



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021-25

—
QUARTERLY REPORT
MARCH 2022

2022 feature artist
Deanne Gilson at the
Geelong Design Week
launch event

Geelong
Design
Week

March 2022



geelong
design
week
17 - 27 March 2022
GEEELONG GEEELONG



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.



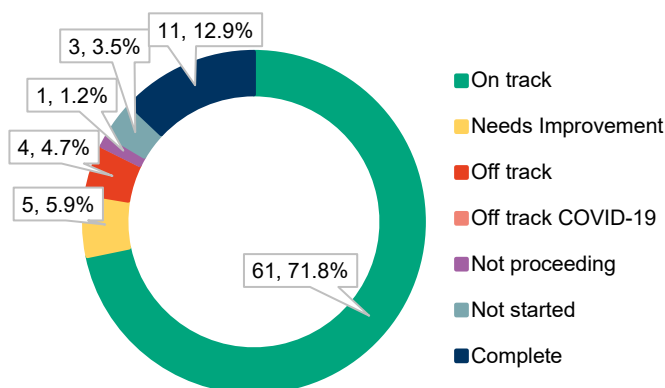
STATUS UPDATE

We committed to 85 actions in our Annual Action Plan this year.

At the end of March 2022:

- **61 were 'on track'**
- **Eleven 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
 - 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
 - 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 Sparrovale 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
 - Increase employee engagement and communication messages on physical and mental health, and safety in the workplace
- **Three were 'not started'**
 - Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders
 - 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

- **Five were 'needs improvement'**
 - Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community
 - Partner with key stakeholders and community safety networks to develop a community safety framework
 - 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
 - Adopt a Biodiversity Strategy to protect and restore the natural environment
 - Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region
- **One was 'not proceeding'**
 - 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
- **Four were 'off track'**
 - Partner with Wathaurong Aboriginal Cooperative to review the Closing the Gap agreement and targets
 - 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
 - Finalise a long-term settlement boundary for urban Geelong
 - 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)



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
 ✓ Complete
 NP Not Proceeding

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> ★	We activated development opportunities including: <ul style="list-style-type: none"> • creation of an alternative online Community Leadership program for 2022 • onboarding the Grovedale Neighbourhood House community steering group. We also supported community groups and organisations through: <ul style="list-style-type: none"> • the Community Agents of Sustainability Network • hosting Community Grant Information sessions and workshops • publishing a free quarterly Community Training Calendar • hosting and coordinating the Geelong Pre-employment Professionals Network • gathering data on the use of and challenges for sports and recreation clubs across the municipality to assist us with future planning • implementation of <i>Community Garden Assessment Guidelines</i> 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> ★	<p>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 several community languages launched in March 2022.</p> <p>In addition, we will work with members of our First Nations community to create a practical toolkit.</p>	
1.2.2	<i>Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–2025 Regional Plan</i> ★	<p>We worked with G21 to review and update the <i>Healthier Eating and Active Living (HEAL) Orientation Guide – G21 Region Planning and Action 2017–2021</i>. With changes with the G21 Primary Care Partnership program, this program is now transitioning from a collective program amongst the five Councils to Barwon Health.</p> <p>We will continue to work to progress our healthy eating and active living agenda to support our community to make healthy lifestyle changes to improve health and wellbeing.</p>	
1.2.3	<i>Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community</i> ★	<p>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 are seeking community feedback on the strategy. This will be followed by a workshop with internal stakeholders, service organisations and community members to co-design the strategy implementation plan in April 2022. The action plan is due for completion in June 2022.</p>	
1.2.4	<i>Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services</i> ★	<p>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:</p> <ul style="list-style-type: none"> • recreational programming • general membership • learn to swim, lap swimming • active adults • outdoor and indoor exercise. <p>We also used online social media to engage and deliver updates, provide virtual training, and monthly e-newsletters to members 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.</p> <p>In addition, we continued to upskill our leisure and recreation employees' qualifications in First Aid, lifeguarding and CPR.</p> <p>We delivered six family fun days across January/February 2022 to encourage family participation in health and wellbeing and since the end of COVID-19 restrictions we commenced a full resumption of programs.</p>	





