



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25 QUARTERLY REPORT

DECEMBER 2022



INTRODUCTION

Our Community Plan 2021–25 outlines how we are working towards the 30-year community vision to make Greater Geelong a clever and creative city-region.

The plan tells 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:

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

As well as the strategic directions, the plan also outlines:

- Desired outcomes – the future state we're aiming for in four years and
- Four-year priorities – the priorities we'll focus on to help achieve our desired outcomes

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 Plan identifies five health and wellbeing priorities which are:

1. Tackling climate change and its impact on health
2. Increasing healthy eating
3. Increasing active living
4. Demonstrating and promoting gender equity practices
5. Improving mental wellbeing and social connection

Our Community Plan 2021–25 is supported by an annual action plan and budget which highlight the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

This quarterly report was developed to provide a transparent update of our performance in delivering the annual action plan.

Actions that support the health and wellbeing priorities have been identified with the relevant health and wellbeing icon:



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



STATUS UPDATE

We committed to 64 actions in our Annual Action Plan this year.

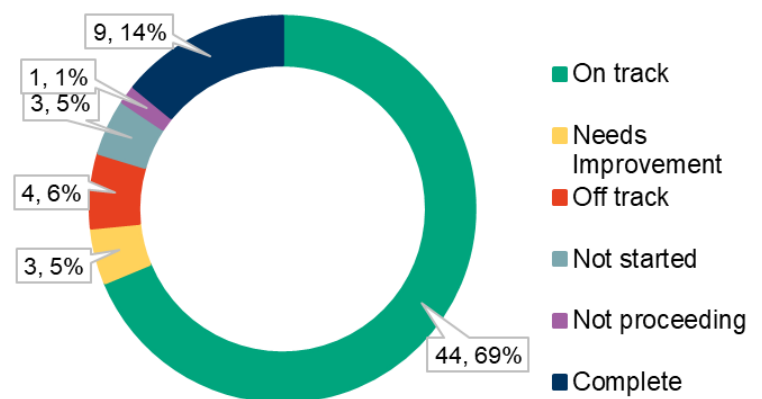
At the end of December 2022:

- **44 were 'on track'**
- **nine were 'complete'**
 - Commence detailed design of gender-neutral facilities at the Leopold Tennis Club
 - Complete a feasibility study for a program that makes recommendations on how to deliver a safe and inclusive space for young people within central Geelong
 - Expand our Drop-In Feeding support service (0-3 months of age) to include the Bellarine
 - Develop the Southeast Bellarine Coastal Strategy
 - Develop and implement Business Events Geelong marketing program to represent, showcase and promote the region as a business events destination
 - Provide the community with an online portal to lodge valuation objections
 - Implement the City's approach to deliver integrated strategic planning and reporting activities for the municipality (Integrated Municipal Planning Framework)
 - Develop the City's approach for reviewing the delivery of services
 - Develop a partnerships model that supports the organisation to develop stronger and effective relationships with community and key stakeholders
- **three were 'not started'**
 - Commence working with community on the next Innovate Reconciliation Action Plan
 - Commence planning for a new residential strategy for Central Geelong
 - Develop a formal and centralised health, safety and wellbeing audit program
- **three were 'needs improvement'**
 - Undertake a review of the Livewell Program to ensure it is sustainable and meets the health and wellbeing needs of people aged over 55
 - Develop an impact evaluation framework to monitor the contribution of investment in social infrastructure to community health and wellbeing
 - Review the local planning policy framework in the Greater Geelong Planning Scheme to

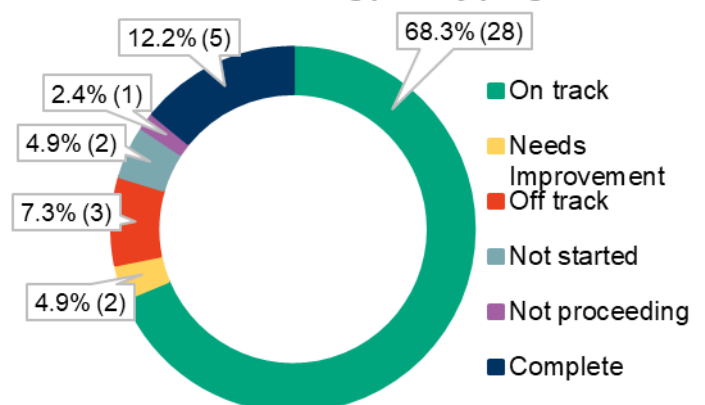
implement key strategies into the planning scheme

- **four were 'off track'**
 - Partner with Wathaurong Aboriginal Co-operative for local actions around Closing The Gap, an initiative which aims to achieve health and life expectation equality for Australia's Aboriginal and Torres Strait Islander peoples
 - Construct the Building Better Bike Connections Southern Link Stage 2
 - Upgrade to LED street lighting with smart control technology*
 - Commence development of a draft Integrated Transport Plan*
- **one was 'not proceeding'**
 - Launch a major annual live music program in support of day and night economic activation

Action plan overall progress



Health & Wellbeing priority progress



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







PROGRESS REPORT








Indicators



Municipal Indicators	Data available at 31 December 2022	Progress comments
Proportion of adults experiencing high / very high psychological distress <i>Source: City of Greater Geelong Preventative Health Survey</i>	20% (2021) 10.3% (2017)	There was an increase in the proportion of our adult community experiencing high / very high psychological distress since 2017.
Proportion of adults meeting the physical activity guidelines <i>Source: City of Greater Geelong Preventative Health Survey</i>	67% (2021) 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017.
Proportion of adults consuming the recommended number of serves of fruit and vegetables <i>Source: City of Greater Geelong Preventative Health Survey</i>	Fruit – 46% (2021) Fruit – 53% (2017) Vegetable – 15% (2021) Vegetable 10% (2017)	There was an increase in the proportion of our adult community consuming the recommended serves of vegetables and a decrease in the proportion consuming the recommended serves of fruit since 2017.
Family incident rate per 100,000 population for Greater Geelong <i>Source: Crime Statistics Agency website www.crimestatistics.vic.gov.au</i>	1,648.2 (year ending September 2022) 1,585.1 (year ending June 2022)	For the year ending September 2022, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,387.9).
Community perception of safety in the area where they live <i>Source: City of Greater Geelong Preventative Health Survey</i>	61% (2021) 54% (2017)	More of our adult community is feeling safe where they live than in 2017.





