



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

QUARTERLY REPORT
DECEMBER 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 informs the community of what Councillors are aiming to achieve during their four-year term, 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. We work with our health and wellbeing partners to identify local health needs and to develop collaborative responses to meet these needs.

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



We committed to 75 actions in our Annual Action Plan this year.

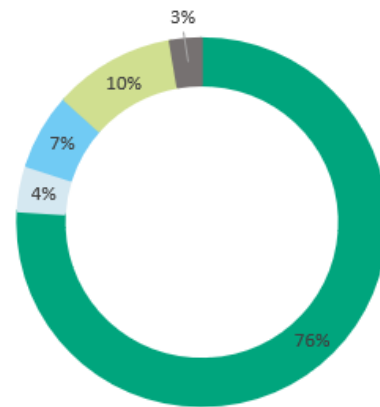
At the end of December 2023:

- **57 actions were 'on track'**
- **two actions are 'complete'**
- **three actions have 'commenced'**
 - Develop a policy to make the region's food system more accessible and resilient
 - Advocate and lobby government for future funding for the region to support the delivery of pre-employment programs
 - Develop a property strategy that ensures efficient and sustainable use of the City's assets
- **five actions were 'delayed'**
 - Commence construction of all abilities play space at Rippleside Park*
 - Implement Stage 2 of the Drysdale Sporting Precinct Master Plan*
 - Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia
 - Prepare a Heritage Strategy to expand cultural inclusivity that better acknowledges and integrates the management of First Nations heritage, European heritage, and the heritage of all those other cultural groups who are now integral to our community
 - Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan
- **eight actions are 'ongoing'**
 - Continue implementation of the Social Housing Plan 2020–41 including the use of council land for social housing and advocacy to the state government on the delivery of a significant increase in the supply of social housing
 - Advocate for the best community outcomes in regard to Commonwealth Games legacy funding
 - Deliver the Precinct Structure Planning program for the Northern and Western Geelong Growth Areas*
 - Prepare the Strategic Assessment under the Environment Protection and Biodiversity Conservation Act and biodiversity conservation strategy for the Northern and Western Growth Areas*
 - Finalise the transport infrastructure and services strategy for growth areas
 - Finalise the masterplan for the Market Square Quarter to guide the regeneration and

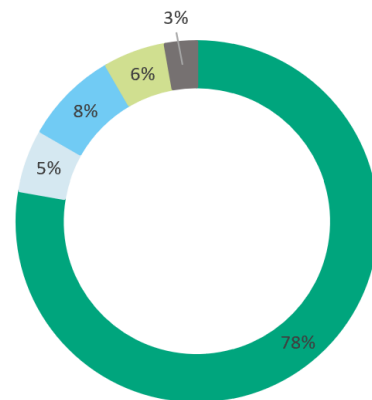
redevelopment of the city block bounded by Malop St, Moorabool St, Ryrie St and Yarra St

- Update the Waste and Resource Recovery Strategy 2020–2030 to include new focus areas such as food & garden organics recycling and roll out of the municipal container deposit scheme
- Monitor the current and long-term financial risks of the City to support future growth and financial sustainability

Annual Action Plan overall progress



Health & Wellbeing priorities progress



■ On track
 ■ Commenced
 ■ Delayed
 ■ Ongoing
 ■ Complete

* Major initiative

STRATEGIC DIRECTION 1

HEALTHY, CARING AND INCLUSIVE COMMUNITY

Desired outcomes

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

Four-year priorities

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







PROGRESS REPORT

Indicators






Municipal Indicators	Data available at 31 December 2023	Progress comments
Proportion of adults experiencing high / very high psychological distress <i>Source: City of Greater Geelong Preventative Health Survey</i>	20% (2021) 10.3% (2017)	There was an increase in the proportion of our adult community experiencing high / very high psychological distress since 2017. Next survey due in 2024–25.
Proportion of adults meeting the physical activity guidelines <i>Source: City of Greater Geelong Preventative Health Survey</i>	67% (2021) 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017. Next survey due in 2024–25.
Proportion of adults consuming the recommended number of serves of fruit and vegetables <i>Source: City of Greater Geelong Preventative Health Survey</i>	Fruit – 46% (2021) Fruit – 53% (2017) Vegetable – 15% (2021) Vegetable – 10% (2017)	Since 2017, there was an increase in the proportion of our adult community consuming the recommended serves of vegetables and a decrease in the proportion consuming the recommended serves of fruit. Next survey due in 2024–25.
Family violence incident rate per 100,000 population for Greater Geelong <i>Source: Crime Statistics Agency website www.crimestatistics.vic.gov.au</i>	1,697.5 (year ending September 2023) 1,721.4 (year ending June 2023) 1,585.1 (year ending June 2022)	For the year ending September 2023, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,371.0), compared to the same time last year.
Community perception of safety in the area where they live <i>Source: City of Greater Geelong Preventative Health Survey</i>	61% (2021) 54% (2017)	More of our adult community is feeling safe where they live than in 2017. Next survey due in 2024–25.





Municipal Indicators	Data available at 31 December 2023	Progress comments
Level of agreement that multiculturalism makes life better (definitely or sometimes) <i>Source: City of Greater Geelong Preventative Health Survey</i>	66% (2021)	This result comprised 48% definitely and 18% sometimes. Next survey due in 2024–25.
Proportion of community concerned about effects of climate change on health (very or quite concerned) <i>Source: City of Greater Geelong Preventative Health Survey</i>	51% (2021)	This result comprised 28% very concerned and 23% quite concerned. Next survey due in 2024–25.
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) <i>Source: City of Greater Geelong Preventative Health Survey</i>	56% (2021)	This result included 28% members of a sports group. Next survey due in 2024–25.