* 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. The draft strategy is expected to be considered by Council in July 2022.	
1.3.1	<i>Partner with key stakeholders and community safety networks to develop a community safety framework</i> ★	Our community safety framework supports the achievement of a community that feels welcome, safe, and connected. We sought feedback on the framework with over 120 submissions received and these are currently being considered. It is intended that the draft framework will be ready for Council adoption in August 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> ★	We are not proceeding with Phase 2 of the Reducing Racism Project due to resourcing issues. The purpose of this project was to raise awareness about the prevalence and seriousness of racism, discrimination, and vilification in our society and drive down the rising experiences of racism through campaigns, education, and awareness raising. Phase 2 of the project, raising awareness training, was due to take place in 2021 but was placed on hold due to COVID-19 restrictions. Our community can currently access information and report racism via the Geelong Australia website.	NP
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> ★	<p>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 – Respect 2040 working group held workshops to develop common language and identify the range of organisational responses and responsibilities.</p> <p>We held a partners and stakeholders forum on 14 December 2021 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. Further mapping is being undertaken by partner agencies which will result in a final plan to be developed and delivered by the end of June 2022.</p>	



* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
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 Gender Equality Action Plan (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 successfully submitted our Workplace Gender Audit and GEAP, inclusive of a Gender Impact Analysis tool, to the Gender Equality Commission for the Public Sector (December 2021 and March 2022 respectively).</p> <p>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> <p>We will commence work shortly to determine implementation of gender impact analysis across our policies and services in line with expectations set out in the <i>Gender Equality Act 2020</i>.</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> ★	<p>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.</p> <p>We will engage an external consultant to deliver a final report in June 2022 and to develop the next action plan.</p>	
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> ★	<p>We developed an Inclusive Events tool so that the events we deliver consider the needs of people with access challenges. The tool was trialled and assessed via an internal pilot program as our ability to trial the tool more broadly was significantly impacted by COVID-19 restrictions. It is now ready for implementation and promotion with major events once they recommence.</p>	
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> ★	<p>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.</p> <p>We sought feedback on the framework across February 2022 with 13 submissions received and considered. A revised draft will be considered by Council in May 2022.</p>	




* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.5.4	<i>Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders</i> ★	<p>Our planned review of the <i>Multicultural Action Plan 2018–2022</i> has been delayed due to resourcing issues. 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.</p> <p>It is anticipated that we will commence work to refresh and update the action plan with members of the Multicultural Action Plan Advisory Committee in April 2022.</p>	Not started
1.6.1	<i>Implement the City's Social Housing Plan 2020–41</i> * ★	<p>Council endorsed the <i>Social Housing Plan 2020–41</i> in February 2020 and since that time a range of actions were implemented.</p> <p>In addition, we partnered with Homes Victoria, to fund the One Hundred Dwellings feasibility study to identify Council owned land suitable for the delivery of social and affordable housing dwellings. We are seeking community feedback on three proposed sites identified in Corio, Belmont and Bell Post Hill. Feedback will inform a report expected to go to Council for consideration in mid to late 2022.</p> <p>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.</p>	
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> ★	<p>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>. We revised timelines for the delivery of Generation 2 of the Social Infrastructure Plan and anticipate delivery in November 2022.</p> <p>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. We intend to consult with Councillors on a draft Social Infrastructure Plan throughout 2022.</p>	





* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.7.2	<i>Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis</i> ★	<p>Our Vital Communities research project provides a contemporary look at the challenges faced by some of our most socio-economically disadvantaged communities. It also has recommendations on how the City can assist in bridging the gaps around key determinants of health including employment, education, housing, and access to services. Council noted the <i>Vital Communities – Strategies for Alleviating Locational Disadvantage in Geelong</i> in June 2021.</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 One Hundred Dwellings feasibility study for social housing • establishment of an Advisory Committee that supports the development of the Northern Aquatic and Community Hub • completed community engagement on the design concepts for Labuan Square, Norlane. <p>Actions implemented as a result 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 is currently underway • completion and publication of the YourGround safety in public space project • report and specialist forum in February 2022 regarding access to emergency and crisis accommodation for women. • commencement of mapping of free Wi-Fi 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 and federal government funding for construction of the Northern Aquatic and Community Hub. In addition to Council's funding commitment of \$44.84 million, we received \$8.5 million in the 2021–22 Budget and \$8.26 million through the Australian Government Local Roads and Community Infrastructure Fund.</p> <p>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, with a projected preventative health benefit of over \$111 million over the first 10 years of operation. We commenced construction in February 2022 and will continue to seek further state and federal funding opportunities to support delivery of this facility.</p>	
1.8.1	<i>Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan</i> ★	<p>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.</p> <p>Council re-engaged the consultants who facilitated this plan to undertake a review process with Councillors, key stakeholders, and members of the Kilangitj Aboriginal Advisory Committee. A report of findings was shared with members of our Kilangitj Aboriginal Advisory Committee and will form part of a report to be considered by Council in June 2022.</p>	



* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.8.2	<i>Partner with Wathaurong Aboriginal Cooperative to review the Closing the Gap agreement and targets</i> ★	<p>We are 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.</p> <p>Closing the Gap aims to close the health and life expectancy gap between Aboriginal and Torres Strait Islander people and non-indigenous Australians within a generation. 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.</p> <p>Unfortunately, due to resourcing changes, a partnership agreement has not progressed, however, the interest remains to be further explored with the Wathaurong Aboriginal co-operative. It is likely that this action will be reviewed for action in the next financial year.</p>	
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> ★	<p>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.</p> <p>Actions on these three business cases include:</p> <ul style="list-style-type: none"> • completion of the business case for the expansion of the Geelong Gallery. • further Councillor and stakeholder consultation on the National Wool Museum Future Vision project, with this report now due for completion by 30 June 2022 • delay to The Potato Shed redevelopment until state government funding is confirmed, with a decision anticipated by April 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> ★	<p>Our First Nations Cultural Heritage Grant program was developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation. It provides avenues for self-determination and preservation of cultural heritage across Greater Geelong.</p> <p>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.</p> <p>We commenced a second round of grants awarding \$140,000 on 12 February which closes 11 April 2022.</p>	
1.10.1	<i>Progress the design and construction of the Armstrong Creek West Child and Community Hub</i> * ★	<p>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 commenced onsite in January 2022 and are expected to be completed in 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.</p>	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
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. When completed, 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. Upon further consultation with the Youth Council, we completed the draft youth and early network plans to inform the <i>Social Infrastructure Plan Generation 2</i> , anticipated to be delivered in November 2022. We intend to produce the draft youth network plan for Youth Council consultation prior to finalisation of the plan 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 then 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. However, federal government is now developing a new Support at Home Program which we will monitor and brief Council in November 2022 instead of June 2022.	
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> ★	We provided a Councillor briefing note to Councillors in March 2022 on this matter. 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.	✓

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
 ✓ Complete
 NP Not Proceeding

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 presented a draft future urban structure for the <i>Creamery Road Precinct Structure Plan</i> to landowners with agency consultation scheduled to commence in May 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 the second half of 2022.	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. We will undertake further community consultation on the <i>Pakington Street North Precinct</i> . In addition, we concluded consultation on the interim final <i>South Geelong Urban Design Framework</i> . 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 prepared a background report and discussion paper in relation to a long-term settlement boundary. Essential field work was delayed due to COVID-19 restrictions. Our community engagement on the report and discussion paper commenced 30 March 2022 and will close on 27 May 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. We completed feasibility studies for the four <i>Shared Trails Masterplan</i> priority connections: Ocean Grove to Point Lonsdale, Ocean Grove to Drysdale, Drysdale to Portarlington, and Lara to You Yangs. The results of the feasibility and next steps will be reported to the Councillor Shared Trails Portfolio Committee in April 2022.	
2.2.2	<i>Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurm Ponds to Central Geelong ★</i>	We 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. In addition, Council approved the tender for Stage 2 in March 2022 with detailed design continuing. 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 will be reviewed by the Central Geelong Business Reference Group in April 2022 and by Councillors in May 2022.	
2.2.5	<i>Implement the Armstrong Creek Land Acquisition Program *</i>	We notified affected landowners and subsequently initiated the Armstrong Creek land acquisition program with 11 properties (or part thereof) to be compulsory acquired during April 2022. The acquired land will create active open space, drainage, or road infrastructure.	
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. Our focus on women in public art promotes gender equity by encouraging female artists to contribute to our cultural life. We 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. '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. We will complete restoration of the Belcher Drinking Fountain in April 2022.	





* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
2.3.2	<i>Plant more trees through the Urban Forest Strategy and create opportunities for community planting</i> ★	<p>We planted 1,549 street and park trees 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.</p> <p>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.</p> <p>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 municipality and encouraging people to be more active.</p>	
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 <i>Central Geelong Framework Plan</i> 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 June 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>	<p>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.</p> <p>Work on the north side of Malop Street between Gheringhap Street and Moorabool Street is completed.</p>	✓
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. We will commence consultation on the sustainable development initiatives in May 2022.	
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. Our updated draft policy document should be completed by June 2022.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
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 (CASBE) and other Victorian Councils on a joint research project. This venture aims to elevate Environmentally Sustainable Development (ESD) targets for new development. We are assessing a draft report provided by CASBE regarding elevating ESD within the Planning Scheme.	
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. This plan provides a roadmap for the City to support the region to reduce emissions, minimise climate change impacts and facilitate new opportunities and partnerships with community in relation to the global climate emergency. A key feature of this 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> ★	Our <i>Climate Change Response Plan 2021–30</i> recognises the importance of equity, access and inclusion as key priority areas contributing to the long-term sustainability of our community. The actions contained within this plan aim to improve social equity, including reducing climate change impacts, and increasing access to affordable clean/low emission sourced energy.	✓
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. This model will support climate action delivered by volunteers and not-for-profit groups in the community. A draft funding framework will be considered by Council in May 2022.	
2.6.3	<i>Upgrade to LED street lighting with smart control technology</i> * ★	We completed Stage 1 of the upgrade to LED street lighting with the changeover of approximately 13,000 residential street lights and installation of 130 new lights. We plan to install Stage 2 of the street light changeover on roads with higher traffic volumes, from April 2022. 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.	
2.6.4	<i>Deliver a regional Integrated Water Management Strategy with key stakeholders including Barwon Water and Corangamite Catchment Management Authority</i> ★	The Department of Environment, Land, Water and Planning funded a joint City and Barwon Water resource. This resource will support the development of an inter-agency storm water harvesting protocol, a storm water quality treatment offsets scheme and an Integrated Water Management Plan for the City. 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.	


* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
2.7.1	<i>Implement a pilot food waste collection service for residents</i> ★	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. This trial is a key action from our <i>Climate Change Response Plan 2021–30 and Waste and Resource Recovery Strategy 2020–2030</i> and will run for 12 months. After this it will be evaluated and refined, with the aim to roll out the service municipal-wide in 2024. It was a successful trial, with high bin presentation rates, low contamination and 25 tonnes of material diverted from landfill.	✓
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>	Council is partnering with Barwon Water, G21 Councils and Wyndham City Council to explore opportunities for a regional organics processing facility. Council signed a Waste Supply Agreement with Barwon Water to supply the regional organics facility with organic waste from the City's kerbside collection. 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.	■
2.8.1	<i>Adopt a Biodiversity Strategy to protect and restore the natural environment</i> ★	We appointed a consultant to assist in the development of a <i>Biodiversity Strategy</i> and conduct consultation with key stakeholders. This will help inform a draft strategy for Council prior to community consultation in mid-2022. 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.	◆
2.8.2	<i>Adopt and commence implementation of a masterplan to protect and restore the Sparrovale Wetlands Reserve</i> ★	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. We commenced implementation of master plan actions including: <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	<p><i>Work with the Federal and State Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas</i> ★</p>	<p>We worked with the state and federal governments on an overarching <i>Biodiversity Conservation Strategy</i> for the Northern and Western Geelong Growth Areas which will protect or offset areas of biodiversity significance. 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. <p>We are also developing a structured decision-making process to help determine the functional layout of the growth area.</p> <p>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.</p>	

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
 ✓ Complete
 NP Not Proceeding

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>	<p>Council developed its priority project document that identifies 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.</p> <p>We are finalising a strategic advocacy plan detailing priority projects, key stakeholders, and funding opportunities to inform an action plan to be implemented mid-2022. We will focus on advocating for new or ongoing funding streams, as a part of the plan to attract major infrastructure investment for the City of Greater Geelong.</p>	■
3.1.2	<i>Ensure there is diversity of employment land to meet forecast growth and attract investment</i>	<p>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.</p>	■


