



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25 QUARTERLY REPORT

MARCH 2023



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



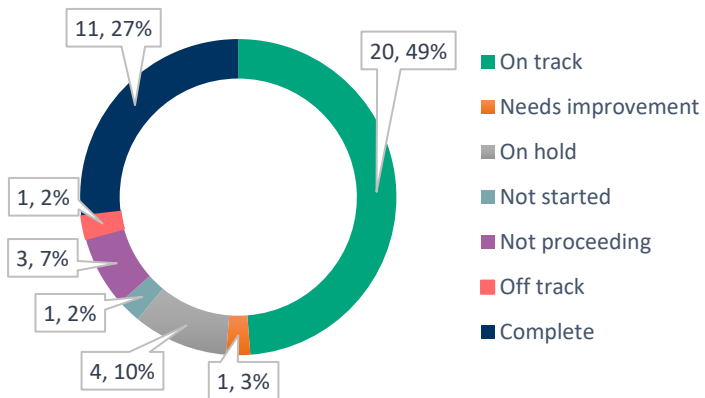
STATUS UPDATE

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

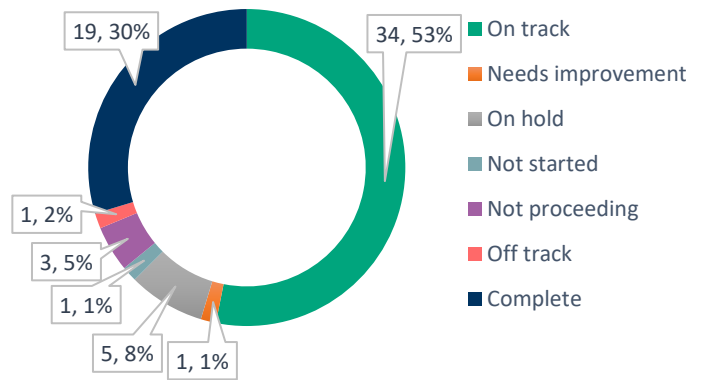
At the end of March 2023:

- **34 were 'on track'**
- **19 were 'complete'**
 - *Implement the Municipal Early Years Plan 2022–25*
 - *Identify the key safety concerns of the community and articulate the City's role in facilitating a safe Geelong community*
 - *Develop an annual Ba-gurrk Gender Equity Framework action plan, incorporating actions from the Gender COVID-19 research*
 - *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*
 - *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*
 - *Commence implementation of the new Sustainable Building Policy*
 - *Undertake an assessment of City owned gas using infrastructure to support a transition to gas-free operations*
 - *Implement the Sparrovale Master Plan phase 1*
 - *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*
 - *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*
 - *Protect the City's digital landscape against cyber security threats by establishing a Risk Management Framework and overarching Cyber Policy*
 - *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)*
- *Complete Target Operating Models for Enterprise Program Management Office, Municipal Planning, and Customer and Community*
- *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*
- **five were 'on hold'**
 - *Finalise the City of Greater Geelong 10-year Economic Development Plan to guide and foster economic growth opportunities for the City*
 - *Identify innovative cleantech solutions through Procurement for Innovation projects*
 - *Develop an impact evaluation framework to monitor the contribution of investment in social infrastructure to community health and wellbeing*
 - *Increase the amount of social housing by evaluating Council owned land available for development*
 - *Develop a new Open Space Policy and Strategy to facilitate equitable access to open space across the municipality*
- **one was 'off track'**
 - *Commence development of a draft Integrated Transport Plan*
- **one was 'not started'**
 - *Develop a formal and centralised health, safety and wellbeing audit program*
- **three were 'not proceeding'**
 - *Construct the Building Better Bike Connections Southern Link Stage 2*
 - *Launch a major annual live music program in support of day and night economic activation*
 - *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*
- **one was 'needs improvement'**
 - *Develop a 10-year Biodiversity Strategy*