City of Greater Geelong Indicators	Data available at 31 December 2023	Progress comments
Community satisfaction with support services <i>Source: Local Government Community Satisfaction Survey</i>	Family 62 (2023) 64 (2022) 66 (2021) Elderly 60 (2023) 63 (2022) 65 (2021) Disadvantaged 58 (2023) 61 (2022) 62 (2021)	Family Support and Disadvantaged Support services were comparable to both the statewide (63, 59) and Regional Centres (64, 58) averages. Elderly Support was comparable to Regional Centres (61) but lower compared to the statewide average (63).
Community satisfaction with recreational facilities <i>Source: Local Government Community Satisfaction Survey</i>	69 (2023) 72 (2022) 75 (2021)	While satisfaction decreased in 2023, our performance continued to be well regarded by the community and was among our highest rated services. Our result was also comparable to both the statewide (68) and Regional Centres averages (69).
Level of agreement that Council infrastructure is equitable (fair access to facilities that are needed across the municipality including healthy, safe and inclusive places and spaces) <i>Source: Local Government Community Satisfaction Survey</i>	44% (2023) 55% (2022)	There was a decrease in the proportion of people who agreed or strongly agreed with the statement that Council infrastructure is equitable. Comparison to statewide and Regional Centres average is unavailable.
Level of agreement that Council infrastructure is accessible (for all abilities, affordable and easy for people to get to) <i>Source: Local Government Community Satisfaction Survey</i>	56% (2023) 63% (2022)	There was a decrease in the proportion of people who agreed or strongly agreed with the statement that Council infrastructure is accessible. Comparison to statewide and Regional Centres average is unavailable.
Number of key community infrastructure projects completed <i>Source: City of Greater Geelong</i>	91.9% (2023) 86.5% (2022) 84% (2021)	We have delivered 34 of the 37 key community infrastructure projects identified for delivery by 2022.
Community satisfaction with community and cultural activities <i>Source: Local Government Community Satisfaction Survey</i>	66 (2023) 64 (2022) 65 (2021)	Our result was comparable to both statewide and Regional Centres average (66 respectively).

