces for fauna, flora, and passive recreation.</p> |  |
| 2.7.1 | <i>Implement a pilot food waste collection service for residents</i> ★ | <p>We commenced a trial household food organics collection on 5 November 2021. This trial aims to reduce the amount of food waste going to landfill, which in turn helps reduce greenhouse gas emissions, odour and leachate production. The trial, a key action from our <i>Climate Change Response Plan 2021–30 and Waste and Resource Recovery Strategy 2020–2030</i>, will run for 12 months, and then be evaluated and refined, with the aim to roll out the service municipal-wide in 2024. To date the trial has been very successful with high bin presentation rates, low contamination and 25 tonnes of material diverted from landfill.</p> | ✓ |
| 2.7.2 | <i>Collaborate with Barwon Water, G21 councils and Wyndham City Council to develop an organic waste processing facility to support the circular economy</i> | <p>Council signed a Heads of Agreement with Barwon Water, G21 councils and Wyndham City Council to progress exploring opportunities for a regional organics processing facility. The Regional Renewable Organics Network is anticipated to convert 40,000 tonnes of organic waste each year into 8,000 tonnes of high-value, nutrient-rich soil enhancers to support local agriculture. Additionally, it will convert gas produced by the organic matter as it breaks down into renewable electricity.</p> |  |
| 2.8.1 | <i>Adopt a Biodiversity Strategy to protect and restore the natural environment</i> ★ | <p>We appointed a consultant to assist in the development of a <i>Biodiversity Strategy</i> and consultation with key stakeholders is underway. This will help inform a draft strategy for Council prior to community consultation in mid-2022.</p> <p>Spending time in nature and open space has strong links to improved health and wellbeing and this strategy will include actions to improve access to nature.</p> |  |
| 2.8.2 | <i>Adopt and commence implementation of a masterplan to protect and restore the Sparrovale Wetlands Reserve</i> ★ | <p>Council adopted the <i>Sparrovale Ngubiti joorree Wetlands Master Plan</i> in July 2021. This plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years. As part of this plan there are access walking trails to allow engagement with nature for improved mental and physical health.</p> <p>We commenced implementation of master plan actions including:</p> <ul style="list-style-type: none"> • small scale revegetation • shed asbestos check and structural assessment • completion of levee condition assessment and maintenance manual • drafted a Fire Preparedness Plan • weed management • rubbish removal • community guided tours • monitoring and surveys of birds, native vegetation offset sites, automated water levels and salinity. | ✓ |

* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|---|---|
| 2.8.3 | <i>Work with the Federal and State Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas</i> ★ | <p>We are working with the state and federal governments on an overarching biodiversity conservation strategy for the Northern and Western Geelong Growth Areas which will protect or offset areas of biodiversity significance. We anticipate we will be able to sign the strategic assessment with the federal government and then engage a consultant to complete this work in early 2022. Local biodiversity assets are critical to our health, wellbeing, and prosperity, providing clean air and water, productive soils, natural pest control, pollution and flood mitigation and carbon sequestration. Actions completed to date include:</p> <ul style="list-style-type: none"> • project scoping • initial community and government stakeholder engagement • state and federal government planning approval agreements developed • funding secured. |  |

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

* Major initiative

★ Supports health and wellbeing

STRATEGIC DIRECTION 3 STRONG LOCAL ECONOMY

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

Four-year priorities




- 3.1 Attract and facilitate public and private investment
- 3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally
- 3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity ★
- 3.4 Attract businesses with a carbon neutral and circular economy focus
- 3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic ★
- 3.6 Attract, retain and enable participation in the workforce to meet industry needs ★
- 3.7 Address high levels of unemployment in targeted areas of our region ★
- 3.8 Promote our region as a trial location for innovation and new technologies