Health & Wellbeing priority progress



Action plan overall 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

Four-year priority	2022-23 actions	Progress comment	Status
1.2.1	<p><i>Implement the Municipal Early Years Plan 2022–25</i></p> 	Our Executive Leadership Team endorsed the draft Municipal Early Years Plan 2022–25 report and it is now being shared with key stakeholders across our community. The plan assists with ensuring our services provide targeted support for those families and children who need it most.	Complete
1.2.2	<p><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></p> 	We determined the changes to be made to the service delivery of the Live Well Program. Whilst we believe these changes will still meet the community need, there will also be some efficiencies in running the program and consistency in offering across the network. We are now working through staff impacts and next steps for consultation. Our target is for changes to be implemented by June 2023.	On track
1.2.3	<p><i>Update Council's Healthy Food Policy</i></p> 	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 <i>Food Policy</i> . 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. An internal working group has been established to revise the Healthy Food Policy. The draft policy will be completed by 30 June 2023 and then be considered for endorsement by Council.	On track

Four-year priority	2022-23 actions	Progress comment	Status
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. Data conversations were held in conjunction with Norlane Community Initiatives and Give Where you Live. This information will inform a community survey to understand the meanings behind the census data in areas that align with the Vital Communities local areas of focus.	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> 	The Community Safety Framework which articulates the City's role in facilitating a safe Geelong community, was adopted by Council in December 2022 and shared internally with key stakeholders. A community safety forum, coordinated by Victoria Police, was held in February and concentrated on the Geelong CBD.	Complete
1.4.1	<i>Develop an annual Ba-gurrrk 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. The annual action plan is progressing and needs to be finalised. The City launched its inaugural <i>Gender Equality Action Plan</i> on 19 September 2022. We developed this plan in response to the Gender Equality Act 2020 to promote and foster intersectional gender equity and inclusion at the City.	Complete
1.4.2	<i>Commence detailed design of gender-neutral facilities at the Leopold Tennis Club</i> 	We developed design work in consultation with stakeholders in preparation for the tender which is scheduled for release in April.	Complete
1.5.1	<i>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</i> 	We commenced planning the development of the new Access and Inclusion Plan which aims to encourage, recognise and promote the elimination of disability discrimination, recognise the rights of people with disability and ensure residents with disability are fully included in community life. The City received an extension for development of the plan from the relevant minister and the work is on track to be developed by the extended deadline.	On track
1.5.2	<i>Develop an annual Multicultural Action Plan which will guide how the City plans for and supports our multicultural community</i> 	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 for the Multicultural Action Plan is now closed, with feedback reviewed and the action plan being finalised.	On track
1.5.3	<i>Commence construction of a new inclusive play space at Rippleside Park*</i> 	We secured project funding and contracts are being finalised for the detailed design of the all-accessibility play space at Rippleside Park.	On track

* Major initiative

Four-year priority	2022-23 actions	Progress comment	Status
1.6.1	<i>Increase the amount of social housing by evaluating Council owned land available for development</i> 	We continued to work with both private developers and Homes Victoria to increase the supply of social housing in Geelong. Negotiations with private developers are continuing and community engagement on the three potential sites for social housing is earmarked for the new financial year.	On hold
1.7.1	<i>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</i> 	We completed the feasibility study which recommends that the City 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	<i>Expand our Drop-In Feeding support service (0-3 months of age) to include the Bellarine</i> 	We implemented a newly established drop-in feeding support service at Bop Bop Karong (Barwon Heads). This provides ongoing support to parents and carers in meeting the nutritional requirements of their babies and improve parent/carer confidence and wellbeing.	Complete
1.8.1	<i>Commence working with community on the next Innovate Reconciliation Action Plan</i> 	The City registered with Reconciliation Australia for the development of the Innovate Reconciliation Action Plan (RAP), which is due for submission in April 2024. Draft Terms of Reference for the internal RAP Reference Group have been developed, ensuring First Nation's membership on this. Our next step will be to develop internal and community consultation and engagement plans. The Kilangitj Advisory Committee will provide oversight for all RAP developments to ensure that the First Nation's community voice is present.	On track
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>	We provided support to the Wadawurrung Traditional Owners Aboriginal Corporation to: <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 products and experiences • develop trade ready products with a pilot being delivered during the upcoming cruise season. <p>Following the successful cultural education of members in 2022, discussions have commenced on the next round of programs which will be delivered between March 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