Four-year priority	2023–24 actions	Progress comment	Status
1.1.1	<p><i>Implement the Promoting Change project to encourage healthier food and drink options in Council owned facilities and settings</i></p> 	<p>We completed site audits and collected baseline data from three of the participating sites. Development of a healthy facility policy is in progress.</p>	On track
1.1.2	<p><i>Convene and resource a network of key health and wellbeing stakeholders to identify local health needs and create partnership approaches for action</i></p> 	<p>The City convened meetings with a network of key health and wellbeing stakeholders in August and November 2023 to identify local health needs and opportunities for collaboration and alignment. We also completed mapping activities against the City's five Health and Wellbeing priorities.</p>	On track
1.1.3	<p><i>Prepare a development plan for the facilities at Rees Reserve, Little River</i></p> 	<p>We awarded the Little River & District Pony Club a Community Infrastructure grant to develop a Facility Development Plan for Rees Reserve. Project inception meeting took place onsite in November 2023 and the facility development plan expected to be completed in April 2024. City is now leading the project.</p>	On track
1.2.1	<p><i>Develop a policy to make the region's food system more accessible and resilient</i></p> 	<p>Building upon last year's research undertaken by Deakin University's Institute for Physical Activity and Nutrition, we held internal workshops to identify gaps and opportunities and are currently planning a community engagement process to enable community input into the development of the policy. A consultant will be recruited in 2024 to support the community engagement process to inform the development of the policy.</p>	Commenced
1.2.2	<p><i>Develop an early years infrastructure network plan to support the provision of kindergarten and maternal and child health services and ensure we respond to population growth and new provision reforms</i></p> 	<p>We have completed the Early Years Network Plan to confirm demand forecasts including the investment pipeline to guide investment in early years infrastructure. Council will consider a report in early 2024.</p>	On track
1.2.3	<p><i>Implement Year 2 activities of the Positive Ageing Strategy 2022–2025 Action Plan</i></p> 	<p>We delivered activities including:</p> <ul style="list-style-type: none"> • A services directory for people as they age • Ageing Well Advisory Committee meetings held in August and November 2023. • The City's Positive Ageing Grants program and Seniors Festival were successful with 28 events held during October 2023, with over 1,600 attendees. More than 400 people enjoyed seeing Normie Rowe in concert as part of the Seniors Festival. Further events will be held from January to March 2024. • See the full Year 1 report published on the City's website 	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.3.1	<i>Work with partner agencies to deliver programs and initiatives that seek to address social and economic disadvantaged in priority areas such as Corio, Norlane & Wittington</i>	Meetings have been held with Give Where You Live, Northern Futures and Future Geelong to identify partnership and collaboration opportunities.	On track
1.4.1	<i>Work with partner agencies on initiatives to prevent family violence and violence against women</i> =	As part of the Respect 2040 partnership with The City of Greater Geelong and Barwon South West organisations, the annual progress report was submitted on 23 October 2023. The Respect Cup was delivered to 120 year 9 students from eight different secondary schools, who participated in a full day respectful relationship and consent program led by The City of Greater Geelong and Netball Victoria. A recent key highlight has been The City of Greater Geelong's involvement with 16 Days of Activism against Gender-based Violence (25 November - 10 December 2023). Activities included: <ul style="list-style-type: none"> • partnering with Zonta Club Geelong, Respect 2040 and Respect Victoria • lighting city landmarks orange, with the colour orange symbolising a brighter future free of violence • Councillors Melissa Cadwell, Sarah Hathaway and Elise Wilkinson attended the Johnstone Park launch of 16 Days of Activism by Zonta Geelong on the International Day for the Elimination of Violence Against Women • Zonta Club did yarn tree bombing across Central Geelong • social media posts, including a video from the Mayor, and an overview of the launch and lightening • promotion of events from other organisations in Geelong • information in the Wurriki Nyal foyer • information for employees via People Connect Newsletter. 	On track
1.4.2	<i>Actively pursue grant opportunities to support the development of female change facilities</i> =	We successfully secured state government funding for female change facilities at Winter Reserve. The project will now move into delivery phase in 2024.	On track
1.4.3	<i>Complete the review of the Fair Play policy to embed Fair Access policy principles which aim to improve access and use of community sports infrastructure for women and girls</i> =	We are currently reviewing the City's Fair Play Strategy which includes embedding the state government's Fair Access Policy Principles. A brief has been developed and a Project Control Group formed. The <i>Fair Access Policy</i> will be delivered as a priority due to state government's requirement to have this policy in place by 30 June 2024.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.5.1	<i>Commence construction of all abilities play space at Ripplside Park*</i> 	The City awarded the contract for detailed design works which is now underway. Due to a shortfall in funding, the target completion date of the detailed design stage is April 2024. The playspace will be inclusive for kids of all ages and abilities, incorporating multi-sensory and nature play elements, with opportunities for physical, creative, social and passive play.	Delayed
1.5.2	<i>Deliver priority infrastructure projects to improve all abilities access as part of our Access and Inclusion Plan 2018–2022</i> 	Construction for the Drysdale Community Hub disability access is scheduled to commence in January 2024 while the tender for the Grovedale Hall disability access is expected to be awarded in March 2024.	On track
1.6.1	<i>Partner with the Geelong Zero Alliance to co-design a strategic approach to end homelessness</i> 	The design of a governance structure for the Geelong Zero Alliance partnership is currently underway. Give Where You Live are leading work with the governance group to establish the framework around the collective impact governance.	On track
1.6.2	<i>Continue implementation of the Social Housing Plan 2020–41 including the use of council land for social housing and advocacy to the state government on the delivery of a significant increase in the supply of social housing</i>	The procurement process for the appointment of a trustee for the Geelong Affordable Housing Trust has concluded and will be reported back to Council in early 2024.	Ongoing
1.7.1	<i>Complete the construction phase for the Bial-a Armstrong Creek Library*</i> 	We progressed construction on the new Bial-a Armstrong Creek Library with work scheduled for completion in first half of 2024. Upon completion, the three-level facility will feature a library service, accessible contemporary amenities, a children’s story time area, multipurpose spaces, outdoor terraces and creative places for programming.	On track
1.7.2	<i>Implement Stage 2 of the Drysdale Sporting Precinct Master Plan*</i> 	We commenced Cultural Heritage Management Plan work which will assess the potential impact of Stage 2 of the Drysdale Sporting Precinct Master Plan on Aboriginal and historical archaeological artefacts within the construction corridor. A significant number of cultural artifacts have been discovered onsite, delaying the completion of the complex cultural heritage assessment fieldwork.	Delayed
1.7.3	<i>Implement Stage 2 of the Lara Recreation Reserve Master Plan*</i> 	We progressed construction on the new accessible, multi-sport and gender-neutral sports pavilion and the baseball field. The current completion is anticipated to be in Q2 2024. These enhancements aim to create a comprehensive recreational hub meeting the diverse needs of the Lara community.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.7.4	<i>Review our approach to the provision, development and subsidy of Council owned and/or managed community outdoor recreation reserves</i> 	We are reviewing the City's <i>Fair Play Strategy</i> which guides the provision, development and subsidy of Council owned and/or managed community level outdoor recreation reserves. The review includes transitioning the strategy to a policy and embedding the state government's <i>Fair Access Policy Principles</i> . Work on development of a Fair Access Policy has commenced and will be delivered by 30 June 2024. The Fair Play Policy will precede this work.	On track
1.7.5	<i>Plan for the delivery of the pilot youth hub in central Geelong</i> 	We confirmed a pilot site for the Geelong Youth Hub within the Busport building in central Geelong. Engagement with service providers has commenced, while engagement and co-design with young people will begin in January 2024.	On track
1.8.1	<i>Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia</i> 	The Reconciliation Action Plan (RAP) has been paused until further notice. Due to the outcome of The Voice Referendum, First Nations communities have requested a pause on engagement with Government and Council bodies. The City is preparing for community engagement and discussions to recommence development of the RAP in 2024.	Delayed
1.9.1	<i>Renew artwork murals in Little Malop St, Geelong</i> 	We undertook a review and scoping for the Little Malop Street precinct, identifying renewals that require further scoping. Progress to date includes: <ul style="list-style-type: none"> • Corner of Little Malop Street, quote has been received for Virtual Reality paste up by Baby Guerrilla • Union Street mural will need to be deaccessioned due to building works on private property. The work was installed prior to 2015 and therefore outside the time requirement to retain • Stuart Devlin Mural Trail has been audited for damage and a single work requires repair, a quote has been received • John Street murals require further assessment, this will need to take place when construction is completed. 	On track
1.9.2	<i>Prepare a Heritage Strategy to expand cultural inclusivity that better acknowledges and integrates the management of First Nations heritage, European heritage, and the heritage of all those other cultural groups who are now integral to our community</i>	We held an initial stakeholder workshop with the Heritage Advisory Committee. The project plan has been revised with targeted consultation to commence in Q1 2024 and a draft strategy complete in Q2 2024.	Delayed
1.9.3	<i>Provide opportunities for the community to engage in the First Nations events including knowledge sharing forums in the lead up to The Voice referendum</i>	Significant engagement was held with the community in the lead up to the Voice Referendum and yarning circles were held with community post the referendum. The City will be undertaking a full review of its First Nations response to better understand how we can support and work with First Nations communities to achieve reconciliation.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.9.4	<i>Collaborate with Wadawurrung Traditional Owners and key stakeholders to conserve, digitise, interpret and provide access to objects of cultural significance and regional importance from across Council's art & heritage collections</i>	<p>We added Wadawurrung artist Deanne Gilson cloaks to online collections. Wadawurrung artist Jasmin Skye was maker-in-residence at National Wool Museum (NWM) during Design Week, The NWM has been named an honouree in the 2022–23 Victorian Collections Cataloguing 'Best in Show' list with over 6,100 objects online. The financial valuation of the Art & Heritage Collection is on track for November completion. Major conservation works are underway for public art including Hitcock Gates and Grassy Mole sculpture.</p> <p>We also:</p> <ul style="list-style-type: none"> supported 20 collections access requests, 2 object loans to partner museums and 33 general collections enquiries completed significance Assessments of NWM, Naval & Maritime, Old Geelong Gaol and Outdoor Public Art Collections acquired into our collection the expressions Wool Quilt Prize winner 'DIY Deluge Design No.1' continued to support Elder/Scar Tree conservation project embedded policy to feature First Nations objects from collection in all digital and printed catalogues such as quarterly What's On completed restoration of Geelong West Firefighters Memorial, West Park as part of 25th anniversary placed four paintings from our council art collection on display at the entry way of the new Visitor Information Centre at City Hall added 17 new objects to collections 	On track
1.9.5	<i>Advocate for funding for the implementation of Bellarine Arts Centre-Potato Shed business case</i>	We will complete the final business case for the Potato Shed in February 2024, after all expenditure related to the project has been considered.	On track
1.9.6	<i>Seek further external funding to commence business case development for the National Wool Museum vision implementation</i>	We presented the strategic vision for the National Wool Museum to the City's Executive Leadership Team (ELT) in November 2023. Further work is required to develop the framework for the 5-year strategic operational plan and seek quotes for business case development. This will be presented back to ELT in early 2024.	On track
1.10.1	<i>Activate the Northern Aquatic and Community Hub with a focus on health and wellbeing, cultural engagement and community connection for people in the local community</i>	The Northern Aquatic and Community Hub facility is on track to open to the public in February 2024. We have prepared a pre-opening membership campaign to ensure the facility is well utilised from the first day of opening. The hub will help people of all ages improve their physical and mental health, create social connection and experience better overall wellbeing.	On track