Municipal Indicators	Data available at 31 December 2022	Progress comments
Level of agreement that multiculturalism makes life better (definitely or sometimes) <i>Source: City of Greater Geelong Preventative Health Survey</i>	66% (2021)	This result comprised 48% definitely and 18% sometimes. <i>This is a new strategic indicator and therefore no prior year data is available.</i>
Proportion of community concerned about effects of climate change on health (very or quite concerned) <i>Source: City of Greater Geelong Preventative Health Survey</i>	51% (2021)	This result comprised 28% very concerned and 23% quite concerned. <i>This is a new strategic indicator and therefore no prior year data is available.</i>
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) <i>Source: City of Greater Geelong Preventative Health Survey</i>	56% (2021)	28% of this result comprised members of a sports group. <i>This is a new strategic indicator and therefore no prior year data is available.</i>

City of Greater Geelong Indicators	Data available at 31 December 2022	Progress comments
Community satisfaction with support services <i>Source: Local Government Community Satisfaction Survey</i>	Family – 64 (2022) Family – 66 (2021) Elderly – 63 (2022) Elderly – 65 (2021) Disadvantaged – 61 (2022) Disadvantaged – 62 (2021)	Our result for Family Support was lower compared to the Regional Centres average (67) while Elderly Support was lower compared to the statewide average (67).
Community satisfaction with recreational facilities <i>Source: Local Government Community Satisfaction Survey</i>	72 (2022) 75 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community and was among our highest rated services. Our result was also higher than the statewide average (69).
Level of agreement that Council infrastructure is equitable (fair access to facilities that are needed across the municipality including healthy, safe and inclusive places and spaces) <i>Source: Local Government Community Satisfaction Survey</i>	56% (2022)	<i>This is a new strategic indicator and therefore no prior year data is available.</i> Comparison to statewide and Regional Centres average is unavailable.
Level of agreement that Council infrastructure is accessible (for all abilities, affordable and easy for people to get to). <i>Source: Local Government Community Satisfaction Survey</i>	63% (2022)	<i>This is a new strategic indicator and therefore no prior year data is available.</i> Comparison to statewide and Regional Centres average is unavailable.
Number of key community infrastructure projects completed <i>Source: City of Greater Geelong</i>	86.5% (2022) 84% (2021)	In 2021–22 we delivered a further three key infrastructure projects: Drysdale Town Centre – Community Facilities, the Grovedale Men’s Shed and the Regional Indoor Sports and Events Centre – Feasibility Study. We have delivered 32 of the 37 key community infrastructure projects identified for delivery by 2022.
Community satisfaction with community and cultural activities <i>Source: Local Government Community Satisfaction Survey</i>	64 (2022) 65 (2021)	Our result was comparable to both statewide and Regional Centres average (65 respectively).

Four-year priority	2022-23 actions	Progress comment	Status
1.2.1	<i>Implement the Municipal Early Years Plan 2022-25</i> 	We completed the draft Municipal Early Years Plan 2022-25 following community engagement in August/September 2022. It will now be considered by our Executive Leadership Team in early 2023. The plan assists with ensuring our services provide targeted support for those families and children who need it most.	On track
1.2.2	<i>Undertake a review of the Livewell Program to ensure it is sustainable and meets the health and wellbeing needs of people aged over 55</i> 	We completed the discovery phase of the Live Well Program in December 2022. We will now be able to determine the viability of the program, whether it is meeting the needs of the community and what changes may be needed in the delivery of the program. An assessment on future service delivery to be made by March 2023	Needs improvement
1.2.3	<i>Update Council's Healthy Food Policy</i> 	We worked with the Institute for Physical Activity and Nutrition (Deakin University) to develop a discussion paper to inform the review and update of the City's Food Policy. The paper considers legislative environments, and barriers and enablers to implementation of the current policy and identifies opportunities for Council owned facilities and settings and broader opportunities for a healthy and sustainable food systems strategy in the future. We will now review the range of recommendations provide by Deakin University and scope potential future work for the City.	On track
1.3.1	<i>Develop an annual action plan for the Vital Communities project</i> 	Our Vital Communities research project provides a contemporary look at the challenges faced by some of our most socio-economically disadvantaged communities. We developed an annual action plan with internal partners and external stakeholders which outlines key activities under the five domains of Vital Communities - Housing, Employment, Education, Liveability and Health and Wellbeing. Of the 51 actions, 30 are either complete or on track for completion. Key highlights include: <ul style="list-style-type: none"> designing and commencing development of Labuan Square commencing design for the Whittington Hub adoption of the <i>Community Safety Framework 2022–26</i> by Council at the December 2022 Council meeting. A scoping paper was completed in December 2022, outlining options for consulting with key stakeholders to further raise awareness of the Vital Communities project and to identify priorities and opportunities for collaboration in the three identified communities.	On track
1.3.2	<i>Identify the key safety concerns of the community and articulate the City's role in facilitating a safe Geelong community</i> 	Following endorsement of the draft <i>Community Safety Framework 2022–26</i> at the September 2022 Council meeting, a second stage of community consultation was held in September/October 2022. Feedback resulted in minor changes being made to the framework which was adopted by Council at the December 2022 Council meeting.	On track
1.4.1	<i>Develop an annual Ba-gurrk Gender Equity Framework action plan, incorporating actions from the Gender COVID-19 research</i> 	We completed internal engagement as well as external stakeholder sessions including our Health and Wellbeing partners and members from the Women In Community Life Advisory Committee. We anticipate a draft action plan will be complete in early 2023.	On track

