



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021-25

—
QUARTERLY REPORT
SEPTEMBER 2021



STREETFACE 2021
featured nine stories
from residents across
the G21 region, shining a
light on older members
of our community who
have experienced major
transitions in their lives.



INTRODUCTION

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

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

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

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

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

The *Our Community Plan 2021–25 – Annual Action Plan 2021–22* highlights the projects, initiatives and programs that will take place this financial year. This quarterly report was developed to meet our commitment to transparent performance reporting, including progress updates on our four-year priorities and actions.

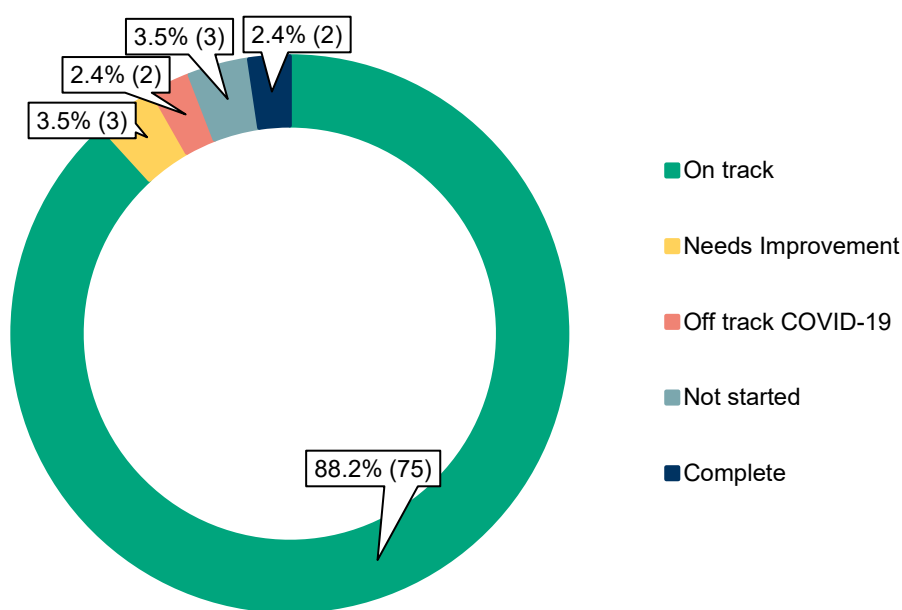


STATUS UPDATE

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

At the end of September 2021:

- 75 are 'on track'
- Two are 'complete'
- *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*
- Three have 'not started'
- *Adopt an updated Heritage Strategy 2017–2021.*
- *Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport*
- *Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership*
- Three 'needs improvement'
- *Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services.*
- *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*
- *Implement the City's Digital Modernisation Project to improve our digital capability*
- Two are 'off-track due to COVID-19'
- *Partner with the Victorian Equal Opportunity and Human Rights Commission to deliver the Reducing Racism Project in response to the increase in racism towards our culturally and linguistically diverse communities through the COVID-19 pandemic.*
- *Finalise a long-term settlement boundary for urban Geelong*