Four-year priority	2023–24 actions	Progress comment	Status
1.10.2	<i>Complete the Whittington Community Infrastructure and Services Place Based Needs Study and advocate for funding and work in partnership with local services to implement priority recommendations</i>	We completed the Whittington Link - Social Infrastructure report. It has now been provided to the community reference group for final feedback.	On track
1.10.3	<i>Advocate for the best community outcomes in regard to Commonwealth Games legacy funding</i>	Following its decision not to proceed with hosting the Commonwealth Games in 2026, the state government committed to delivering the legacy sporting infrastructure in Geelong. As part of the announcement, there is a \$2 billion package with focus on housing, tourism, events and sporting infrastructure. We are committed to working with the State to realise these opportunities. In November 2023, the City requested a meeting with the state government to continue working through legacy infrastructure works.	Ongoing
1.11.1	<i>Consider a phased response to the aged care reforms, to ascertain future participation of Council in Community Care services</i>	A service review has been undertaken and a briefing to Council has been prepared.	On track



LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE



CREATIVITY DRIVES CULTURE

STRATEGIC DIRECTION 2

SUSTAINABLE GROWTH AND ENVIRONMENT

Desired outcomes

- We are delivering our vision for sustainable growth across the municipality
- We have a choice of housing and lifestyles to meet the diverse needs of our community
- There are connected transport networks throughout the region that support liveability and prosperity
- Greater Geelong has quality, vibrant public spaces
- We are leading a reduction in community emissions and are increasing the City's resilience to climate change impacts
- We protect and restore our natural environment
- We minimise waste with good design and manage effective recovery of resources

Four-year priorities

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

PROGRESS REPORT

Indicators


Municipal Indicators	Data available at 31 December 2023	Progress comments
Residential land supply <i>Source: City of Greater Geelong</i>	21 years (April 2023) 22 years (April 2022) 24 years (March 2021)	There is a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs. Priority in the short term is increasing zoned supply.
Employment land supply <i>Source: City of Greater Geelong</i>	25 years (June 2023) 26 years (June 2022) 27 years (June 2020)	There continues to be sufficient long-term industrial land supply. Priority in the short term is increasing zoned supply.
Diversity of housing supply <i>Source: Australian Bureau of Statistics Census of Population and Housing 2021</i>	13.90% (2021) 15.10% (2020)	There was a significant decline in the share of housing growth in established areas in 2021. This type of development is typically smaller-medium density housing. No new data available.
Journeys to work made by public transport, walking or cycling <i>Source: Australian Bureau of Statistics Census of Population and Housing 2021</i>	4.6% journeys (2021) 8.75% journeys (2016)	In 2021, this result comprised 2.0% public transport and 2.6% rode a bike or walked. Method of travel to work relates specifically to the journey to work on the morning of Census Day. The 2021 Census occurred during COVID-19 lockdowns when many occupations were required to work from home, if possible, and some industries were closed, so people did not go to work. For this reason, these categories may have increased, with corresponding declines in other methods of travel.






Municipal Indicators	Data available at 31 December 2023	Progress comments
Percentage of residences within 400 metres of public open space in urban areas <i>Source: The Australian Urban Observatory Liveability Report for Geelong</i>	40.6% (2021) 44% (2020) 30.8% (2018)	There have been substantial improvements in the methodology used to calculate public open space (POS) since 2018. This has resulted in changes to POS calculations together with some likely changes that have occurred over the 3-year period. Work is underway on a 2018–2021 change over time result.
Community greenhouse gas emissions <i>Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed 9 January 2024)</i>	3,791,000 tonnes CO ₂ –emissions total (2021–22) 3,783,000 tonnes CO ₂ –emissions total (2020–21) 3,856,000 tonnes CO ₂ –emissions total (2019–20) 3,958,000 tonnes CO ₂ –emissions total (2018–19)	Electricity contributed to 39% of the 2021–22 result. With Gas and Transport contributing 11% and 16% respectively.
Diversion of waste from landfill <i>Source: City of Greater Geelong</i>	53.21% (2022–23) 52.96% (2021–22) 53.87% (2020–21)	There was a slight increase in diversion rate as favourable weather conditions have increased green waste tonnages.