Four-year priority	2022-23 actions	Progress comment	Status
1.4.2	Commence detailed design of gender-neutral facilities at the Leopold Tennis Club 	We have completed detailed design of gender-neutral facilities at the Leopold Tennis Club. We are expecting to release the tender for the design and construction of the pavilion in early 2023.	Complete
1.5.1	Finalise the new Access and Inclusion Action Plan which outlines actions the City will take to reduce discrimination and promote inclusion of people with disabilities 	We commenced planning the development of the new Access and Inclusion Plan which aims to encourage, recognise and promote the elimination of disability discrimination and recognition of the rights of people with disability, ensuring residents with disability are fully included in community life. A detailed project timeline and consultant brief will be prepared for endorsement in January 2023. The Community Inclusion team will progress the plan in partnership with the Strategy team, the plan is included as a pilot project to be developed in alignment to the new Major Municipal Strategy and Plans framework.	On track
1.5.2	Develop an annual Multicultural Action Plan which will guide how the City plans for and supports our multicultural community 	Our Multicultural Action 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. Several stakeholder workshops were held with key community groups and service providers to inform the update of the plan. Community engagement commenced in November 2022 with a closing date of mid-January 2023.	On track
1.5.3	Commence construction of a new inclusive play space at Rippleside Park* 	We completed final designs for the all-accessibility play space at Rippleside Park and commenced preparing for the tender process which is expected to proceed in early 2023.	On track
1.6.1	Increase the amount of social housing by evaluating Council owned land available for development 	We continued to work with both private developers and Homes Victoria to increase the supply of social housing in Geelong. Community engagement on the three potential Council owned sites identified for social housing is scheduled to commence early 2023.	On track
1.7.1	Complete a feasibility study for a program that makes recommendations on how to deliver a safe and inclusive space for young people within central Geelong 	We completed the feasibility study which recommends that council investigate opportunities for a youth hub in the central business district. We are also in discussions with state government regarding a facility that acts as a safe space for young people from the LGBTQIA+ community.	Complete
1.7.2	Expand our Drop-In Feeding support service (0-3 months of age) to include the Bellarine 	We implemented a newly established drop-in feeding support session at Bop Bop Karong (Barwon Heads). Which provides ongoing support to parents and carers in meeting the nutritional requirements of their babies and improve parent/carers confidence and wellbeing.	Complete
1.8.1	Commence working with community on the next	We held discussions with Kilangitj Aboriginal Advisory Committee about the development of the next Reconciliation Action Plan - Innovate. While	Not started

Four-year priority	2022-23 actions	Progress comment	Status
	<i>Innovate Reconciliation Action Plan</i> 	this work will commence in early 2023, pre-planning and project planning was completed in December 2022. Council endorsed the implementation of the Reflect Reconciliation Action Plan in June 2022.	
1.8.2	<i>Deliver a training and education program in partnership with Wadawurrung Traditional Owners Aboriginal Corporation with a focus on tourism development and cultural awareness strengthening cultural tourism in the region</i>	<p>We provided support to the Wadawurrung Traditional Owners Aboriginal Corporation to:</p> <ul style="list-style-type: none"> • secure funding for a cultural tourism feasibility study and appoint an Arts and Tourism project officer • attend the Indigenous Australian Tourism Conference • develop localised, authentic aboriginal tourism product and experiences • develop trade ready product with a pilot being delivered with the upcoming cruise season. <p>A total of 65 tourism businesses enrolled to furthering knowledge and understanding of Wadawurrung People and culture via cultural site guided learning and a half-day education/collaboration workshop.</p> <p>Following the successful cultural education of members in August/ September 2022, planning has commenced on the next round of programs which will be delivered between February and June 2023. This will include further cultural education site visits in addition to one-on-one business consultation with Wadawurrung Traditional Owners Aboriginal Corporation.</p>	On track
1.8.3	<i>Partner with Wathaurong Aboriginal Co-operative for local actions around Closing The Gap, an initiative which aims to achieve health and life expectation equality for Australia's Aboriginal and Torres Strait Islander peoples</i> 	We met with representatives from the Wathaurong Aboriginal Co-operative about local actions around Closing the Gap. It is likely that this work will commence in earnest in 2023. Closing the Gap aims to close the health and life expectancy gap within a generation between Aboriginal and Torres Strait Islander people and non-indigenous Australians.	Off track
1.9.1	<i>Collaborate with Wadawurrung Traditional Owners to conserve, digitise and interpret artworks and artefacts of regional importance from across Council's arts and heritage collections</i>	<p>We continued to collaborate on First Nations projects including:</p> <ul style="list-style-type: none"> • two exhibitions occurring at the National Wool Museum (NWM): BLUESTONE: 150 Years of Dennys Lascelles Woolstore and Wadawurrung Dja: Awakening Country. Both exhibitions were digitised for virtual exhibition in October and November 2022 respectively • Reflecting on Country - commissioned seat by Norm Stanley and Nicki McKenzie anticipated for instalment at Limeburners Lagoon in February 2023 • Labuan Square Mural Public Art - commission through Platform Arts First Nations curated program 'Yookapa' by Tarryn Love, and co-lead artists Norm Stanley and Nicki Mckenzie due for completion February 2023. • the NBN Nodes project - commissioned works by Norm Stanley and Jenna Oldaker due for installation December 2022 • further works and interpretation required for the Elder/Scar Tree now located at Wurriki Nyal 	On track

Four-year priority	2022-23 actions	Progress comment	Status
		<ul style="list-style-type: none"> installation of several First Nations works for public display in National Wool Museum theatre in early 2023. <p>We also completed cataloguing and digitisation of selected First Nations artworks in Council's Art and Heritage collection and participated in an On Country walking tour of CBD to identify and learn about significant sites and cultural practice.</p>	
1.10.1	<p><i>Commence construction of the Northern Aquatic and Community Hub*</i></p> 	<p>We progressed construction of the Northern Aquatic Community Hub, which is currently 50 per cent complete. The Northern Aquatic and Community Hub will directly contribute to the health and well-being of residents in the north and surrounding areas by providing state of the art health and fitness facilities.</p>	On track
1.10.2	<p><i>Enhance the City Safe Camera Network (CCTV) across priority neighbourhoods and suburbs</i></p> 	<p>We are currently installing additional cameras at Hearne Parade in East Geelong, Barwon Heads and Ocean Grove. The City's CCTV policy was reviewed in October 2022 with recommended changes currently being undertaken. Next year we will seek quotes to install new cameras and provide upgrade across 15 sites.</p>	On track
1.10.3	<p><i>Complete final concept Stage 2 design of the North Bellarine Aquatic Centre*</i></p> 	<p>Council endorsed the proposal for design and delivery of Stage 2 in November 2022 and were successful in attaining \$40 million in funding commitments from both the federal and state governments. We invited residents to apply for a position on the new Community Advisory Panel that will help identify several design options for the second stage of the aquatic centre.</p>	On track
1.11.1	<p><i>Prepare Council to make an informed decision about its future in the delivery of in home and community care (under 65s) and aged care (over 65s) services</i></p> 	<p>In November 2022, Council was briefed on the federal governments new Support at Home program for future delivery of in-home and community care including the Aged Care Reforms and Royal Commission outcomes and Australian Government response. More detailed information and further modelling is required to determine the impacts on Council's current service delivery and to inform next steps. Further briefings are being prepared and will be provided to the Executive and Council over the first half of 2023.</p>	On track