Four-year priority	2022-23 actions	Progress comment	Status
1.8.3	<p><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></p> 	<p>We met with representatives from the Wathaurong Aboriginal Co-operative and as requested this action has been removed from the Reconciliation Action Plan (RAP). The deliverables will be included in the RAP moving forward but not as part of any Close the Gap initiative. The City actively supports the Wathaurong Aboriginal Cooperative, and other the Aboriginal Health programs and services through the development of family and community initiatives to address access and participation issues for First Nation people across City services facilities and programs.</p>	Not proceeding
1.9.1	<p><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>	<p>We continued to collaborate on First Nations projects including:</p> <ul style="list-style-type: none"> • BLUESTONE: 150 Years of Dennys Lascelles Woolstore at the National Wool Museum which has been extended to 1 August 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. The Mural was completed in March 2023. Community celebration event to be held in Labuan Square, event planning underway for week beginning 24 April 2023 • the NBN Nodes project - commissioned works by Norm Stanley and Jenna Oldaker. Artwork approved and installation will take place end of April 2023 • continued collaboration with artist Deanne Gilson to install ceremonial cloaks on a rotating display in core galleries at the National Wool Museum. • #YourMuseumGeelong engagement project with nearly 1,000 responses - approximately 20% related to First Nations themes and content 	On track
1.10.1	<p><i>Commence construction of the Northern Aquatic and Community Hub*</i></p> 	<p>We continued to progress construction on the Northern Aquatic Community Hub. All structural construction elements have now been completed with works now focusing on the fit out of the building. The 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 installed cameras at Hearne Parade in East Geelong, Barwon Heads and Ocean Grove which are now operational. We are working through upgrading additional sites. The City's CCTV policy was reviewed by the policy review committee in March 2023 and additional changes are currently underway.</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. Stage 2 concept design is due for completion in August 2023. A Community Advisory Panel was appointed in February 2023. Three meetings have been held and we are currently short-listing design preferences.</p>	On track

Four-year priority	2022-23 actions	Progress comment	Status
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 government's 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 Leadership Team and Council in August and before the end of 2023 calendar year.</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

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 commenced the detailed scoping phase with preparation of a brief for consultancy services.	On track
2.2.1	<i>Commence development of a draft Integrated Transport Plan*</i> 	We commenced development of the draft Integrated Transport Plan. We are experiencing extended delays in project time frames. A report is being prepared for the Executive Leadership Team on options to progress the plan.	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 Waurm 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.	Not proceeding

Four-year priority	2022-23 actions	Progress comment	Status
2.3.1	<i>Develop a new Open Space Policy and Strategy to facilitate equitable access to open space across the municipality</i> 	The existing Social Infrastructure Policy meets the requirement of a proposed Open Space Policy. The Open Space Strategy project is currently on hold due to project resources.	On hold
2.4.1	<i>Prepare the Creamery Road and Elcho Road East precinct structure plan and development contributions plans including environmentally sustainable design initiatives</i>	The draft future urban structure plan for Elcho Road was shared with landowners and agencies in December 2022. The Creamery Road Precinct Development Contributions Plan is open for engagement with landowners until 14 April 2023. The Elcho Road East Precinct Structure Plan is planned for agency consultation in July 2023.	On track
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>	We completed an inception meeting and scoping with consultants. A review of local policy, zones and overlay schedules is currently ongoing and internal consultation is planned.	On track
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 has been provided to Council and the project is now complete.	Complete
2.5.1	<i>Develop a plan to transition to low emissions light fleet vehicles</i> 	We successfully secured funding for installing charging stations at our depots and Wurriki Nyal. We currently have 27 electric vehicles on order. We currently have 6 passenger electric vehicles in the fleet plus 6 electric vans.	On track
2.5.2	<i>Commence implementation of the new Sustainable Building Policy</i>	We reviewed our Sustainable Building Policy and have noted an opportunity for improved alignment with the long-term asset management plan. We will commence implementation in late 2023.	Complete