City of Greater Geelong Indicators	Data available at 31 December 2023	Progress comments
Community satisfaction with planning for population growth <i>Source: Local Government Community Satisfaction Survey</i>	49 (2023) 52 (2022) 54 (2021)	Our result was comparable to the statewide average (48) but lower compared to other Regional Centres (56).
Percentage housing construction within existing urban areas <i>Source: City of Greater Geelong and Barwon Water</i>	24% (2023) 21% (2021) 32% (2020)	Greenfield construction continues to be the main contributor to growth in Geelong's housing supply.
Kilometres of bicycle, walking paths and shared paths <i>Source: City of Greater Geelong</i>	Bike paths 115 km (2023) 84 km (2022) 78 km (2021) Footpaths 1,988 km (2023) 1,927 km (2022) 1,900 km (2021) Shared paths 208 km (2023) 181 km (2022) 169 km (2021)	Since 2022, bike paths increased 31 km, shared paths increased 27 km and footpaths increased 61 km, a total increase of 119 km in the path network.
Community satisfaction with local streets and footpaths <i>Source: Local Government Community Satisfaction Survey</i>	52 (2023) 59 (2022) 60 (2021)	While our result decreased in 2023, results were comparable to both statewide and Regional Centres averages (52 and 53 respectively).
Community satisfaction with sealed local roads <i>Source: Local Government Community Satisfaction Survey</i>	53 (2023) 57 (2022) 62 (2021)	While satisfaction decreased in 2023, we rated significantly higher compared to the statewide average and other Regional Centres (48 and 49 respectively).
Quantity of open space (civic, community parks, sports reserves and heritage open space)	1026.497 hectares – 485 sites (June 2023)	The decrease in hectares in 2023 is a result of conservation/nature reserves sites being

City of Greater Geelong Indicators	Data available at 31 December 2023	Progress comments
<i>Source: City of Greater Geelong</i>	2,459.00 hectares – 495 sites (January 2022) 2,146.79 hectares – 495 sites (January 2021)	reclassified and no longer reported as open space.
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips) <i>Source: Local Government Community Satisfaction Survey</i>	66 (2023) 70 (2022) 71 (2021)	Our result which decreased significantly, was comparable to statewide (67) but lower than Regional Centres (71).
Greenhouse gas emissions generated by City-managed operations <i>Source: Azility</i>	22,840 tonnes CO ₂ -emissions (2022–23) 23,057 tonnes CO ₂ -emissions (2021–22) 32,630 tonnes CO ₂ -emissions (2020–21) 34,429 tonnes CO ₂ -emissions (2019–20)	Regional population growth is contributing to higher volumes of waste going to landfill and an increase in waste emissions. Corporate natural gas emission figures have remained stable over the past 12 months. Our fleet emissions are reducing as we integrate lower and zero emission vehicles into our fleet.
Hectares of protected natural habitat <i>Source: City of Greater Geelong</i>	1,405 ha (June 2023) 1,335.79 ha (June 2022) 1,380.80 ha (June 2021)	There was an increase of 69.21 hectares of natural habitat managed by the City in 2022–23.
Number of trees planted <i>Source: City of Greater Geelong</i>	3,016 street and park trees 4,000 tubestock	In 2022–23 we planted a total of 3,016 trees (2,590 street and 426 park trees) and removed 1,343 trees resulting in a net gain of 1,771 trees. We also planted 4,000 tubestock.
Community satisfaction with waste management <i>Source: Local Government Community Satisfaction Survey</i>	70 (2023) 70 (2022) 69 (2021)	Our performance continued to be well regarded by our community with waste management among our highest rated services. Our result was significantly higher than both the statewide and Regional Centres averages (66 and 67 respectively).

Four-year priority	2023–24 actions	Progress comment	Status
2.1.1	<i>Deliver the Precinct Structure Planning program for the Northern and Western Geelong Growth Areas*</i>	We concluded engagement with interested parties. Submissions received proposing changes to the program are being assessed while proposed changes to the agreement are being reviewed by the City's legal team.	Ongoing
2.1.2	<i>Prepare the Strategic Assessment under the Environment Protection and Biodiversity Conservation Act and biodiversity conservation strategy for the Northern and Western Growth Areas*</i>	Our Environment Protection and Biodiversity Conservation (EPBC) Plan sets out a range of measures and commitments to protect biodiversity in the Northern and Western Geelong Growth Areas. We have been working with the Department of Climate Change, Environment, Energy and Water and the Department of Environment and Climate Change Action on the strategic response to the rediscovery of the Victorian Grassland Earless Dragon and the targeted survey approach for 2024.	Ongoing
2.1.3	<i>Facilitate a diversity of housing types to meet</i>	We completed design and costings for Carr Street as part of the South Geelong Urban Design Framework (UDF). This study is to inform the	On track