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY



PEOPLE FEEL SAFE WHEREVER THEY ARE



CREATIVITY DRIVES CULTURE

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

PROGRESS REPORT





Indicators



Municipal Indicators	Data available at 31 December 2022	Progress comments
Residential land supply <i>Source: City of Greater Geelong</i>	22 years (April 2022) 24 years (March 2021)	There is a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.
Employment land supply <i>Source: City of Greater Geelong</i>	26 years (June 2022) 27 years (June 2020)	There continues to be sufficient long-term industrial land supply.
Diversity of housing supply <i>Source: Australian Bureau of Statistics Census of Population and Housing 2021</i>	13.90% (2021) 15.10% (2020)	There was a significant decline in the share of housing growth occurring in established areas. This type of development is typically smaller-medium density housing.
Journeys to work made by public transport, walking or cycling <i>Source: Australian Bureau of Statistics Census of Population and Housing 2016</i>	4.6% journeys (2021) 8.75% journeys (2016)	In 2021, this result comprised 2.0% public transport and 2.6% rode a bike or walked. Method of travel to work relates specifically to the journey to work on the morning of Census Day. The 2021 Census occurred during COVID-19 lockdowns when many occupations were required to work from home if possible, and some industries were closed, so people did not go to work. For this reason, these categories may have increased, with corresponding declines in other methods of travel.



Municipal Indicators	Data available at 31 December 2022	Progress comments
Percentage of residences within 400 metres of public open space in urban areas <i>Source: The Australian Urban Observatory Liveability Report for Geelong</i>	44% (2020)	<i>This is a new strategic indicator and therefore no prior year data is available.</i>
Community greenhouse gas emissions <i>Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed 29 August 2022)</i>	3,060,000 tonnes CO ₂ -emissions total (2019–20) 3,101,000 tonnes CO ₂ -emissions total (2018–19)	Updated data will be available late 2022.
Diversion of waste from landfill <i>Source: Local Government Performance Reporting Framework 2021–22</i>	52.96% (2021–22) 53.87% (2020–21)	Slight decreases in the tonnage of recycling and garden organics and an increase in waste due to population growth have resulted in less waste diverted from landfill.




City of Greater Geelong Indicators	Data available at 31 December 2022	Progress comments
Community satisfaction with planning for population growth <i>Source: Local Government Community Satisfaction Survey</i>	52 (2022) 54 (2021)	Our result was comparable to the statewide average but lower compared to other Regional Centres.
Percentage housing construction within existing urban areas <i>Source: City of Greater Geelong and Barwon Water</i>	21% (2021) 32% (2020)	There was a significant decline in the number and share of housing growth occurring in established areas this year. Half as many infill housing dwellings were constructed this year compared to the year before.
Kilometres of bicycle, walking paths and shared paths <i>Source: City of Greater Geelong</i>	84 km bike paths (2022) 78 km bike paths (2021) 1,927 km footpaths (2022) 1,900 km footpaths (2021) 181 km shared paths (2022) 169 km shared paths (2021)	Since 2021, bike paths increased 6 km, shared paths increased 12 km and footpaths increased 27 km, a total increase of 45 km in the path network.
Community satisfaction with local streets and footpaths <i>Source: Local Government Community Satisfaction Survey</i>	59 (2022) 60 (2021)	Our result was comparable to both statewide and Regional Centres averages (57 and 59 respectively).
Community satisfaction with sealed local roads <i>Source: Local Government Community Satisfaction Survey</i>	57 (2022) 62 (2021)	Satisfaction decreased in 2022. Despite this, Geelong rated higher compared to the statewide average and other Regional Centres (53 and 54 respectively).
Quantity of open space (civic, community parks, sports reserves and heritage open space) <i>Source: City of Greater Geelong</i>	2,459.00 hectares - 495 sites (January 2022) 2,146.79 hectares - 495 sites (January 2021)	There was an approximately 300 hectare increase primarily attributed to the acquisition of Sparrowale Wetlands for development as drainage infrastructure to service the Armstrong Creek Growth Area.
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips) <i>Source: Local Government Community Satisfaction Survey</i>	70 (2022) 71 (2021)	Our performance continued to be well regarded by our community with appearance of public areas among our highest rated services. Our result was comparable with the statewide average (71) but was lower compared to other Regional Centres (73).
Greenhouse gas emissions generated by City-managed operations <i>Source: Azility</i>	23,057 tonnes CO ₂ -emissions (2021–22)* 32,630 tonnes CO ₂ -emissions (2020–21) 34,429 tonnes CO ₂ -emissions (2019–20)	Our operational CO ₂ -emissions decreased by 29 per cent over the past 12 months. We signed up to the Victorian Energy Collaboration which sources renewable electricity for a number of Victorian councils. This contract came into full effect from 1 July 2021. We now generate zero emissions through our electricity usage.

City of Greater Geelong Indicators	Data available at 31 December 2022	Progress comments
	*Provisional figure as bill estimations will continue to come in over coming months	Annual emissions have also decreased with the capture and use of methane from landfill, building efficiency improvements, and onsite renewable energy from solar photovoltaic (PV) generation and increasing use of hybrid and low emission vehicles.
Hectares of protected natural habitat <i>Source: City of Greater Geelong</i>	1335.79 hectares (June 2022) 1,380.80 hectares (June 2021)	There was a decrease of 45 hectares of natural habitat managed by the City in 2021–22. Natural habitat on City land had grown to 1,434.01 hectares, however we handed over Breamlea Flora and Fauna Reserve (98.22 hectares) to Barwon Coast to manage in April 2022.
Number of trees planted <i>Source: City of Greater Geelong</i>	2,516 street and park trees est. 4,000 tubestock	In 2022, we planted a total of 2,516 advanced trees (2,2286 street and 230 park trees) and removed 1,056 trees resulting in a net gain of 1,460 trees. We also planted an estimated 4,000 tubestock along the Ted Wilson trail.
Community satisfaction with waste management <i>Source: Local Government Community Satisfaction Survey</i>	70 (2022) 69 (2021)	Our performance continued to be well regarded by our community with waste management among our highest rated services. Our result was comparable to both the statewide and Regional Centres averages (68 respectively).