STRATEGIC DIRECTION 1 HEALTHY, CARING AND INCLUSIVE COMMUNITY

Desired outcomes

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

Four-year priorities






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

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

Four-year priority	2021-22 actions	Progress comment	Status
1.1.1	<i>Develop opportunities for community, groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability</i> ★	<p>We are supporting food relief agencies to increase their volunteer base through retention and capacity building.</p> <p>We continue to activate the Community Leadership program and the Grovedale Neighbourhood House in our community.</p>	■
1.2.1	<i>Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities</i> ★	We developed a free nutrition toolkit, <i>Eat Well Live Well - Healthy eating for every life stage</i> , with information and practical advice to help community members develop healthy and sustainable eating patterns, habits and skills at home. We will release it to community members in October 2021 with versions in Arabic, Dari, Karen, Swahili and Tamil language-speakers available in late 2021.	■
1.2.2	<i>Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–2025 Regional Plan</i> ★	We are working with G21 to review and update <i>the Healthier Eating and Active Living (HEAL) Orientation Guide – G21 Region Planning and Action 2017–2021</i> . It aims to support the community to make healthy lifestyle changes to improve health and wellbeing across the G21 region. A stakeholder workshop was convened on the 30 September 2021 to confirm priority focus areas for the plan. The next stage will be the development of a 12-month action plan.	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
1.2.3	<i>Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community</i> ★	Council adopted the <i>Respected, Connected and Thriving – Positive Ageing Strategy 2021–2047</i> on 28 September 2021. This long-term strategy outlines several priorities that support healthy and happy ageing for people over 55 years of age in Greater Geelong. We've scoped the co-design process and we will work with stakeholders and our community to design an action plan to implement this strategy.	
1.2.4	<i>Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services</i> ★	We provided wellness opportunities for our community through the delivery of programs and activities while ensuring our leisure and recreation facilities remained agile during COVID-19 restrictions. This included: <ul style="list-style-type: none"> • recreational programming • general membership • learn to swim, lap swimming • active adults • outdoor and indoor exercise. We also used online social media to engage and deliver updates, virtual training and monthly e-newsletters to member including; sports precinct, Webstar, Active Update and the LiveWell publications presenting children activities, water safety, recipes, and health and fitness tips to all members of the community, whilst ensuring our leisure and recreation facilities remained agile during COVID-19 restrictions. <p>In addition, we continued to upskill our leisure and recreation employees' qualifications in First Aid, lifeguarding and CPR.</p>	
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 Municipal Early Years Plan 2022–2025. This draft plan aligns our efforts to support the health and wellbeing of children in our municipality, and influence and improve their educational and developmental outcomes. We will seek community feedback on it during October/November 2021.	
1.3.1	<i>Partner with key stakeholders and community safety networks to develop a community safety framework</i> ★	The safety framework supports the achievement of a community that feels welcome, safe and connected. We will finalise the scope and engagement plan for its development in October 2021, with community engagement scheduled for March/April 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> ★	Our community can currently access information and report racism via the Geelong Australia website), and we are reviewing ways to promote the Reducing Racism Project subject to COVID-19 restrictions.	




* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
1.4.1	<i>Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women</i> ★	We are partnering with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 <i>Respect 2040</i> plan aimed at reducing violence against women through primary prevention initiatives. The G21 Prevention of Violence Against Women (PVAW) – Respect 2040 working group held workshops to develop common language and identify the range of organisational responses and responsibilities. A third workshop will be held in October 2021 to focus on developing the plan.	
1.4.2	<i>Implement the Gender Impact Analysis tool across a range of community focused services</i> ★	We established a dedicated project to increase gender equality in the workplace and appointed a role to help develop our first <i>Gender Equality Action Plan</i> (GEAP). The GEAP is expected in October 2021 and will build on our strategy for diversity and inclusion, and commitment to build a healthy and inclusive culture. We will incorporate a Gender Impact Analysis tool into the GEAP, and an organisational engagement and training program is being developed. Gender analysis will allow us to identify opportunities and new, inclusive ways of doing business to support our community.	
1.5.1	<i>Implement and report on the fourth year of the Access and Inclusion Action Plan 2018–22 to inform new direction priorities</i> ★	Our <i>Access and Inclusion Action Plan 2018–22</i> aims to improve outcomes for members of our community who otherwise may face inequity in accessing community facilities or activities. We completed a formal report of our progress in June 2021 and are implementing the remaining actions across the organisation.	
1.5.2	<i>Implement an inclusive events tool that promotes inclusive practices for people with a lived experience of a disability and considers all ages, abilities and backgrounds</i> ★	We are developing an Inclusive Events tool so that events we deliver consider the needs of people with access challenges. This tool is currently being trialled and assessed.	
1.5.3	<i>Explore a range of opportunities to embed the City's social equity principles across a range of community focused services</i> ★	We held workshops with members from Council's Advisory Committees, our Clever Creative vision partners and employees to inform the development of the framework which outlines our approach with a common set of principles. This framework sets out the outcomes that will guide how we engage and support all of our community to be able to participate, be included and have the opportunity to live a healthy and fulfilling life. The draft framework will be available for feedback in early 2022.	
1.5.4	<i>Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders</i> ★	We will present a project proposal to the Multicultural Advisory Committee in October 2021 about our planned review of our <i>Multicultural Action Plan 2018–2022</i> . This plan guides how we plan for and support our multicultural community.	




* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
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, as part of Council's COVID-19 relief and recovery investment program, \$100,000 was set aside, a contribution matched by Homes Victoria, to embark on a feasibility study for 100 dwellings, with several Council owned sites already assessed.</p> <p>We also held three 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> for the spaces we provide as they enhance social connection and improve community wellbeing. As part of Generation 2, a series of new standards are in development to address social equity and sustainability principles which will inform the deliberative engagement process of the <i>Asset Management Strategy</i> in November 2021.</p> <p>Our policy and standards outline:</p> <ul style="list-style-type: none"> • the needs of our community • investment priorities relating to social infrastructure • the way forward to ensure that our community knows what is planned in the place that they live. 	
1.7.2	<i>Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis</i> ★	<p>The Vital Communities program provided us with a range of recommendations to consider under the areas of employment, education, social housing, liveability, and health and wellbeing. We will hold a workshop with key stakeholders to assess these recommendations and determine how to further progress this work. Specific recommendations underway from this program include:</p> <ul style="list-style-type: none"> • implementation of the RISE program • implementation of the 100 dwellings feasibility study for Social Housing • engagement and design recommendations of Labuan Square, Norlane • establishment of an Advisory Committee that supports the development of the Northern Aquatic and Community Hub. <p>Council noted the <i>Vital Communities – Strategies for Alleviating Locational Disadvantage in Geelong</i> in June 2021.</p> <p>Actions implemented 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 • completion and publication of the YourGround safety in public space project • report and recommendations regarding access to emergency and crisis accommodation for women • mapping of free WiFi across the municipality for public access. 	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
1.7.3	<i>Continue to advocate for funding to deliver the Northern Aquatic and Community Hub</i> ★	<p>We successfully advocated for state funding for Northern Aquatic and Community Hub, receiving \$8.5 million in the 2021–22 Budget.</p> <p>In addition, we lodged a \$10 million application to the Australian Government's Building Better Regions Fund (Round 5), with outcomes expected to be announced in October 2021.</p> <p>The Northern Aquatic and Community Hub will directly contribute to the health and wellbeing of residents in the north and surrounding areas by providing state of the art health and fitness facilities. The business case projects a preventative health benefit over \$111 million over the first 10 years of operation.</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 has re-engaged the consultants who facilitated this plan to undertake a review process by discussing it with Councillors, key stakeholders and members of the Kilangijj Aboriginal Advisory Committee. We expect the reflection and evaluation piece to be completed by late November 2021.</p>	
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 began in response to a call for governments to commit to achieving equity for Aboriginal and Torres Islander people in health. It aims to close the health and life expectancy gap between Aboriginal and Torres Strait Islander people and non-indigenous Australians within a generation. Two of the targets within the Closing the Gap agreement are children are born healthy and strong, and children thrive in their early years. This program is ongoing and relies on a strong partnership between us and members from the Wathaurong Aboriginal Cooperative with whom we will review local targets.</p>	



* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
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"> • development of a report on the direction of and 30-year vision for the National Wool Museum for presentation to Council in December 2021 • securing \$125,000 in state government funding to help update the business case for the expansion of the Geelong Gallery into City Hall • preparation for the application to Regional Development Victoria for business case funding for The Potato Shed due for submission at the end of October 2021. 	
1.9.2	<i>Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places</i> ★	We completed the initial stage of the First Nations Cultural Heritage Grant program with the grant guidelines developed, advertised and applications under review.	
1.10.1	<i>Progress the design and construction of the Armstrong Creek West Child and Community Hub</i> * ★	We completed the building design for the Armstrong Creek West Child and Community Hub in September 2021 with the construction tender in progress. This facility will provide additional kindergarten places and facilities for maternal and child health services to support the health and wellbeing of children in this local community during the important early life stages.	
1.10.2	<i>Progress the design and construction of the Northern Bellarine Aquatic Centre</i> * ★	<p>We completed the design of the Northern Bellarine Aquatic Centre in September 2021 with the construction tender in progress.</p> <p>This facility will address an identified inequity in the provision of aquatic facilities that support community participation in aquatic recreation activities.</p>	
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> ★	<p>We commenced identifying opportunities to provide youth hubs across the municipality following Council's adoption of the Youth Council recommendation in July 2021.</p> <p>Further consultation with the Youth Council will occur in November 2021 so that we continue to improve access to safe and adaptable spaces that enhance social connections for our community.</p>	
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> ★	<p>We upgraded and opened the Stead Park dog park in July 2021.</p> <p>In addition we will commence construction on a new fenced dog park in Lara in October 2021 with expected completion by late December 2021.</p> <p>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.</p>	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
1.11.1	<i>Provide a briefing on the impact of Federal government response to the findings of the Aged Care Royal Commission and next steps for the role of local government</i> ★	We originally provided details to Council on 5 September 2018 about our aged care services and the national aged care reform agenda. We updated Council on 14 September 2021 on the outcome of The Royal Commission into Aged Care Quality and Safety, the federal government's response, and potential impact on our services. Given the ambiguity about the form and function of future services in some areas, Council agreed to our recommendation to monitor advice about service changes and provide a further update in June 2022. We understand that by this time we could know if there are any potential impacts to the health and wellbeing outcomes for our community.	
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 commenced the scoping of recommendations from the Royal Commission into Mental Health and the impact on local government. We will present findings to Council in early 2022.	

* Major initiative

★ Supports health and wellbeing

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 ★

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

Four-year priority	2021-22 actions	Progress comment	Status
2.1.1	<i>Prepare the Elcho Road East and Creamery Road Precinct Structure Plans</i>	We prepared a draft future urban structure plan for the <i>Creamery Road Precinct Structure Plan</i> and agency consultation is planned in early 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 proposed an update of the <i>Heritage Strategy 2017–2021</i> be undertaken in 2021–22, but this is dependent upon resourcing and budget capacity.	Not started
2.1.3	<i>Deliver program of Structure Plans and Urban Design Frameworks to facilitate housing supply</i> ★	We consulted on the interim final <i>Pakington Street and Gordon Avenue Geelong West Urban Design Framework</i> . Consultation on the interim final <i>South Geelong Urban Design Framework</i> is planned for November 2021. These projects will assist to facilitate a range of different housing types to meet community needs.	■
2.1.4	<i>Finalise a long-term settlement boundary for urban Geelong</i>	We commenced work on the background report and discussion paper in relation to a long-term settlement boundary for urban Geelong. However essential field work could not be completed due to COVID-19 restrictions.	⚙️







* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
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 will present our shared trails priorities to Council in October 2021.	
2.2.2	<i>Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurin Ponds to Central Geelong</i> ★	We commenced construction works for Stage 1 of the Southern Link from Malop Street to the Barwon River and expect it to be complete in late 2021. The design for Stage 2 is underway with community engagement to follow. The Building Better Bike Connections project will provide routes that are designed to be used by cyclists of a wide range of ages and abilities to safely ride to destinations like shopping areas and key employment precincts.	
2.2.3	<i>Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport</i> ★	We delayed the development of an Integrated Transport Plan pending project resources.	Not started
2.2.4	<i>Adopt the Central Geelong Parking Strategy</i>	We completed a draft <i>Central Geelong Parking Strategy</i> which is currently being reviewed by Councillors.	
2.2.5	<i>Implement the Armstrong Creek Land Acquisition Program</i> *	We started notifying affected landowners of our intent to initiate the Armstrong Creek land acquisition process in October 2021. This process will acquire land required for public purposes including road upgrades, drainage infrastructure and sporting reserves.	
2.3.1	<i>Commission new public art assets to develop the City's outdoor collection</i> ★	Our focus on women in public art promotes gender equity by encouraging female artists to contribute to the cultural life of the city. 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. Expressions of interest for Relocatable Public Art commissions has closed with artists to be shortlisted in October 2021. We also completed planning for female led street art commissions and an expression of interest will be open during October 2021.	
2.3.2	<i>Plant more trees through the Urban Forest Strategy and create opportunities for community planting</i> ★	We planted 1,216 street and parks in areas with the highest need and low canopy cover. As these trees grow and mature over the next five to 15 years they will provide canopy cover and shade. Unfortunately, COVID-19 restrictions limited the opportunity for community plantings between July and September 2021.	
2.3.3	<i>Work with the Department of Environment, Land, Water and Planning to deliver the Central Geelong Framework Plan</i>	We provided evidence to a public hearing for the Central Geelong Framework Plan which commenced 8 September 2021 and will continue until 11 October 2021.	






* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
2.3.4	<i>Continue construction of the Green Spine project between Gheringhap and Moorabool Streets, on the north side</i>	<p>We are partnering with the state government to progress construction of Geelong's Green Spine, aimed at supporting Central Geelong to be a liveable, walkable and bike friendly city. Work is currently underway on the north side of Malop Street between Gheringhap Street and Moorabool Street and expected to be completed by mid-November 2021.</p> <p>As the site is recognised as being significant to the Traditional Owners of Geelong, a key outcome will be for enhanced cultural respect and recognition of the continuing culture of the Wadawurrung.</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.	
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 Sustainable Building Policy which guides organisational practices to manage the social, environmental and financial aspects of our buildings.	
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 elevating an Environmentally Sustainable Design (ESD) Targets project. This project is reviewing existing ESD standards for 29 Councils and developing an evidence base for a new joint local government ESD planning scheme amendment.	
2.5.1	<i>Identify actions to achieve the City's emissions reduction targets and manage climate-related risks through development of the Climate Change Response Plan</i> ★	We developed a <i>Climate Change Response Plan</i> and priority actions to be considered by Council in November 2021. This plan recognises the importance of equity, access and inclusion as a key priority area contributing to the long-term sustainability of our community. The actions contained within the plan aim to improve social equity, including reducing climate change impacts and increasing access to affordable clean energy for those most vulnerable to the adverse health impacts of climate change.	
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> ★	We developed a <i>Climate Change Response Plan</i> and priority actions to be considered by Council in November 2021. A key principle of this plan is to increase awareness and understanding of climate change impacts. It also recognises the importance of equity, access and inclusion as a key priority area contributing to the long-term sustainability of our community. The actions contained within the plan aim to improve social equity, including reducing climate change impacts and increasing access to affordable low emission sourced energy.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
2.6.2	<i>Design a framework for the community climate action strategic partnerships funding</i>	As part of the development of the draft <i>Climate Change Response Plan</i> , we committed to an innovative new funding model that will support climate action delivered by volunteers and not-for-profit groups in the community. The funding guidelines are currently in development.	
2.6.3	<i>Upgrade to LED street lighting with smart control technology</i> * ★	We are progressing the changeover of street lights to LED in residential streets with planning underway for the LED street light changeover on roads with higher traffic volumes. 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 to develop the regional Integrated Water Management Strategy over the next 12 months. Stakeholder input and feedback will inform the development of the strategy which aims to provide a collaborative approach to the way we plan for and manage all elements of the water cycle. Integrated water management reduces use on potable water, increases water quality in our creeks and ocean and creates greener open spaces for fauna, flora and passive recreation.	
2.7.1	<i>Implement a pilot food waste collection service for residents</i> ★	We will commence a trial household food organics collection in early November 2021. This trial aims to reduce the amount of waste going to landfill, as well as greenhouse gas emissions and is a key action from our draft <i>Climate Change Response Plan</i> . Residents were notified, engagement is underway and bin infrastructure was delivered.	
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 signed a Heads of Agreement with Barwon Water to develop the regional organics processing facility with final commitment required late 2021 or early 2022.	
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 community engagement is scheduled to start in late 2021. 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 master plan to protect and restore the Sparrovale Wetlands Reserve</i> ★	Council adopted the <i>Sparrovale Ngubitj yoorree Wetlands Master Plan</i> in July 2021. This plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
2.8.3	<i>Work with the Federal and State Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas</i> ★	<p>We are working with the state and federal governments on an overarching biodiversity conservation strategy for the Northern and Western Geelong Growth Areas which will protect or offset areas of biodiversity significance. Local biodiversity assets are critical to our health, wellbeing and prosperity, providing clean air and water, productive soils, natural pest control, pollution and flood mitigation and carbon sequestration. Actions complete 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. 	■