* 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> ★	We confirmed the project scope, background paper, economic profile, appointed a consultant and completed the first round of consultations. A discussion paper is being drafted capturing the feedback from this process. The <i>Economic Development Plan 2021–31</i> identifies our priorities to support and grow the economy to ensure economic prosperity over the next 10 years. It will focus on jobs, education, business capacity, industry growth, liveability, and sustainability to ensure, all of which support the health and wellbeing of the community.	
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>	We continued to promote and deliver projects in support of the design designation including: <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 • assessing applications to the City of Design Network and making recommendations to UNESCO • submitting our first four-year monitoring report to UNESCO, Geelong: <i>Australia's Creative City of Design Our Monitoring Report 2017–2021</i> • coordinating over 70 events as part of Geelong Design Week 2022 • launching our Geelong City of Design Guiding Principles • leading the Victorian Creative Cities Network and securing funding through the Creative State 2025 strategy coordinating the CODE Souvenir initiative that promotes local designers and artists. 	
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>	Council noted the <i>Geelong Major Events (GME) Annual Report 2020–21</i> in August 2021. We resumed major events in 2022, following two years of cancellations and postponements due to the COVID-19 pandemic. Nine GME supported major events were staged between 1 July 2021 and 31 March 2022 including: <ul style="list-style-type: none"> • Archie 100 @ Geelong Gallery • Festival of Sails • Geelong Revival Motoring Festival. 	



* 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 Overview 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"> • Surround Sounds - Geelong and the Bellarine Music Festival which featured more than 90 events and one hundred artists over 30 venues • professional development workshops 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 • VACANTCity project led by Deakin University with artist lab workshops at Creative Geelong • major exhibitions and public programs at the National Wool Museum such as 'Geelong Nature Forum', 'Necessity' and the 'Alphabet Bird Project' • the Open Studios program held during Geelong Design Week • The Sweethearts Foundation Sweetfest Festival • 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>	<p>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. Commencement of the masterplan development was subject to state government funding successfully secured by TGGB in early March 2022. An agency was appointed to deliver on the plan which will be informed by engagement with the regions business networks and local community. A draft masterplan is scheduled to be received by 30 September 2022, and a final masterplan by 30 November 2022.</p>	
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 commenced with an industry briefing in March 2022. Early works commenced that include geotechnical investigations to prepare the site for construction and work on a streetscape masterplan to encompass all of Gheringhap Street. We undertook several meetings with Development Victoria to agree design principles to inform the Expression of Interest and Request for Proposal processes.</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>	<p>We partnered with the Vision Partners to develop, test, and endorse place branding for the region.</p> <p>Content and collateral (including website, imagery and video) were developed to support the launch of the brand to stakeholders in May 2022 to be followed by a 12-month marketing campaign external to the region.</p>	
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> ★	<p>Our smarter suburbs project will deliver an enhanced Broadband trial and expansion of the free public Wi-Fi 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. We entered into a contract with not-for-profit organisation, AARNet, to install and utilise a high-speed optical fibre network to provide community facilities and public spaces with access to ultra-high-speed internet. All Stage 1 Northern suburbs Smart Nodes were installed with Wi-Fi to be activated by June 2022. This project supports better community health outcomes by helping to lessen the digital divide and associated social and economic disadvantage.</p>	
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 • 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 • 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. 	✓
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 • providing access to the Geelong Business Support COVID-19 website • visiting more than 1,500 small businesses to support them with COVID-19 compliance requirements including more than 90 food registration refunds • providing a dedicated 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 and planning for the 2022 event • conducting business support surveys across industries hardest hit by COVID, including hospitality, retail and health and beauty • delivering the first Business Victoria training workshop for 2022. 	

* Major initiative

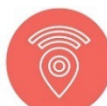
★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
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.	✓
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>Since the program started in 2018, 164 participants have commenced the program and 126 have completed it. Of those who completed the program 65 have entered apprenticeships, 18 have commenced other jobs and 14 have returned to further education. The majority of participants (73 per cent) came from targeted postcodes while 36 per cent are from diverse backgrounds.</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. We have progressed the innovation portfolio through the councillor portfolio meeting.	■

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
 ✓ Complete
 NP Not Proceeding