Four-year priority	2022-23 actions	Progress comment	Status
2.1.1	<i>Commence planning for a new residential strategy for Central Geelong</i>	We will commence work in February 2023 on a detailed scoping and initial stakeholder engagement process.	Not started
2.2.1	<i>Commence development of a draft Integrated Transport Plan*</i> 	We commenced development of the draft Integrated Transport Plan and are currently preparing a project scope and brief for technical work. We are experiencing extended delays in project timeframes	Off track
2.2.2	<i>Construct the Building Better Bike Connections Southern Link Stage 2</i> 	At the November 2022 meeting, Council resolved not to award the construction tender for the southern link of the Building Better Bike Connections project between Central Geelong and Waurn Ponds based on community feedback and trader concerns about the suitability of High Street as part of the route. Council also requested the Chief Executive Officer to instigate a strategic review of the Principal Bicycle Network.	Off track
2.3.1	<i>Develop a new Open Space Policy and Strategy to facilitate equitable access to open space across the municipality</i>  	A draft Open Space Policy was considered by the City's Policy Review Committee in October 2022. Stakeholder engagement on the draft will take place prior to it now being considered by Council in early to mid-2023.	On track
2.4.1	<i>Prepare the Creamery Road and Elcho Road East precinct structure plan and development contributions plans including</i>	The draft future urban structure plan for Elcho Road has been shared with landowners and agencies in December 2022. Council will consider the Creamery Road Precinct Structure Plan (PSP) by mid 2023 and the Elcho Road PSP at its October 2023 meeting.	On track

Four-year priority	2022-23 actions	Progress comment	Status
	<i>environmentally sustainable design initiatives</i>		
2.4.2	<i>Review the local planning policy framework in the Greater Geelong Planning Scheme to implement key strategies into the planning scheme</i>	A planning consultant has been appointed to undertake the technical input to the planning policy review. We are experiencing extended delays in project timeframes.	Needs improvement
2.4.3	<i>Engage key stakeholders in setting a future vision and direction ways to connect building occupants to the natural environment (biophilic design principles) and how to embed this in planning and urban design</i> 	We completed a draft business case and conducted co-design workshops in collaboration with Deakin University. A final report is being prepared which will go to the February 2023 Council meeting.	On track
2.5.1	<i>Develop a plan to transition to low emissions light fleet vehicles</i> 	We developed a statement of work to go to market for a third party to develop a low emissions light vehicle transition plan. As funding has not been made available to date, we are looking to progress in early January 2023. We also: <ul style="list-style-type: none"> commenced installing six Department of Environment, Land, Water and Planning funded charging units at the Corio and Belmont depots, due for completion in January 2023 now have seven vehicle bays available in Wurriki Nyal with vehicle charging capabilities and are investigating the feasibility of increasing charging network as vehicles change over to electric are developing a capital spend program to procure up to 20 light vehicles in 2022–23 to replace the current fleet are seeking funding from the Australian Renewable Energy Agency, a federal government agency, to support the conversion of light commercial vehicles to electric over the next 18 months. Limited vehicle range under prototype design (240km) has led to consideration of converting 2 to 4 vehicles only. 	On track
2.5.2	<i>Commence implementation of the new Sustainable Building Policy</i>	We reviewed our Sustainable Building Policy. Following the review by the City's Policy Review Committee further consultation is being undertaken prior to finalisation of the Policy.	On track

Four-year priority	2022-23 actions	Progress comment	Status
2.5.3	<i>Undertake an assessment of City owned gas using infrastructure to support a transition to gas-free operations</i>	We completed an assessment of gas infrastructure at the Kardinia Pool. Assessments at 20 other City facilities are currently underway and on track for completion by June 2023.	On track
2.6.1	<i>Develop a community campaign to raise awareness of the region's climate risks, impacts and responses</i> 	<p>Through the City's Climate Change Partnerships Grants program, we are working with community groups and co-developed projects to develop a community campaign that raises further awareness about the impacts, risks and responses to climate change. We selected two projects that reflect the City's need to reduce emissions quickly across the residential and commercial sectors, while ensuring we capture a broader and new audience:</p> <ul style="list-style-type: none"> • Clean Bellarine (\$50,000) to promote renewable energy • Geelong Sustainability (\$60,000) for community engagement for the benefits of reducing community emissions <p>Additionally, we are planning a Net Zero Forum to be held in 2023 and are co-developing Climate Change Thinking eLearning modules with Deakin's School of Education. These innovative programs coupled with the climate change partnership grant projects are building the foundations for continued campaign success and knowledge building that improves Greater Geelong's climate change understanding.</p>	On track
2.6.2	<i>Prepare a discussion paper to increase understanding of the health impacts of climate change and the health co-benefits of mitigation and adaptation strategies</i> 	We defined the scope of our role in climate change adaptation and mitigation strategies through theory of change workshops with internal stakeholders. Research is underway and consultation with key employees and peak bodies will be conducted in early 2023.	On track
2.6.3	<i>Upgrade to LED street lighting with smart control technology*</i>	<p>Stage 2 of the street light changeover involving the installation of over 5000 lights on main roads, commenced in June 2022. Supply chain issues with smart control cells are delaying the installation program which is now likely to be complete in August 2023.</p> <p>Stage 3 which involves the remaining decorative lighting, will be completed in 2023.</p>	Off track
2.7.1	<i>Collaborate with Barwon Water and G21 councils to develop the Regional Renewable Organics Network facility to process the City's organic waste</i>	Along with Barwon Water and other regional councils, we are participating in a joint steering committee to guide the project. We continued to progress with the functional design phase of the project being undertaken by Barwon Water.	On track
2.7.2	<i>Collaborate with metro Melbourne councils to deliver the Best Waste Practices in Multi Unit Dwellings project to</i>	Six multi-unit developments in Geelong have been nominated to participate in the project to improve recycling behaviour. We completed the tender process to engage a contractor to deliver the work and are on track for completion by June 2023.	On track

Four-year priority	2022-23 actions	Progress comment	Status
	<i>improve recycling in multi-unit developments</i>		
2.8.1	<i>Implement the Sparrovale Master Plan phase 1*</i> 	We are currently implementing the Sparrovale Master Plan phase 1. The plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years, encouraging people to connect with nature. Revegetation works as well as pest plant and animal control are currently underway. We have received funding from the Corangamite Catchment Management Authority for pest plant and animal control.	On track
2.8.2	<i>Develop a 10-year Biodiversity Strategy</i> 	We established a Biodiversity Strategy Technical Advisory Group and renamed our 10-year biodiversity strategy to 'Plan for Nature'. Community engagement activities to inform development of the plan commenced in October 2022 including an online survey and feedback, online open houses and four in-person events.	On track
2.8.3	<i>Develop the Southeast Bellarine Coastal Strategy</i> 	Our <i>Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2022-2032</i> was adopted by Council at its October 2022 meeting.	Complete