Four-year priority	2023–24 actions	Progress comment	Status
	<i>the long term needs of our future community</i>	planning scheme amendment for the South Geelong UDF. Authorisation for the South Geelong UDF amendment has been submitted to the Department of Transport and Planning. We are assessing the scope of work for the West Fyans Structure Plan review.	
2.2.1	<i>Finalise the transport infrastructure and services strategy for growth areas</i> 	We are currently developing a draft transport infrastructure and services strategy to provide an overarching framework for investment in road and rail infrastructure in Geelong's major growth areas.	Ongoing
2.3.1	<i>Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan</i> 	We are reviewing the Ocean Grove Sporting Infrastructure Plan in response to the exponential increase in female sports participation and population growth, new design trends (female friendly, universal and Environmentally Sustainable Design) and development of new facility standards, strategies and policies. Further progress is pending a decision by the local sporting club to provide their in-principle support for their relocation. The club's decision to provide in-principal support for a future move will be postponed until February 2024.	Delayed
2.3.2	<i>Partner with senior groups to create a street art mural for the Portarlington Senior Citizens Club</i> 	We provided support and guidance and regularly liaised with the artist senior citizens and the Portarlington Community Association to ensure all were informed as the project progressed. The mural titled 'The Fish Thieves' by local Portarlington artist Heather Duff was completed in December 2023.	Complete
2.3.3	<i>Finalise the masterplan for the Market Square Quarter to guide the regeneration and redevelopment of the city block bounded by Malop St, Moorabool St, Ryrie St and Yarra St</i>	We held further meetings with key landowners. Community consultation on the draft Market Square Quarter Masterplan via an online survey and in-person sessions is underway and will conclude in February 2024. The masterplan seeks to guide development and progressively reinvigorate the city block bound by Malop, Yarra, Ryrie and Moorabool streets.	Ongoing
2.3.4	<i>Support and assist Emergency Services and the Greater Geelong community in preparing for, responding to, and recovering from emergencies</i> 	To date we have: <ul style="list-style-type: none"> • reviewed and updated duty statements • developed a recruitment plan for a Municipal Emergency Management Officer (MEMO) & Municipal Recovery Manager (MRM) • developed a project plan for Geelong Recovery Outreach for Resilience and recruited a project officer • completed training for the City's new Building Resource and Capacity for Emergencies (BRACE) Emergency Management Team recruits (Working in an Emergency Relief Centre and Psychological First Aid) • training and induction program for newly recruited MEMO and MRM's has been completed • Geelong Recovery Outreach for Resilience (GRO4 Resilience) project has commenced planning for community engagement initiatives • BRACE Training and recruitment schedule for 2024 being finalised 	On track
2.4.1	<i>Incorporate Environmentally</i>	To date we have:	On track

Four-year priority	2023–24 actions	Progress comment	Status
	<p><i>Sustainable Design principles into new urban growth areas including zero carbon, water efficiency, sustainable transport, urban greening and climate resilience</i></p> 	<ul style="list-style-type: none"> completed a recycled products technical study for the Northern and Western Geelong Growth Area included Environmentally Sustainable Design (ESD) provisions in the Jetty Rd Stage 2 planning controls and the Marshall Precinct Structure Plan commenced ESD provisions for the Creamery Rd Precinct Structure Plan and Elcho Rd East Precinct Structure Plan commenced assessment of Jetty Road stage 2 public exhibition submissions relating to proposed ESD provisions completed a project brief for the development of ESD guidelines, templates and application checklists which will provide developers and City officers with a clear and efficient process for assessment. Work scheduled to commence early Feb 2024. 	
2.5.1	<p><i>Review the City's Sustainable Building Policy for new and existing City owned or managed buildings to include all electric infrastructure and strengthened zero emission requirements</i></p> 	<p>The City's Sustainable Building Policy was updated following an internal engagement process and will now proceed to final review by the City's Policy Review Committee.</p>	On track
2.6.1	<p><i>Review annual action plans for the Environment Strategy 2020–2030 and Climate Change Response Plan 2021–30</i></p> 	<p>Scope of review commenced including assessing five goals and 92 actions using qualitative and quantitative methods and stakeholder engagement. Assessing whether actions achieve the intended outcomes and targets, identifying strengths, weaknesses, opportunities and challenges to inform future actions. The review will inform the updated/new action plan.</p>	On track
2.6.2	<p><i>Identify new opportunities for policy or project development from the discussion paper on understanding and mitigating the health impacts of climate change</i></p> 	<p>We sought feedback from internal stakeholders and subject matter experts to finalise the discussion paper. An internal workshop with key stakeholders was held in December 2023. Opportunities to mitigate the health impacts have been identified and a working group has been established to progress this work.</p>	On track
2.6.3	<p><i>Facilitate partnerships to support our community to reduce emissions</i></p> 	<p>Five funded partnerships have been established via the City's Climate Change Partnership Grant program including projects with Deakin University, Geelong Sustainability and 100% Clean Bellarine.</p> <p>The City has also co-funded a Business Renewable Buyers Group (BRBG) to facilitate Geelong businesses to access an affordable and supported renewable energy Power Purchase Agreement. The project will seek businesses wishing to shift to 100% renewable energy with a min. electricity load of 500mWH to join the buyers group.</p>	On track
2.7.1	<p><i>Update the Waste and Resource Recovery Strategy 2020–2030 to include new focus areas such as food & garden</i></p>	<p>We completed planning to update the <i>Waste and Resource Recovery Strategy 2020–2030</i>. We are working through initiative prioritisation as part of the budget process to inform the update to the strategy in late 2024.</p>	Ongoing

Four-year priority	2023–24 actions	Progress comment	Status
	<p><i>organics recycling and roll out of the municipal container deposit scheme</i></p> 		
2.8.1	<p><i>Build community knowledge, engagement and partnerships to protect and restore our region's biodiversity</i></p>	<p>We partnered with the Geelong Field Naturalists Club and others to deliver the Geelong Nature Festival in October 2023. The festival, was a collaboration of 55 agencies and groups led by the City, that delivered 70 events attended by over 1,900 people. It included a schools art project titled 'Nature, Our Backyard' at the 21st Century Gardens which was contributed to by 22 Geelong schools and 1,400 students and supported by genU, the Mt Duneed Men's Shed, the School of Lost Arts and the City.</p>	On track
2.8.2	<p><i>Establish public parkland as per phase 2 (2022–2030) of the Sparrovale-Ngubiti yoorree Wetlands Master Plan*</i></p>	<p>We officially opened section one of Sparrovale Wetland Reserve Ngubiti yoorree on 23 September 2023 as part of the Geelong Nature Festival. Western boundary fencing is now complete.</p>	On track
2.8.3	<p><i>Complete ecological surveys of fish, frogs and birdlife as required for the development of the Sparrovale-Ngubiti yoorree Wetlands</i></p>	<p>We completed ecological surveys of fish and frogs in October/November 2023. A draft report is due in January 2024.</p>	On track