* Major initiative

★ Supports health and wellbeing

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

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

Four-year priority	2021-22 actions	Progress comment	Status
3.1.1	<i>Develop and implement an advocacy plan for major infrastructure investment with our stakeholders</i>	We are working on identifying the priority 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. While we have already committed significant resources to these projects, they require further government partnership and investment.	■
3.1.2	<i>Ensure there is diversity of employment land to meet forecast growth and attract investment</i>	We are working with Wyndham City Council, our community and the state government to set the future direction for land use and development between Lara and Werribee through the development of the <i>Avalon Corridor Strategy</i> . This strategy seeks to maintain a 'green break' between Greater Geelong (Lara) and metropolitan Melbourne (Werribee) to protect significant cultural, landscape and biodiversity values and safeguard important infrastructure and assets. It also establishes a high-level framework plan to guide land use decision-making in the Avalon Corridor. Once finalised, the framework plan will be incorporated into both the Greater Geelong and Wyndham Planning Schemes via a planning scheme amendment that should occur in early 2022.	■





* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
3.2.1	<i>Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region ★</i>	We completed the scope, background paper, economic profile, appointed a consultant and completed the first round of consultations with Councillors, employees, stakeholders, and major asset operators within the region.	
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"> • developing a set of guiding principles with extensive input from key stakeholders • attending the virtual UNESCO Annual General Meeting in July 2021 • leading the Victorian Creative City Network which secured funding through the <i>Victorian Creative Strategy</i> • assessing applications to the City of Design network and making recommendations to UNESCO • coordinating the assessment of five City of Design four-year monitoring reports as part of our commitment to the network. We also hosted a three-day online City of Design Annual Meeting attended by over 40 cities from around the world.	
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>	We presented the <i>Geelong Major Events (GME) Annual Report 2020–21</i> to Council in August 2021. Unfortunately, we didn't hold any major events between July and September 2021 due to COVID-19 restrictions and most other major events for the remainder of 2021 were cancelled or postponed. However, GME have supported two Western United soccer games at GMHBA stadium and also funded Sweet Sounds to be delivered in early 2022.	
3.2.4	<i>Adopt and commence implementation of the Arts and Cultural Strategy to support our creative industries</i>	We will present the <i>Arts and Cultural Strategy 2021–2031</i> to Council in October 2021. This 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.	
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 Greater Geelong and the Bellarine)</i>	Tourism Greater Geelong and The Bellarine (TGGB) are developing a 10-year destination master plan for the region focused on sustainable destination development to support a resilient visitor economy. TGGB finalised a tender brief, project objectives and expected deliverables with confirmation of funding partners from the state government expected in mid-October 2021.	
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>	State government planning and design for the Geelong Convention and Exhibition Centre is currently on hold. However, we commenced work on a streetscape master plan to encompass all of Gheringhap Street, including the section adjacent to the site of the proposed centre.	



* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
3.2.7	<i>Partner with the Vision Partners to develop and implement a place brand for the region</i>	We finalised The Greater Geelong Place Brand Strategy and visual concept which was then endorsed by the Vision Partner Group in September 2021. We are now working on finalising an implementation plan for the first half of 2022.	
3.3.1	<i>Implement the Smart Cities Framework to support the City's objectives in business support innovation, research and digital connectivity and consideration of community connectivity, particularly in the northern suburbs</i> ★	We are reviewing the <i>Smart City Strategic Framework Implementation and Action Plan</i> to ensure projects are aligned to our current priorities. An enhanced Broadband trial and expansion of the free public WiFi to improve digital connectivity was delayed in part due to COVID-19 disruptions to the building and construction industry and is anticipated to be completed in 2022. This project supports better community health outcomes by helping to lessen the digital divide and associated social and economic disadvantage.	
3.4.1	<i>Develop and implement business programs to support the circular economy in partnership with state government</i>	We supported circular economy initiatives through Cleantech Innovations Geelong (a partnership program of the City, the Geelong Manufacturing Council and the state government), including: <ul style="list-style-type: none"> • providing 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. • providing eight Geelong start-ups with access to a mentoring program, Geelong ClimateLaunchpad • developing an e-learning training course, so practitioners in other organisations can learn how to apply the Procurement for Innovation method. 	
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>	We supported our business community through several initiatives including: <ul style="list-style-type: none"> • promoting the professional advice vouchers for small businesses • continued access to the business COVID-19 support website • recruitment of three COVID-19 Business Support Officers to support small business with their COVID-19 compliance requirements • continued provision of the Business Concierge service as a single point of contact for businesses • delivery of the Geelong Small Business Festival with over 700 participants at 42 events. 	
3.5.2	<i>Implement second hour free parking in 2P parking zones in central Geelong</i> *	We implemented a second hour of free parking in 2P parking zones in Central Geelong in July 2021 with parking meters reprogrammed to support the changes, a media campaign completed, and street decals updated.	✓

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
3.7.1	<i>Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas</i> ★	<p>We delivered the fifth program of eight scheduled Regional Industry Sector Employment Programs (RISE) which had 15 participants and we are ahead of all targets for the two-year program including:</p> <ul style="list-style-type: none"> • number of participants • apprenticeships • program completions • targeted post codes • targeted groups, particularly females. <p>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 others pursuing other employment options or education pathways.</p>	
3.8.1	<i>Develop a structured program and process to enable innovative ideas and solutions, for Council consideration and action</i>	<p>We developed a <i>Smart City Innovation Blueprint</i> in addition to the <i>Smart City Strategic Framework</i> released in March 2021. The blueprint aims to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making. Once endorsed, an implementation plan will be developed to outline actions and activities.</p>	

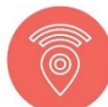
* Major initiative

★ Supports health and wellbeing

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 Deliver on our community's most important needs for infrastructure and services
- 4.4 Continue to strengthen our workplace culture ★
- 4.5 Create a more efficient and effective organisation
- 4.6 Ensure that our employees are safe at work ★
- 4.7 Focus on financial sustainability