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

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


PROGRESS REPORT

Indicators

Municipal Indicators	Data available at 31 December 2022	Progress comments
Number of jobs located in the City of Greater Geelong <i>Source: .id and National Institute of Economic and Industry Research (NIEIR)</i>	120,031 (2020–21) 118,765 (2019–20)	In 2020–21 there were an estimated 1,266 jobs created in Greater Geelong. A 2021–22 update expected early 2023.
Small area* unemployment rates across Greater Geelong *Belmont, Corio-Norlane, Geelong, Geelong West-Hamlyn Heights, Grovedale, Highton, Lara, Leopold, Newcomb-Moolap, Newtown, North Geelong-Bell Park, Clifton Springs, Ocean Grove-Barwon Heads, Portarlington and Point Lonsdale-Queenscliff <i>Source: National Skills Commission</i>	2.8% (June quarter 2022) 4.2% (June quarter 2021)	The June 2022 quarterly unemployment rate fell in all 15 small areas across Greater Geelong compared to the same quarter in 2021. The largest annual falls were recorded in Corio - Norlane (-2.4), Portarlington (-2.3) and Newcomb - Moolap (-1.9). All 15 small areas across Greater Geelong recorded their lowest unemployment rate since December 2010.
Gross Regional Product (GRP) <i>Source: National Institute of Economic and Industry Research (NIEIR) 2021. Compiled and presented in economy.id by .id (informed decisions)</i>	\$15.4 billion (2020–21) \$15 billion (2019–20)	GRP increased by \$400 million in 2020–21.
Value of non-residential building approvals in City of Greater Geelong <i>Source: City of Greater Geelong Building Services</i>	\$1.2 billion (2021–22) \$603.2 million (2020–21)	2021–22 commercial building approvals doubled with major construction activity underway on the Spirit of Tasmania development, Geelong Arts Centre expansion, Geelong Quarter, Quest Geelong Central, The McKellar Centre, GMHBA expansion, civic precinct and prison precinct.
Number of businesses	19,604 (2020–21) 18,532 (2019–20)	In 2020–21 there were an additional 1,072 businesses.

Municipal Indicators	Data available at 31 December 2022	Progress comments
<i>Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2021</i>		
Tourism Sentiment Index (TSI) <i>Source: Destination Think</i>	28 (November 2022) 24 (June 2022) 22 (June 2021)	Geelong and the Bellarine ranked #52 globally. With a Sentiment Score of 28, our region outperformed all three benchmarks at the global, national and state levels. Our top three most-loved assets were our beaches, dining and accommodation.
Investment in Geelong <i>Source: Cordell by CoreLogic</i>	137 projects valued at \$13.9 billion (June 2022) 139 projects valued at \$11.5 billion (June 2021)	The value of major investment projects increased by \$2.4 billion in the year to June 2022.
Visitor expenditure <i>Source: Tourism Research Australia's National Visitor Survey</i>	\$1.3 billion (Aug 21 to Sep 22) \$876 million (June 2022) \$637 million (June 2021)	Spend has reached \$1.3 billion, surpassing 2019 levels. 8.7% of all visitors to regional Victoria are coming to Geelong and The Bellarine. Interstate visitation is back to 2019 levels at around 14% of total visitors.

City of Greater Geelong Indicators	Data available at 31 December 2022	Progress comments
Community satisfaction with business and community development <i>Source: Local Government Community Satisfaction Survey</i>	59 (2022) 64 (2021)	While satisfaction decreased in 2022, performance was comparable to both statewide and Regional Centre averages (58 respectively).
Return on investment of Geelong major events <i>Source: Geelong Major Events Committee Annual Report</i>	24:1 (2021–22) 28:1 (2020–21)	The 13 major events supported via Geelong Major Events stimulated economic activity estimated at \$24.8 million.

Four-year priority	2022-23 actions	Progress comment	Status
3.1.1	<i>Finalise the City of Greater Geelong 10-year Economic Development Plan to guide and foster economic growth opportunities for the City</i> 	We are conducting further internal consultation on the draft Economic Development Plan which is scheduled to be considered by Council in mid 2023 having already been presented at a Council briefing. The 10-year Economic Development Plan identifies our priorities to support and grow the economy to ensure economic prosperity. It focusses on jobs, education, business capacity, industry growth, liveability, and sustainability to support the health and wellbeing of our community.	On track
3.1.2	<i>Facilitate employment precinct land development to maintain a diversity of employment areas</i>	We are undertaking consultation with landowners and agencies on the southwest employment land review until February 2023. The Greater Avalon Employment Precinct structure plan is being prepared by the Victorian Planning Authority.	On track
3.2.1	<i>Deliver Geelong Design Week 2023 showcasing local designers, creatives and innovators and celebrate Geelong's global recognition as Australia's only</i>	Geelong Design Week will take place 19-29 October 2023. Geelong is the host for the UNESCO Cities of Design sub-network global meeting in March 2023.	On track

Four-year priority	2022-23 actions	Progress comment	Status
	<i>UNESCO Creative City of Design</i>		
3.2.2	<i>Develop and implement Business Events Geelong marketing program to represent, showcase and promote the region as a business events destination</i>	We successfully launched the Business Events Attraction campaign in late September 2022. Highlights of the campaign include: <ul style="list-style-type: none"> • 54 conferences attracted to region • 4,798 conference delegates • 12,581 delegate days • \$3.4m estimated economic benefit. 	Complete
3.3.1	<i>Deliver the Fibre in the North project to enable a high-speed optical fibre network, providing community facilities and public spaces with access to ultra-high-speed internet</i> 	We completed fibre works in the northern suburbs in December 2022. Installation of Bellarine fibre trail continued without issue during October, November and December 2022. This project will provide community facilities and public spaces with access to ultra-high-speed internet.	On track
3.3.2	<i>Deliver free public Wi-Fi and enhanced broadband to address gaps in digital access and affordability (Geelong Smarter Suburbs)*</i> 	We completed footings for 12 smart nodes with poles being raised in December 2022. Additional footings on track for delivery for early 2023. This program aims to address gaps in digital access and affordability also offering business grade high speed internet in the underserved northern suburbs.	On track
3.4.1	<i>Commence delivery of demonstration projects to stimulate demand for Cleantech and Circular Economy solutions</i> 	We funded three projects to the value of \$50,000 through the Cleantech and Circular Economy Grants. Grant agreements have been signed, inception meetings completed and projects have commenced, with delivery to continue throughout 2023. In February 2023, we will be recruiting participants (individuals or teams) for Geelong Climate Launchpad 2023, a competition for innovators and entrepreneurs with cleantech and circular economy ideas. Delivered in partnership with Climate-KIC Australia, Climate Launchpad provides training, mentoring and pitching opportunities at a state, national and global level to help participants grow their concept into a sustainable business.	On track
3.5.1	<i>Launch a major annual live music program in support of day and night economic activation</i> 	The launch of a major annual live music program will not proceed until 2024 due to budget allocation from Council not secured.	Not proceeding
3.6.1	<i>Implement the Regional Industry Sector Employment (RISE) program that supports employment pathways to address Geelong's disadvantaged areas</i> 	We delivered the November 2022 RISE program with all fifteen participants graduating. The 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.	On track