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT



DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK



CREATIVITY DRIVES CULTURE



PEOPLE FEEL SAFE WHEREVER THEY ARE

STRATEGIC DIRECTION 3

STRONG LOCAL ECONOMY

Desired outcomes

- We have a global, national and local reputation as a place to do business – especially in our key sectors
- We have a diversified, future-focused and sustainable economy to drive employment and support growth
- We are an influential Council that builds effective private and public partnerships, taking the lead role in advocating for future investment

Four-year priorities

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

PROGRESS REPORT

Indicators




Municipal Indicators	Data available at 31 December 2023	Progress comments
Number of jobs located in the City of Greater Geelong <i>Source: .id and National Institute of Economic and Industry Research (NIEIR)</i>	135,562 (2021–22) 123,462 (2020–21) 118,765 (2019–20)	In 2021–22 there were an estimated 12,100 jobs created in our region. The 2022–23 data will be available in early 2024.
Small area unemployment rates across Greater Geelong <i>Source: Jobs and Skills Australia – Small Area Labour Markets</i>	3.2% (June quarter 2023) 2.8% (June quarter 2022) 4.2% (June quarter 2021)	Unemployment rate has increased 0.4 points from June 2022 to June 2023.
Gross Regional Product (GRP) <i>Source: National Institute of Economic and Industry Research (NIEIR) 2021. Compiled and presented in economy.id by .id (informed decisions)</i>	\$17.6 billion (2021–22) \$15.9 billion (2020–21) \$15 billion (2019–20)	GRP increased by \$1.7 billion in 2021–22.
Value of non-residential building approvals in City of Greater Geelong <i>Source: City of Greater Geelong Building Services</i>	\$977.1 million (2022–23) \$1.2 billion (2021–22) \$603.2 million (2020–21)	The value of non-residential building approvals decreased by 19% in 2022–23 yet was 62% higher than 2020–21. Some of the larger approvals included the new South Geelong train station; industrial and manufacturing facilities at Avalon; Armstrong Creek Library and Community Hub; final stages of the Geelong Quarter accommodation and apartments; Geelong Arts Centre redevelopment; and GMHBA Stadium expansion.
Number of businesses <i>Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2021</i>	21,785 (2021–22) 19,613 (2020–21) 18,532 (2019–20)	In 2021–22 there were an additional 2,172 businesses.

Municipal Indicators	Data available at 31 December 2023	Progress comments
Tourism Sentiment Index (TSI) <i>Source: Destination Think</i>	26.6 (September 2023) 24.1 (March 2023) 24 (June 2022) 22 (June 2021)	Greater Geelong and the Bellarine had a Tourism Sentiment Score® of 26.6. This places Greater Geelong and the Bellarine amongst the top destinations in the world with a global rank of #100. The top contributors to Greater Geelong and the Bellarine's overall performance were: Restaurants, Vineyards and Dining and wineries.
Investment in Geelong <i>Source: Cordell by CoreLogic</i>	157 projects valued at \$16.9 billion (June 2023) 137 projects valued at \$13.9 billion (June 2022) 139 projects valued at \$11.5 billion (June 2021)	The number and value of major investment projects increased by \$3.0 billion in the year to June 2023.
Visitor expenditure <i>Source: Tourism Research Australia's National Visitor Survey</i>	\$1.75 billion (September 2023) \$1.6 billion (June 2023) \$876 million (June 2022) \$637 million (June 2021)	Annual tourism spend in the region is up 39% to 1.75 billion compared to Y/E Sep 2022. Domestic • Visitation up 21.4% to 6.3 million • Nights up 9.5% to 4.6 million

City of Greater Geelong Indicators	Data available at 31 December 2023	Progress comments
Community satisfaction with business and community development <i>Source: Local Government Community Satisfaction Survey</i>	59 (2023) 59 (2022) 64 (2021)	Satisfaction with performance remained unchanged from 2022 and was comparable to both statewide and Regional Centre averages (57 respectively).
Return on investment of Geelong major events <i>Source: Geelong Major Events Committee Annual Report</i>	50:1 (2022–23) 24:1 (2021–22) 28:1 (2020–21)	The 18 major events supported via Geelong Major Events had an economic impact estimated at \$81.3 million.

Four-year priority	2023–24 actions	Progress comment	Status
3.1.1	<i>Facilitate a diversity of employment land supply to meet the long terms needs of our city</i>	Council adopted the South-West Employment Study in December 2023. The study looks at employment land needs and opportunities in south-west Geelong. The Victorian Planning Authority has completed the co-design report for the Greater Avalon Employment Precinct.	On track
3.1.2	<i>Deliver a new Economic Plan for the City of Greater Geelong identifying key growth sectors and workforce sector gaps</i>	We completed an updated background report with the most recent economic data and completed internal and external consultation workshops. The new economic plan will identify key growth industries and opportunities for investment.	On track

Four-year priority	2023–24 actions	Progress comment	Status
3.1.3	<i>Delivery of the Tourism Greater Geelong & The Bellarine Sustainable Destination Master Plan including advocacy and attraction for new investments, programs and initiatives to increase visitor numbers and spend</i>	The Tourism Greater Geelong & The Bellarine Sustainable Destination Master Plan was updated in September 2023 to reflect the Commonwealth Games cancellation. Briefings with stakeholders, partners and media have taken place to build awareness of the plan. It's now being used to underpin conversations with investors and potential opportunities, as well as inform the work of Tourism Greater Geelong and The Bellarine.	Complete
3.2.1	<i>Continue to support Geelong's designation as a UNESCO City of Design to position the City of Greater Geelong both Nationally and on the World Stage as a Clever & Creative City</i>	We held Geelong Design Week from 19-29 October 2023 to celebrate the City of Greater Geelong's UNESCO City of Design designation. The event spanned 52 free and ticketed events across eleven days including topics from sustainability, First Nations, through to technological innovations and architecture. The event delivered a record attendance of 17,288, an increase of 172 percent from the previous year. High-level estimates suggest that the impact of visitors attending Geelong Design Week events from outside Greater Geelong alone injected \$1.6 million revenue into the local economy.	On track
3.2.2	<i>Finalise the procurement activities related to redevelopment of the Osborne House site and complete the draft proposal of future activities for council endorsement*</i>	We continued to progress the Expressions of Interest (EOI) for procurement activities and now await a response from the Minister as to the ability to structure the deal around a longer lease term.	On track
3.2.3	<i>Continue to support investment attraction, innovation and local digital capabilities through implementation of Smart Cities initiatives including Digital Twin, Data Exchange Centre and smart parking solutions in Central Geelong</i>	Our focus remains on developing high-fidelity building models for the Geelong Digital Twin, a virtual 3D model of our city representing terrain surfaces, buildings, vegetation, infrastructure and other objects and assets. Preparatory work is underway for seamless integration into Digital Twin Victoria. Simultaneously, the Smart Parking Project is leveraging data from multiple sources to create a holistic view of parking demand and usage in Central Geelong, enhancing data-driven planning decisions.	On track
3.2.4	<i>Work with state government and partner organisations to maximise funding outcomes for Tourism and Major Events in the Greater Geelong Region</i>	We have commenced the development of the Major Events Strategic Review. Consultation workshops with internal and external stakeholders have been completed and a draft plan is in development.	On track