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 a detailed design process to support the replacement of all gas infrastructure at the Kardinia Pool. We also completed facility audits and a feasibility report to inform future plans to transition another 20 City facilities from gas to electric infrastructure.	Complete
2.6.1	<i>Develop a community campaign to raise awareness of the region's climate risks, impacts and responses</i> 	The City will host Net Zero Forums in April and May 2023 with preparation well underway. The Climate Change Thinking eLearning Modules have seen 56 volunteers participate in the ongoing professional development course. These participants now have a greater awareness and understanding of how the City is responding to Climate Change concerns, synthesising strategy with action. Our collaborating partner, Deakin University, will undertake research to better understand how the modules can be improved and potentially replicated to employees of businesses across the region.	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 that addresses the health impacts of climate change and mitigation strategies was undertaken. The discussion paper is under development and will be completed by June 2023.	On track
2.6.3	<i>Upgrade to LED street lighting with smart control technology*</i>	Stage 2 of the street light changeover, involving the installation of over 5,000 lights on main roads, commenced in June 2022. Supply chain issues with smart controllers delayed the installation program which is now scheduled to be completed in December 2023. Installation has been progressing slowly over the last six months as we wait for these supply chain issues to ease. Pending the anticipated arrival of smart controllers in April/May 2023, we will look to accelerate the installation rate and complete the project as quickly as possible.	On 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>	We continued to participate in a joint steering committee alongside Barwon Water and other regional councils. Barwon Water are continuing to undertake the functional design stage of the project. The Regional Renewable Organics Network will be operational in mid-2025.	On track
2.7.2	<i>Collaborate with metro Melbourne councils to deliver the Best Waste Practices in Multi Unit Dwellings project to improve recycling in multi-unit developments</i>	We engaged a contractor to deliver the project and commenced a trial which is on track to be complete by 30 June. The contractor recruited five multi-unit developments in Geelong and has conducted the first bin audits.	On track

Four-year priority	2022-23 actions	Progress comment	Status
2.8.1	<p><i>Implement the Sparrovale Master Plan phase 1*</i></p> 	<p>We implemented all Sparrovale Master Plan Phase 1 projects and are now moving to Phase 2. The plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years, encouraging people to connect with nature. Automated sensors installed by Deakin University indicate that the diversion of water away from the Ramsar wetlands in summer is operating effectively in line with the draft Sparrovale Wetlands Operating Rules.</p>	Complete
2.8.2	<p><i>Develop a 10-year Biodiversity Strategy</i></p> 	<p>We established a Biodiversity Strategy Technical Advisory Group and renamed our 10-year biodiversity strategy to 'Plan for Nature'. We anticipate the draft Plan for Nature to be complete by mid-2023 and endorsed in late 2023.</p>	Needs improvement
2.8.3	<p><i>Develop the Southeast Bellarine Coastal Strategy</i></p> 	<p>Our <i>Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2022–2032</i> was adopted by Council at its October 2022 meeting.</p>	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

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> 	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. In December, Council decided to defer development of the draft plan until the appointment of a new Chief Executive Officer.	On hold
3.1.2	<i>Facilitate employment precinct land development to maintain a diversity of employment areas</i>	Following earlier engagement with landowners and agencies, we are finalising a report on the South-West Employment Land Review for Council consideration in June 2023. Preparation of the Greater Avalon Employment Precinct Structure Plan is underway by the Victorian Planning Authority. A review of the Armstrong Creek North-East Industrial Precinct is underway.	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 UNESCO Creative City of Design</i>	Geelong Design Week will take place from 19 to 29 October 2023. Geelong will also host the UNESCO Cities of Design sub-network meeting in April 2023.	On track