Four-year priority	2022-23 actions	Progress comment	Status
3.8.1	<i>Identify innovative cleantech solutions through Procurement for Innovation projects</i>	We commenced work on a circular economy project and finalised the statement of need. We are currently preparing draft specification and criteria for tender.	On track
3.8.2	<i>Undertake a review of the City's digital 3D model and develop a roadmap for ongoing management and enhancement to support a Geelong Digital Twin</i>	Digital Twin Victoria, a digital replica of the state, launched in early September 2022. We held training workshops with City employees in December 2022 and completed work to integrate the Geelong Data Exchange with Digital Twin Victoria.	On track

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

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 Foster excellence and equity in planning for our growing region
- 4.4 Continue to strengthen our workforce capabilities and culture
- 4.5 Create a more efficient and effective organisation
- 4.6 Develop a digital core of brilliant basic technology that supports better ways of working
- 4.7 Ensure that our employees are safe at work
- 4.8 Focus on economic, social and environmental sustainability



PROGRESS REPORT



Indicators

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Customer complaints resolution completed within 30 days <i>Source: City of Greater Geelong</i>	85% (April–June 2022)	This result is for resolution of phone and online complaints captured through our corporate system (Pathway) and does not include complaints captured via other processes.
Community satisfaction with customer service <i>Source: Local Government Community Satisfaction Survey</i>	72 (2022) 77 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community with customer service among our highest rated services. Geelong's performance was also higher than the statewide average (68).
Community satisfaction with informing the community <i>Source: Local Government Community Satisfaction Survey</i>	58 (2022) 60 (2021)	Our result was comparable with both statewide and Regional Centres averages (59 and 58 respectively).
Community satisfaction with consultation and engagement <i>Source: Local Government Community Satisfaction Survey</i>	54 (2022) 57 (2021)	Satisfaction decreased from 2021, the rating consistent with historical results. Our result was comparable with both statewide and Regional Centres averages (54 respectively).
Community satisfaction with overall council direction <i>Source: Local Government Community Satisfaction Survey</i>	52 (2022) 56 (2021)	Satisfaction decreased in 2022. Despite this, performance was comparable to the statewide and Regional Centres averages (50 and 52 respectively).
Community satisfaction with overall performance <i>Source: Local Government Community Satisfaction Survey</i>	63 (2022) 63 (2021)	Our result was significantly higher than both statewide and Regional Centres averages (59 respectively).
Community satisfaction with advocacy on behalf of the community	55 (2022) 57 (2021)	Our result was comparable with both statewide and Regional Centres averages (53 and 55 respectively).

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
<i>Source: Local Government Community Satisfaction Survey</i>		
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) <i>Source: City of Greater Geelong</i>	21.6 LTIFR (December 2022) 26.5 LTIFR (June 2022) 21.4 LTIFR (June 2021) 29.6 TRIFR (December 2022) 34.9 TRIFR (June 2022) 24.9 TRIFR (June 2021)	Overall, the City has seen a downward trend over 2022 with the LTIFR decreasing 21.9% (↓6.1) from January 2022, and the TRIFR decreasing 10% (↓3.4), indicating the number injuries escalating to time lost has been significantly less (67 LTIs in 2022 compared to 91 LTIs for the same 2021 period).
Gender breakdown of City employees <i>Source: City of Greater Geelong</i>	64.83% – female (December 2022) 64.32% – female (June 2022) 64.12% – female (June 2021) 35.06% – male (December 2022) 35.64% – male (June 2022) 35.85% – male (June 2021) 0.11% – self-described gender (December 2022) 0.04% – self-described gender (June 2022) 0.04% – self-described gender (June 2021)	Gender breakdown of City employees remains consistent from 2021. In addition to the result, we have 50.9 per cent female and 49.1 per cent male in leadership roles.
Number of Aboriginal and Torres Strait Islander people employed at the City <i>Source: City of Greater Geelong</i>	22 (December 2022) 19 (June 2022) 14 (June 2021)	We appointed an Aboriginal Employment and Engagement Officer and have a commitment to increasing Aboriginal and Torres Strait Islander people employed at the City.
Employee satisfaction and engagement <i>Source: City of Greater Geelong Better Together Survey</i>	Satisfaction – 59% (2022) Satisfaction – 63% (2020) Engagement – 53% (2022) Engagement – 52% (2020)	From 2022, the employee opinion survey will report on employee satisfaction using a new 'Sustainable Engagement' score which has proven linkages to key performance outcomes. The City achieved a score of 76% for Sustainable Engagement in June 2022.
Recurrent surplus / deficit <i>Source: City of Greater Geelong</i>	\$10.63 million (2021–22)	We achieved a recurrent surplus of \$10.63 million against a budget deficit of \$8.065 million. The favourable result is largely due an increase in federal and state government grants, reduced salary and depreciation costs and one-off prior year adjustments.
Funds from sale of assets <i>Source: City of Greater Geelong</i>	\$12.8 million (2021–22)	Asset sales were below the target of \$35.4 million as key asset sales were deferred to the 2022–23 financial year.
Cost recovery of services and revenue growth from new sources (fees and charges) <i>Source: City of Greater Geelong</i>	\$9.4 million (2021–22)	An increase in the 'rates and charges' revenue stream was caused by an approximate 4,300 increase in rateable properties, as well as supplementary valuations.
Efficiency target <i>Source: City of Greater Geelong</i>	\$2.965 million (2021–22)	Efficiency targets set in the budget have been achieved.
Asset renewal gap and upgrade ratio <i>Source: City of Greater Geelong</i>	68.9% (2021–22) 51.9% (2020–21)	The value of expenditure on asset renewal, compared to depreciation, increased in 2021–22 as a result of continual investment in asset renewal.