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

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|--------------------------------------|
| 3.1.1 | <i>Develop and implement an advocacy plan for major infrastructure investment with our stakeholders</i> | Council developed its priority project document that focuses on key advocacy projects needed to drive our region's recovery from COVID-19, protect our highly valued liveability, and deliver essential transport, community, tourist and cultural infrastructure. The document has been distributed to key stakeholders, local MPs and state and federal Ministers. | ■ |
| 3.1.2 | <i>Ensure there is diversity of employment land to meet forecast growth and attract investment</i> | We are working with Wyndham City Council, our community, and the state government to set the future direction for land use and development between Lara and Werribee through the development of the <i>Avalon Corridor Strategy</i> . This strategy seeks to maintain a 'green break' between Greater Geelong (Lara) and metropolitan Melbourne (Werribee) to protect significant cultural, landscape and biodiversity values and safeguard important infrastructure and assets. It also establishes a high-level framework plan to guide land use decision-making in the Avalon Corridor. Once finalised, the framework plan will be incorporated into both the Greater Geelong and Wyndham Planning Schemes via a planning scheme amendment. A review of employment land needs in the southern part of the City is planned for 2022. | ■ |

* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|---|
| 3.2.1 | <i>Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region</i> ★ | <p>We completed the scope, background paper, economic profile, appointed a consultant and completed the first round of consultations with Councillors, employees, stakeholders, and major asset operators within the region. A discussion paper is being drafted capturing the feedback from this process.</p> <p>The development of our <i>Greater Geelong 10 year Economic Development Plan</i> will identify and prioritise our ten-year plan to guide and foster economic growth opportunities for the Geelong region to ensure prosperity for all. It will focus on jobs, education, business capacity, industry growth, liveability, and sustainability, all of which support the health and wellbeing of the community.</p> |  |
| 3.2.2 | <i>Lead Geelong's UNESCO City of Design Designation and implement actions that support our commitment to the UNESCO's Creative Cities Network</i> | <p>We continued to promote and deliver projects in support of the design designation including:</p> <ul style="list-style-type: none"> • attending the virtual UNESCO Annual General Meeting in July 2021 • hosting the three-day online 2021 UNESCO Cities of Design Subnetwork Meeting in October 2021 • finalising the guiding principles with extensive input from key stakeholders • leading the Victorian Creative City Network and the submission to the Victorian Government which secured funding to support UNESCO through the <i>Victorian Creative Strategy</i> • assessing applications to the City of Design Network and making recommendations to UNESCO • submitting our four-year monitoring report to UNESCO, Geelong: <i>Australia's Creative City of Design Our Monitoring Report 2017–2021</i> • receiving 71 applications for Geelong Design Week to be held in March 2022. |  |
| 3.2.3 | <i>Implement the Geelong Major Events Strategy to ensure Geelong is positively recognised globally for hosting accessible and inclusive major events of an international standard</i> | <p>We presented the <i>Geelong Major Events (GME) Annual Report 2020–21</i> to Council in August 2021.</p> <p>Due to the impacts of the COVID-19 pandemic, there were few major events staged between July and December 2021 – most were cancelled or postponed. The GME Committee has continued to support and guide event organisers throughout this period, with a focus on procurement of new events for the next five-year period.</p> |  |




* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|---|---|
| 3.2.4 | <i>Adopt and commence implementation of the Arts and Cultural Strategy to support our creative industries</i> | <p>Council adopted the <i>Arts and Cultural Strategy 2021–2031</i> and endorsed the <i>Arts and Cultural Strategy Action Plan 2021–2025</i> in October 2021. The strategy aims to create a more sustainable and thriving region through investing in arts and culture, supporting creative communities, and helping the industry to recover from the impacts of COVID-19. We commenced implementation of this strategy including the following actions:</p> <ul style="list-style-type: none"> • preparation for the Surround Sounds Geelong & the Bellarine Music Festival, 7 April – 8 May 2022 • professional development workshops held during October 2021 with Jump Leads/Arts Action • partnership with Indirect Object and the community to open the North Geelong Community Lantern Trail across Norlane, Rosewall and Cloverdale Community Centres – 13 – 28 November 2021 • VACANTCity project led by Deakin University with artist lab workshops at Creative Geelong • a short film by Hello Friend Media highlighting the impact the Arts Industry Commissions have had with our community and creative practitioners during COVID-19 • major exhibitions and public programs at the National Wool Museum such as 'Geelong Nature Forum' and the 'Alphabet Bird Project' and commissioning of 'Six Seasons' an exhibition of art and textile works by Wadawurrung artist Deanne Gilson due for exhibition mid-2022 • development of the new outdoor space, planning for a community garden and addressing access issues at The Potato Shed. |  |
| 3.2.5 | <i>Adopt a tourism destination masterplan focused on a ten-year planning horizon to update the Tourism Development Plan in partnership with the Tourism industry (Tourism Greater Geelong and the Bellarine)</i> | Tourism Greater Geelong and The Bellarine (TGGB) are developing a 10-year destination masterplan for the region focused on sustainable destination development to support a resilient visitor economy. TGGB was successful in securing additional funding from the state government in early December 2021, to deliver on the plan which will incorporate a workforce plan and skills gap analysis. Following confirmation of co-funding, TGGB finalised a request for proposal with the view to appoint an agency early February 2022. |  |
| 3.2.6 | <i>Provide publicly accessible external urban space around the site of the proposed Geelong Convention and Exhibition Centre which is safe, attractive and designed considering the needs of people of all ages, abilities and backgrounds *</i> | <p>State government planning and design for the Geelong Convention and Exhibition Centre is currently on hold. However, early works that include geotechnical investigations to prepare the site for construction are due to commence in early 2022.</p> <p>In addition, we commenced work on a streetscape masterplan to encompass all of Gheringhap Street, including the section adjacent to the site of the proposed centre.</p> |  |



* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|--|---|
| 3.2.7 | <i>Partner with the Vision Partners to develop and implement a place brand for the region</i> | We developed, tested, and endorsed the Brand visual identity system with the Vision Partner group. We are currently developing content and collateral such as video, imagery, and a Brand Geelong web portal. The place brand is scheduled to be launched in April 2022. |  |
| 3.3.1 | <i>Implement the Smart Cities Framework to support the City's objectives in business support innovation, research and digital connectivity and consideration of community connectivity, particularly in the northern suburbs</i> ★ | Our smarter suburbs project will deliver an enhanced Broadband trial and expansion of the free public WiFi to improve digital connectivity in our Northern suburbs. This was delayed in part due to COVID-19 disruptions to the building and construction industry and is on track to be completed in 2022. This project supports better community health outcomes by helping to lessen the digital divide and associated social and economic disadvantage. |  |
| 3.4.1 | <i>Develop and implement business programs to support the circular economy in partnership with state government</i> | <p>We supported circular economy initiatives through Cleantech Innovations Geelong (a partnership program of the City, the Geelong Manufacturing Council, and the state government), including:</p> <ul style="list-style-type: none"> • provision of a grant to Regional Innovation for a Circular Economy (RICE) which allowed RICE to subsidise local businesses to participate in a Circular Economy Business Growth Program, delivered by Runway • provision of eight Geelong start-ups with access to a mentoring program, Geelong ClimateLaunchpad • completion of research into a self-funding model and establishing Geelong as a Cleantech Centre of Excellence • development of an e-learning training course, so practitioners in other organisations can learn how to apply the Procurement for Innovation method – nine organisations are interested in the training, including Councils, UNESCO Cities of Design, and large regional corporations • embarkment on a second Procurement for Innovation project for the design and construction of surface level road infrastructure products that adhere to circular economy principles. <p>The partnership program for Cleantech Innovations between Geelong Manufacturing Council and the state government is now complete.</p> | ✓ |
| 3.5.1 | <i>Deliver support programs to our business community to assist recovery and adapt to the effects of the COVID-19 pandemic</i> | <p>We supported our business community through several initiatives including:</p> <ul style="list-style-type: none"> • promoting the professional advice vouchers for small businesses • continued access to the business COVID-19 support website • visiting 1,300 business to support small business with their COVID-19 compliance requirements, including 90 food registration refunds • continued provision of the Business Concierge service as a single point of contact for businesses • delivery of the Geelong Small Business Festival in August 2021 with over 700 participants at 42 events. |  |
| 3.5.2 | <i>Implement second hour free parking in 2P parking zones in central Geelong</i> * | We implemented a second hour of free parking in 2P parking zones in Central Geelong in July 2021 with parking meters reprogrammed to support the changes, a media campaign completed, and street decals updated. | ✓ |

* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|---|---|
| 3.7.1 | <i>Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong’s disadvantaged areas</i> ★ | <p>The Regional Industry Sector Employment (RISE) program aims to increase access and reduce barriers to employment opportunities, with some graduates achieving full-time work and apprenticeships in construction, and some participants pursuing other employment options or educational pathways.</p> <p>The scheduled sixth program was delayed in 2021 due to ongoing COVID-19 restrictions and will commence in February 2022. Since the program started in 2018, 150 people have commenced the program and 113 have completed it. Of those who completed the program, 58 have gone into apprenticeships, 17 have entered other jobs and 14 have entered further education. Of those who have completed the program, 78% of participants came from targeted postcodes.</p> |  |
| 3.8.1 | <i>Develop a structured program and process to enable innovative ideas and solutions, for Council consideration and action</i> | We developed a <i>Smart City Innovation Blueprint</i> in addition to the <i>Smart City Strategic Framework</i> , adopted in March 2021. The blueprint aims to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making. Once endorsed, an implementation plan will be developed to outline actions and activities that align with our organisational strategy and Future Ways of Working program. |  |

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

* Major initiative

★ Supports health and wellbeing

STRATEGIC DIRECTION 4 HIGH-PERFORMING COUNCIL AND ORGANISATION

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

Four-year priorities





- 4.1 Enable a customer-focused approach that delivers efficient and responsive service
- 4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf ★
- 4.3 Deliver on our community's most important needs for infrastructure and services
- 4.4 Continue to strengthen our workplace culture ★
- 4.5 Create a more efficient and effective organisation
- 4.6 Ensure that our employees are safe at work ★
- 4.7 Focus on financial sustainability

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

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|--------------------------------------|
| 4.1.1 | <i>Implement the City's Customer Experience Strategy</i> | Our <i>Customer Experience Strategy</i> has activities underway that include: <ul style="list-style-type: none"> • establishment of customer first vision • adoption by the Executive Leadership Team of the Customer Access Plan • improvements in service redesign • development of a Corporate Complaints Policy • implementation of phases one and two of Customer Relationship Management system • establishment of a corporate customer reporting and measurement framework • review of the existing Geelong Australia website • preparing for the service experience at Wurriki Nyal. | ■ |
| 4.1.2 | <i>Implement the City's Digital Modernisation Project to improve our digital capability</i> * ★ | We are reviewing and refreshing our IT Business Systems, modernising and streamlining our processes, and introducing new tools and technology. These improvements to our digital capability will improve how we deliver services, and accessibility and connectivity to our customers and the wider community. We delivered the first and second phases of the Customer Relationship Management project with phase three currently being planned. The first phase of Finance is due for implementation in early 2022, with Human Capital Management due to start in the first quarter of 2022. | ■ |





* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|--|---|
| 4.2.1 | <i>Implement the City's Community Engagement Policy with a focus on hard to reach hard-to-reach communities</i> ★ | <p>We made further improvements to the accessibility of our Have Your Say community engagement on our website including:</p> <ul style="list-style-type: none"> • adding translate and page reader options • ensuring pages are easy to understand and use plain English • including the ability for the community to share individual pages with their networks and on social media. <p>We also developed a range of resources to support safe and accessible community engagement during COVID-19 restrictions, including greater online engagement options and the use of QR barcodes to promote engagements and reach more targeted and impacted community members.</p> <p>In addition, we implemented initiatives to better utilise the City's valuable Advisory Committees some of whom represent the interests of historically harder to reach communities and can provide expertise to help council make its decisions,</p> <p>Being heard and engaged in decision-making empowers members of our community to contribute to the future direction of the places where they live, play and work.</p> |  |
| 4.2.2 | <i>Continue to embed Youth Council and the Councillor Connect Mentoring Program as an opportunity for the voice of Geelong's youth to be considered in decision-making of the Council</i> ★ | <p>We facilitated 66 programs, including the Youth Council and the Councillor Connect Mentoring Program, all aimed at connecting young people to local decision-making. These programs create processes, skills, confidence and opportunities for all young people to influence local decision-making across Council.</p> <p>In addition, we completed 2022 Youth Council nominations and elections confirming the 12 new members for the 2022 calendar year. Youth Council Induction is scheduled for 18 January 2022.</p> |  |
| 4.3.1 | <i>Advocate on behalf of the community to secure funding and policy change to deliver on key / priority infrastructure and services</i> | <p>We worked with Councillors to develop the Council's Priority Projects document which was socialised with local MPs, relevant state and federal Ministers, and key stakeholders. The detailed plans for each project are under development with a number completed already.</p> |  |
| 4.3.2 | <i>Divest surplus assets to invest in the development and renewal of community infrastructure</i> ★ | <p>We continued to focus on the sale of industrial land within the Geelong Ring Road Employment Precinct. Other properties considered for sale will be subject to community engagement in accordance with the <i>Local Government Act (Vic) 2020</i> and addressed within the 2022–23 budget process. The sale of surplus assets will assist in providing additional budget capacity to support funding availability to renew community infrastructure. Community infrastructure makes a key contribution to liveability and facilitating social connections that are important for better health and wellbeing outcomes.</p> |  |





* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|---|---|
| 4.3.3 | <i>Review the City's services to ensure they meet existing and emerging community needs in line with our organisational strategy</i> ★ | <p>We are developing a process and framework for reviewing and evaluating the performance, cost, and value of our services to ensure that they are delivered with the most efficiency and optimal value to our community. Part of this review aims to ensure we make organisation-wide decisions on our role in the life of different service types and consider the best timings for maintenance, renewals, and upgrades.</p> <p>Some of our services have material impact on the health and wellbeing of our community members, and therefore will be reviewed accordingly to continue to provide these critical services, efficiently.</p> |  |
| 4.4.1 | <i>Implement the Diversity and Inclusion Roadmap with the City's social equity principles embedded</i> ★ | <p>We have completed the following actions so far as part of the roadmap implementation:</p> <ul style="list-style-type: none"> • launch of the new Unconscious Bias eLearning training • conducted a Gender Audit • implemented Gender Impact Assessments • developed a draft <i>Gender Equality Action Plan</i>. |  |
| 4.4.2 | <i>Transform our workplace culture through delivery of our Working Better Together program</i> ★ | <p>In 2021, we launched the new Leadership Capability Framework as part our Working Better Together program. We are currently running a public tender for a tiered leadership development program offering and a new program vendor for culture evaluation, due to be completed in January 2022.</p> <p>We also conducted culture forums for all people leaders in November 2021 with a focus on building inclusive leadership – an important step towards building a fully Inclusive workplace. We believe that by leading inclusively we can embrace and value diversity and create a culture where people can speak up about risks, health and wellbeing, and safety issues. A positive and healthy work climate will in turn foster higher employee satisfaction, where employees feel empowered in their job and produce better outcomes for the organisation and community.</p> |  |
| 4.4.3 | <i>Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community</i> ★ | <p>We encouraged our people leaders and employees to volunteer including the Enterprise Agreement allowance of one paid day to undertake volunteering. Community volunteering provides many benefits to both the mental and physical health of our employees. It also strengthens our fundamental connection with our community that broadens our perspectives and helps us understand the value and needs of the Greater Geelong community today and into the future.</p> | ✓ |
| 4.5.1 | <i>Deliver the City's new civic precinct, Wurriki Nyal</i> * | <p>We resumed construction on the City's new civic precinct, Wurriki Nyal, in October 2021 after a two-week industry shutdown due to COVID-19 restrictions. Local Geelong companies were appointed for carpeting and joinery, joining local electrical, brickwork and fire services already working on the project. Building works are progressing well with total precinct completion now anticipated early June 2022 with handover to the City immediately afterwards.</p> |  |


* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|---|---|---|
| 4.5.2 | <i>Deliver the City's Future Ways of Working program</i> | <p>Our Future Ways of Working program will enhance how we work together and design our organisation for the future. We are doing this to create a place that serves our growing community in the best possible way. As part of this process, we progressed the implementation of an agreed Target Operating Model. This included several activities:</p> <ul style="list-style-type: none"> • business planning cycle process, incorporating new tools and templates • strategy and business plans to guide our work over the next one to four years to deliver our strategic priorities • individual performance planning • design of the City's workforce plan to guide how we proactively build a capable and diverse workforce • an accountability framework that incorporates alignment of organisational priorities and key performance indicators • the City's structural change process mapping to support effective consultation and efficient practices • a new Mayor and Councillor support structure to improve the experience of support received and build our capability. |  |
| 4.5.3 | <i>Implement the City's Sustainability Framework to create a culture of sustainable practice in our organisation *</i> | <p>We continued to implement the <i>Sustainability Framework</i> across the City. Sustainability is an ongoing priority for the City and has formed a strong part of our 2022–23 business planning process.</p> <p>We engaged the Sustainability Advisory Committee on the development of key strategic documents to ensure a strong sustainability lens including our draft:</p> <ul style="list-style-type: none"> • <i>Climate Change Response Plan 2021–30</i> • <i>Social Equity Framework 2021–25</i> • <i>Greater Geelong 10 year Economic Development Plan.</i> |  |
| 4.6.1 | <i>Deliver the City's organisation wide risk register</i> | <p>We designed, configured, and tested our new enterprise risk software to align with our enterprise risk framework. This risk software is now active, and we commenced registering the City's operational risk into this system. We continue to assess, record, and monitor operational organisation risks to improve our risk reporting.</p> |  |
| 4.6.2 | <i>Increase employee engagement and communication messages on physical and mental health, and safety in the workplace ★</i> | <p>We provided ongoing employee communications and campaigns promoting physical and mental health, and safety in the workplace including:</p> <ul style="list-style-type: none"> • Take 5 (safety in the workplace) • RUOK Day • World Gratitude Day • Get on Track health challenge • Welfare Contact Officer program • Movember • Local Government Blood Challenge • online Yoga. |  |


* Major initiative

★ Supports health and wellbeing

| Four-year priority | 2021–22 actions | Progress comment | Status |
|--------------------|--|---|---|
| 4.7.1 | <i>Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership</i> | Our 2021–22 budget incorporated several programs of work expected to deliver ongoing cost efficiencies. We continually monitor our monthly financial results to assess the performance of these programs and to identify any further potential cost savings. Our current operating costs are tracking favourable to budget. |  |

* Major initiative

★ Supports health and wellbeing

A photograph of a fenced dog park. In the foreground, three dogs are running on a green lawn: a black and white dog jumping, a black and white dog running, and a brown dog running. In the background, several people are standing and watching. A white car is visible in the distance. The scene is outdoors with trees and a building in the background.

Belmont's much-loved fenced dog park reopened in November with fresh lawn and garden bed upgrades for dogs to enjoy.

The facility, which is located under the James Harrison Bridge at 162 Barrabool Road in Belmont, first opened to the community in 2021.

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

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

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