Four-year priority	2022-23 actions	Progress comment	Status
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 included: <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> 	Fibre works for the northern suburbs and the Bellarine are complete. The Cultural Heritage Management Plan for Stage 2, Curlewis to Drysdale, is nearing completion with civil works scheduled to commence later in 2023. This project will provide community facilities and public spaces with access to ultra-high-speed internet.	Complete
3.3.2	<i>Deliver free public Wi-Fi and enhanced broadband to address gaps in digital access and affordability (Geelong Smarter Suburbs)*</i> 	Stage 2 of the Smarter Suburbs program is progressing with the installation of 10 smart nodes and further commissioning underway. The remaining 20 Nodes will be commissioned in late 2023.	On track
3.4.1	<i>Commence delivery of demonstration projects to stimulate demand for Cleantech and Circular Economy solutions</i> 	The three projects funded through the Cleantech and Circular Economy Grants remain on track. Geelong Climate Launchpad 2023 commenced 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> 	Following the success of the pilot Surround Sounds Music Festival in 2022, a four-year vision, Surround Sounds Festival 2023–2027 was developed. The vision aimed to develop and grow the festival leading up to the Commonwealth Games Cultural Program in 2026. The festival will not be held in 2023. Instead, we will focus on the planning and development of a professional and substantial music and arts festival across the municipality in March 2024, subject to funding in the 2023-24 budget.	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 continued to deliver the RISE program with 15 participants graduating in November 2022 and 13 participants graduating in February 2023. 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 completed draft specification and expression of interest documentation. The project is currently on hold pending decision by the Environment & Waste team.	On hold
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 are currently capturing highly detailed building models for Geelong's CBD and all activity centres for display in the Digital Twin.	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

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 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>	The City has established an Information Security Management Systems (ISMS). The ISMS uses a systematic approach to managing security-based outcomes against the organisation risk framework and a set of policy and procedures that are documented, implemented, and maintained. The City's Cyber Security strategy continues to be implemented, with greater focus on risk and compliance management, including reporting and decision making through the appropriate governance structures. Appropriate policies and a risk management framework have now been established.	Complete
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

* Major initiative

Four-year priority	2022-23 actions	Progress comment	Status
4.2.1	<p><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></p> 	<p>A full revision of the Council's Our Priority Projects document will be undertaken mid-year, following the endorsement of the 2023-24 Council budget and confirmation of state election commitments in the upcoming 2023-24 state budget. State election commitments are strongly aligned with council priorities and will deliver on numerous projects in the current priority document.</p> <p>Advocacy work has continued to focus on ongoing priorities and community needs including public transport upgrades and road links, and greater state and federal investment and awareness of urgent flood mitigation works across our municipality.</p> <p>The City provided a submission to the federal and state 2023-24 budgets and Mayor Trent Sullivan led a delegation to Canberra to advocate for key regional priorities, including regional development investment and Commonwealth Games investment.</p> <p>The City also continues to work closely with local MPs to address community needs and partner with State and Federal Governments on projects. The North Bellarine Aquatic Centre Stage 2 Community Advisory Committee has been formed and meetings have commenced, with state and federal representatives attending to observe the deliberative engagement process.</p>	On track
4.3.1	<p><i>Develop an impact evaluation framework to monitor the contribution of investment in social infrastructure to community health and wellbeing</i></p> 	<p>Development of an Impact Evaluation Framework for Social Infrastructure has progressed and will be completed concurrent to the development of the Generation 2: Social Infrastructure Plan (anticipated to commence in late 2023).</p>	On hold
4.3.2	<p><i>Implement the City's approach to deliver integrated strategic planning and reporting activities for the municipality (Integrated Municipal Planning Framework)</i></p>	<p>We developed a planning development model and planning catalogue with the view of creating a formal document hierarchy and framework for document development. We designed a process for integrating the way we develop Major Municipal Strategies and Plans (MMSP) at the City. Implementation has commenced by way of changing meeting rhythms and partnering with internal stakeholders to enhance quality of strategies and plans.</p>	Complete