Four-year priority	2022-23 actions	Progress comment	Status
4.1.1	<i>Build a new website to make information and services more convenient and efficient for our community</i>	We continued to work on our new website which is on track for delivery by June 2023. The new website will support the community in their interactions with the city.	On track
4.1.2	<i>Protect the City's digital landscape against cyber security threats by establishing a Risk Management Framework and overarching Cyber Policy*</i>	We drafted an Information Security Management System document which identifies the use of our corporate risk framework to manage enterprise cyber security. We will now look to form an oversight body to manage the implementation of the Cyber Strategy. We continued to build the essential foundations for Cyber Security management including: <ul style="list-style-type: none"> incident and response plans ongoing cyber training awareness and integration into employee on-boarding commencing design of essential governance foundations. 	On track
4.1.3	<i>Provide the community with an online portal to lodge valuation objections</i>	We provided the community with an online portal to lodge 2022–23 valuation objections as part of the standard Department of Environment, Land, Water and Planning platform. We received 321 valuation objections that are currently being reviewed by the City's external valuer.	Complete
4.2.1	<i>Ensure Council's Priority Projects are current, communicated to key stakeholders and decision makers and ensure active community engagement in the delivery of these projects</i> 	We completed a revision of the Council's Our Priority Projects document in July 2022 to reflect project progress, costing updates, and opportunities for the staged delivery of master plans and key projects. Advocacy work to secure funding continued in the lead up to the state election with briefings and ongoing communication with local candidates. This work supported election commitments totalling more than \$37 million by the re-elected Labor State Government to deliver priority projects across the municipality, including the North Bellarine Aquatic Centre (NBAC) – Stage 2 (\$20 million), Serendip Sanctuary (\$11 million) and significant funding for female-friendly facilities at local sporting grounds. The establishment of a NBAC Stage 2 Community Advisory Committee will ensure high-level community engagement in the project's planning for indoor learn-to-swim, lap-swimming and warm-water facilities. Meetings with the Member for Corangamite, City officers and local sporting club representatives to progress facility upgrades supported the City's advocacy and commitment to community engagement. Four clubs will share in more than \$5 million of federal government funding.	On track
4.3.1	<i>Develop an impact evaluation framework to monitor the contribution of investment in social infrastructure to community health and wellbeing</i> 	We commenced a review of the social infrastructure planning community benefit and prioritisation tool. This process is on hold as a result of recent changes to organisational responsibilities regarding the Social Infrastructure Plan.	Needs improvement
4.3.2	<i>Implement the City's approach to deliver integrated strategic planning and reporting activities for the municipality (Integrated</i>	We developed a planning development model and planning catalogue with the view of creating a formal document hierarchy and framework for document development. We have developed a process for integrating the way we develop Major Municipal Strategies and Plans (MMSP) at the City. This process has already begun to be implemented by way of changing	Complete

Four-year priority	2022-23 actions	Progress comment	Status
	<i>Municipal Planning Framework)</i>	meeting rhythms and partnering with stakeholders to enhance quality of strategies and plans.	
4.4.1	<i>Deliver new leadership and culture development programs, coaching and performance improvement, learning resources and events</i> 	We continued to deliver leadership and culture development initiatives including: <ul style="list-style-type: none"> newly procured leadership development program people leader development on workplace flexibility a new Gender Equality Action Plan launched in September and implementation group established gender equality training for key policy owners and subject matter experts within the organisation quarterly Working Better Together culture development event hosted in October for all people leaders LinkedIn Learning Pilot completed. 265 people were nominated to participate by their leader. all employee event for International Day of People with Disability (IDPwD), with the 2022 theme of 'Transformative solutions for inclusive development: the role of innovation in fuelling an inclusive and equitable world.' business planning masterclasses run on the Social Equity Framework and Gender+ Impact Assessments (GIA+) senior leaders underwent Genos 360 degree Emotional Intelligence assessment new frontline leader 4 day course on track to launch in March 2023 	On track
4.5.1	<i>Develop the City's approach to addressing customer requests and queries</i> 	We developed a tiered customer service model that once implemented is designed to deliver a fast, efficient, easy customer service experience where customers know where they are at in the process, and they have confidence in the City's ability to manage their matter effectively. Implementation will commence in March/April 2023. With the high-level model designed, we are now developing the plan for transitioning to the tiered model to ensure that customer service levels are maintained.	On track
4.5.2	<i>Complete Target Operating Models for Enterprise Program Management Office, Municipal Planning, and Customer and Community</i>	Our Future Ways of Working program aims to 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 for the organisation through development of Target Operating Models for an Enterprise Program Management Office, Municipal Planning and for our major touch points with our community, customers and other internal and external parties. These will be finalised prior to the end of 2022. Further work in the new With the high-level models designed, our focus is now shifting to defining the roadmap for achieving those target operating models.	On track
4.5.3	<i>Develop the City's approach for reviewing the delivery of services</i>	We developed a central, consolidated service catalogue has been developed that outlines the services that the city provides. In addition, a service review roadmap has been developed and endorsed by ELT, to be taken to Councillors. Service Reviews are due to commence in February 2023.	Complete
4.6.1	<i>Continue upgrading and modernising the City's digital capabilities</i>	Initiatives underway to upgrade and modernise our digital capabilities include: <ul style="list-style-type: none"> redevelopment of Council's new website due to launch prior to June 2023 	On track

Four-year priority	2022-23 actions	Progress comment	Status
		<ul style="list-style-type: none"> • redevelopment of our internal intranet • introduction of office-based technologies at Wurriki Nyal to enable hybrid working with training and engagement to increase the value and adoption • M365 improvements and establishing opportunities to utilise M365 features • planning for Phase 2 of the City's Digital Modernisation Program including a technical review of the Business Systems Refresh project • various other projects delivering upgrades and capability to ensure reliable business operations and improved collaboration 	
4.7.1	<p><i>Develop a formal and centralised health, safety and wellbeing audit program</i></p> 	Work on developing a formal and centralised health, safety and wellbeing audit program is currently on hold pending a review of the Business Systems Refresh project.	Not started
4.8.1	<p><i>Review and update the Long-term Financial Plan 2021-31</i></p>	We will be reviewing the current <i>Long-term Financial Plan 2021-31</i> and updating financial data, strategies and assumptions for the period 2022–32 as part of the 2023–24 budget process. This is expected to be reviewed and adopted by Council in the second half of 2023.	On track
4.8.2	<p><i>Develop a partnerships model that supports the organisation to develop stronger and effective relationships with community and key stakeholders</i></p> 	A partnership engagement framework was developed and endorsed by the Executive Leadership Team. Through continued work, changes are occurring in line with this framework, to gain greater visibility into what partnerships activities we conduct, our role and the value of these activities to ensure alignment with our business model.	Complete