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 and commencement of phase 3 • establishment of a corporate customer reporting and measurement framework • review of the existing Geelong Australia website to make information and services more convenient and efficient for those who prefer to self-service • preparing for the service experience at Wurriki Nyal • quarterly voice of the customer surveys to measure customer satisfaction levels. 	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
4.1.2	<i>Implement the City's Digital Modernisation Project to improve our digital capability</i> * ★	<p>We progressed the review and refresh of our IT Business Systems, to modernise and streamline our processes by introducing updated tools and technology.</p> <p>We completed Phase 1 and 2 and commenced Phase 3 of the Customer Relationship Management project to improve how we deliver services by boosting accessibility and connectivity to our customers and the wider community via our online platforms. We also completed the first phase of improvements to our Finance systems with Human Capital Management due to occur in the second half of 2022.</p> <p>These improvements to our digital capability will improve how we deliver services, and accessibility and connectivity to our customers and the wider community.</p>	
4.2.1	<i>Implement the City's Community Engagement Policy with a focus on hard to reach communities</i> ★	<p>We made 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. 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 programs including the Youth Council, Councillor Connect Mentoring Program and Youth on Board, 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>Our Youth Council 2022, comprising 12 young people aged 12–17 years from across the municipality, commenced in February 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 are undertaking a first revision of Council's Priority Projects document. This document is an important part of our advocacy plan to secure funding for key projects needed to drive our region's recovery from COVID-19 and deliver essential infrastructure.</p>	




* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
4.3.2	<i>Divest surplus assets to invest in the development and renewal of community infrastructure</i> ★	<p>We focused 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.</p> <p>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>	■
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 completed the following actions as part of the <i>Diversity and Inclusion Roadmap</i> implementation:</p> <ul style="list-style-type: none"> • launch of the new Unconscious Bias e-learning training • conducted a new Gender Audit • implemented new Gender Impact Assessments • developed the <i>Gender Equality Action Plan 2022–25</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 <i>Working Better Together</i> program. We 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.</p> <p>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 ran an internal campaign to increase visibility of volunteering as an option for employees under our Enterprise Agreement. 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 continued construction activities on the City's new civic precinct, Wurriki Nyal. Fit out works commenced included lighting, joinery, internal walls, and internal glazing. In addition, landscaping works commenced and all brickwork was completed.</p> <p>A delay in power connection to the site, along with an impact on resource availability in late 2021 caused by COVID-19 restrictions, may result in a delayed completed date. We anticipate that employees will move into the new building from late July 2022.</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 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. 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 • a foundational workforce plan was finalised and submitted in December 2021. 	
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:</p> <ul style="list-style-type: none"> • <i>Climate Change Response Plan 2021–30</i> • <i>draft Social Equity Framework 2021–25</i> • <i>draft Economic Development Plan 2021–31</i> • <i>draft Biodiversity Strategy</i> <p>In March 2022, Council noted the <i>Sustainability Performance Report 2021</i> which provides progress updates on sustainability targets as well as actions listed in the <i>Sustainability Framework Action Plan 2020–22</i>.</p>	
4.6.1	<i>Deliver the City's organisation wide risk register</i>	<p>We designed, configured, and launched our new enterprise risk software to capture and manage our strategic and operational risks We conducted internal training and will continue to assess, record, and monitor operational organisation risks to improve our risk reporting.</p>	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
4.6.2	<i>Increase employee engagement and communication messages on physical and mental health, and safety in the workplace</i> ★	<p>We provided various ongoing communications, campaigns and education opportunities promoting physical and mental health, and safety in the workplace including:</p> <ul style="list-style-type: none"> • Kind people are our kind of people (new occupational violence and aggression marketing campaign) • Take 5 (safety in the workplace) • RUOK Day • World Gratitude Day • Get on Track health challenge • Movember • Local Government Blood Challenge • online yoga. <p>We also implemented an expanded Occupational Health and Safety incident management system and an internal welfare contact officer program, accessible to all employees.</p>	✓
4.7.1	<i>Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership</i>	<p>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.</p>	■

* Major initiative

★ Supports health and wellbeing



2022 Women in Community Life
Award winners

Top row: Meagan Howell,
Leah Irving, Fiona Threlfall.

Bottom row: Noreen Nicholson,
Renee Owen, Leah Alstin,
Dr Bianca Forrester

CITY OF GREATER GEELONG

PO Box 104

Geelong VIC 3220

P: 5272 5272

E: contactus@geelongcity.vic.gov.au

www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

100 Brougham Street

Geelong VIC 3220


8.00am – 5.00pm

ISBN: 978-0-6483576-0-5

© City of Greater Geelong 2021

LATEST NEWS:

 [@CityofGreaterGeelong](#)

 [@GreaterGeelong](#)

 [@CityofGreaterGeelong](#)

 [CityofGreaterGeelong](#)

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

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

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