Four-year priority	2022-23 actions	Progress comment	Status
4.4.1	<p><i>Deliver new leadership and culture development programs, coaching and performance improvement, learning resources and events</i></p> 	<p>We continued to deliver leadership and culture development initiatives including:</p> <ul style="list-style-type: none"> • a new Gender Equality Action Plan launched in September 2022 and implementation group established • business planning masterclasses run on the Social Equity Framework and Gender+ Impact Assessments (GIA+) • the LinkedIn Learning pilot program, that will now be an ongoing offering available to all employees. The program, designed to help build technical and leadership capabilities, offers a valuable personal development opportunity for employees looking for growth beyond their current role • our Leading Better Together Program for approximately 200 front-line leaders that successfully kicked off with high satisfaction on content, experience and facilitators • targeted development for people leaders beginning with Emotional Intelligence assessments and debriefs held across six half day sessions and 29 individual coaching sessions • a quarterly Working Better Together event to be held on 20 April 2023 with a focus to support leaders on “Leading through Change” • gender equality training for key policy owners and subject matter experts within the organisation 	On track
4.5.1	<p><i>Develop the City's approach to addressing customer requests and queries</i></p> 	<p>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. There will be a staged approach to implementing the model into each area of the organisation that supports customers directly over the next 12 months. Clear processes for each tier and type of service will be established and each area equipped with the tools required to deliver an efficient and positive customer experience.</p>	On track
4.5.2	<p><i>Complete Target Operating Models for Enterprise Program Management Office, Municipal Planning, and Customer and Community</i></p>	<p>As part of our Future Ways of Working Program, we completed the Enterprise Program Management Target Operating Model which will help ensure that we are spending money on the right things at the right time, and that the work is delivered to plan and budget. Both the Municipal Planning and Customer and Community Target Operating Models have also been completed and are being operationalised.</p>	Complete
4.5.3	<p><i>Develop the City's approach for reviewing the delivery of services</i></p>	<p>We developed a central, consolidated service catalogue that outlines the services that the City provides. In addition, a service review roadmap was endorsed by the Executive Leadership Team and will be considered by Council. Service Reviews commenced in February 2023.</p>	Complete

Four-year priority	2022-23 actions	Progress comment	Status
4.6.1	<i>Continue upgrading and modernising the City's digital capabilities</i>	<p>We completed initiatives to upgrade and modernise our digital capabilities including:</p> <ul style="list-style-type: none"> the technical review and findings of the previous business systems refresh project high-level planning for Phase 2 of the City's digital modernisation program, including the development of the forward roadmap across the key product and digital pillars, a high-level investment plan and outline of a business case <p>Redevelopment of council's new website remains on track for launch in June 2023 (refer to action 4.1.1)</p> <p>Internal upgrades of existing systems, ensuring reliable business operations for key products and services is ongoing.</p>	On track
4.7.1	<i>Develop a formal and centralised health, safety and wellbeing audit program</i> 	We undertook work within individual divisions to develop suitable assurance programs. Work commenced on a review of requirements in preparation to tender for a new overall health, safety and wellbeing reporting and risk management software solution.	Not started
4.8.1	<i>Review and update the Long-term Financial Plan 2021–31</i>	Our <i>Long-term Financial Plan 2021–31</i> is being updated as part of the 2023-24 budget process with the completion expected in the second half of 2023.	On track
4.8.2	<i>Develop a partnerships model that supports the organisation to develop stronger and effective relationships with community and key stakeholders</i> 	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