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

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




* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
4.2.1	<i>Implement the City's Community Engagement Policy with a focus on hard to reach communities</i> ★	<p>We made further improvements to the accessibility of our Have Your Say community engagement on our website, adding translate and page reader options.</p> <p>We also developed a range of resources to support safe and accessible community engagement during COVID-19 restrictions, including greater online engagement options and the use of QR barcodes to promote engagements and reach more targeted and impacted community members.</p> <p>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> ★	We facilitated 24 programs including the Youth Council and the Councillor Connect Mentoring Program, all aimed at connecting young people to local decision-making. These programs create processes, skills, confidence and opportunities for all young people to influence local decision-making across Council.	
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>	We are working to identify priority infrastructure projects and policy for advocacy by the end of September 2021. Strategic advocacy plans will then be developed and implemented for these priority projects.	
4.3.2	<i>Divest surplus assets to invest in the development and renewal of community infrastructure</i> ★	We continued to focus on the sale of industrial land within the Geelong Ring Road Employment Precinct Other properties considered for sale will be subject to community engagement in accordance with the <i>Local Government Act (Vic) 2020</i> . The sale of surplus assets will assist in providing additional budget capacity to support funding availability to renew community infrastructure.	
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> ★	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.	
4.4.1	<i>Implement the Diversity and Inclusion Road Map with the City's social equity principles embedded</i> ★	We commenced implementation of <i>The City's Diversity & Inclusion Roadmap</i> which outlines how we will create an inclusive organisation that supports and encourages employees to do their best work, have equal access to opportunities, and a just working environment. We completed the first milestone of the roadmap with the launch of the new Unconscious Bias eLearning training.	



* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
4.4.2	<i>Transform our workplace culture through delivery of our Working Better Together program</i> ★	Earlier in 2021, we launched the new Leadership Capability Framework as part our Working Better Together program. We are currently running a public tender for a tiered leadership development program offering, due to be completed in December 2021. We also scheduled culture forums for all people leaders in November 2021 with a focus on building inclusive leadership – an important step towards building a fully Inclusive workplace. We believe that by leading inclusively we can embrace and value diversity and create a culture where people can speak up about risks, health and wellbeing, and safety issues. A positive and healthy work climate will in turn foster higher employee satisfaction, where employees feel empowered in their job and produce better outcomes for the organisation and community.	
4.4.3	<i>Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community</i> ★	We encouraged our people leaders and employees to volunteer including the Enterprise Agreement allowance of one paid day to undertake volunteering. Community volunteering provides many benefits to both the mental and physical health of our employees. It also strengthens our fundamental connection with our community that broadens our perspectives and helps us understand the value and needs of the Greater Geelong community today and into the future.	✓
4.5.1	<i>Deliver the City's new civic precinct, Wurriki Nyal</i> *	We resumed construction on the City's new civic precinct in October 2021 after a two-week industry shutdown due to COVID-19 restrictions. Local Geelong companies were recently appointed for carpeting and joinery, joining local electrical, brickwork and fire services already working on the project. Wurriki Nyal is expected to be open in mid-2022.	
4.5.2	<i>Deliver the City's Future Ways of Working program</i>	Our Future Ways of Working program has activities underway including development of: <ul style="list-style-type: none"> • business planning cycle process, incorporating new tools and templates • strategy and business planning • individual performance planning • workforce planning • 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. 	
4.5.3	<i>Implement the City's Sustainability Framework to create a culture of sustainable practice in our organisation</i> *	We continued to implement the <i>Sustainability Framework</i> across the City. In addition, the Sustainability Advisory Committee were engaged on the development of key strategic documents to ensure a strong sustainability lens including our draft: <ul style="list-style-type: none"> • <i>Climate Change Response Plan</i> • <i>Social Equity Framework 2021–25</i> • <i>Economic Development Plan</i>. 	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021-22 actions	Progress comment	Status
4.6.1	<i>Deliver the City's organisation wide risk register</i>	We designed and configured enterprise risk software to align with our enterprise risk framework. We are currently testing the system to ensure it is configured properly and plan to implement it in 2021–22. We will also start registering, assessing, and monitoring operational risks for our organisation within this new software.	
4.6.2	<i>Increase employee engagement and communication messages on physical and mental health, and safety in the workplace</i> ★	We provided ongoing employee communications and campaigns promoting physical and mental health, and safety in the workplace including: <ul style="list-style-type: none"> • Take 5 (safety in the workplace) • RUOK Day • World Gratitude Day. 	
4.7.1	<i>Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership</i>	We continued monthly monitoring of the finance results to identify any areas for cost savings.	Not started

* Major initiative

★ Supports health and wellbeing

Construction of Wurriki Nyal, the City's new 6 Star Green Star customer service centre and offices is taking shape.



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.