Four-year priority	2023–24 actions	Progress comment	Status
3.3.1	<i>Development of tools and resources to promote and profile investment opportunities for Geelong in regards to industry, creative industries and major events</i>	We completed a final draft which is now being reviewed internally. This will be available for distribution in early 2024.	On track
3.3.2	<i>Partner with AARNet to provide community facilities and public spaces with access to ultra-high-speed internet as part of the Fibre in the North project</i> 	The Cultural Heritage Management Plan was submitted for approval in late October 2023 and underwent a 30-day assessment period. Construction commenced in December with completion into Drysdale scheduled for March/April 2024.	On track
3.3.3	<i>Deliver free public Wi Fi and enhanced broadband across the north to address gaps in digital access and affordability (Geelong Smarter Suburbs)*</i> 	We continued to deliver free public Wi Fi and enhanced broadband across the northern suburbs. Significant progress has been made with only four smart nodes remaining to be installed to complete the Smarter Suburbs Program. The fifteen smart nodes installed are currently going through the commissioning phase.	On track
3.4.1	<i>Partner with industry stakeholders to deliver cleantech programs and initiatives including Cleantech Grants and NEXUS Cleantech Innovation Festival</i>	The City partnered with representatives from the Victorian Cleantech Cluster, Regional Innovation for a Circular Economy (RICE) and Climate-KIC Australia to host the NEXUS Cleantech Innovation Festival at Wurriki Nyal Civic Precinct on 11 August 2023. The event brought together attendees from local business, industry, academia and government to discuss the latest developments in the clean technology sector and the role the Geelong region can play in achieving a circular economy. Planning for the 2024 event has commenced.	On track
3.6.1	<i>Partner with community organisations to deliver programs that enable skills development and improved employment outcomes</i> 	The City partnered with the Geelong Chamber of Commerce to deliver the Geelong Small Business Festival from 1 to 31 August 2023. The month-long festival saw 72 low-cost and free workshops, presentations and networking opportunities held by local businesses for community members looking to start, grow or improve their small business, covering every stage in the small business life. There were 2,127 community members who attended events either in-person or online. Review of Geelong Small Business Festival Partnership is now complete, and planning has commenced for 2024 Small Business Festival.	On track
3.7.1	<i>Advocate and lobby government for future funding for the region to support the delivery of pre-employment programs</i>	Council supported Northern Futures in the transition of information, contacts and systems to support the delivery of the first round of the new program which was completed late 2023.	Commenced
3.8.1	<i>Upgrade the LED Street Lighting & Smart Control Technology*</i>	Main roads lighting installation progressed with 4,500 lights now converted (out of approximately 5,200). Main roads lighting is expected to be complete by mid-2024. Stage 3, which involves the remaining decorative lighting, will be completed in Q3 of 2024.	On track

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES



A LEADER IN DEVELOPING AND
ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTURE



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS

STRATEGIC DIRECTION 4

HIGH-PERFORMING COUNCIL AND ORGANISATION

Desired outcomes

- Our services are accessible and meet the diverse needs of our community
- We are acknowledged and recognised as a leading council and organisation
- We have a healthy, safe, inclusive and diverse culture
- We are a financially sustainable and resilient organisation

Four-year priorities

- 4.1 Enable a customer-focused approach that delivers efficient and responsive service
- 4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf
- 4.3 Foster excellence and equity in planning for our growing region
- 4.4 Continue to strengthen our workforce capabilities and culture
- 4.5 Create a more efficient and effective organisation
- 4.6 Develop a digital core of brilliant basic technology that supports better ways of working
- 4.7 Ensure that our employees are safe at work
- 4.8 Focus on economic, social and environmental sustainability



PROGRESS REPORT

Indicators

City of Greater Geelong Indicators	Data available at 31 December 2023	Progress comments
Customer complaints resolution completed within 30 days <i>Source: City of Greater Geelong</i>	87% (2022–23) 85% (April–June 2022)	We have improved the online information and online form. The result has been a decline in complaints, as our customers were reporting issues in the incorrect portal, for example missed bin collection. We created dashboards to help manage and resolve complaints in a more efficient manner while having a view of the incoming and outstanding complaints.
Community satisfaction with customer service <i>Source: Local Government Community Satisfaction Survey</i>	73 (2023) 72 (2022) 77 (2021)	Our performance continued to be well regarded by our community with customer service among our highest rated services. Our performance was significantly higher than both the statewide (67) and Regional Centres average (68).
Community satisfaction with informing the community <i>Source: Local Government Community Satisfaction Survey</i>	56 (2023) 58 (2022) 60 (2021)	Our result was comparable with both statewide and Regional Centres averages (57 and 55 respectively).
Community satisfaction with consultation and engagement <i>Source: Local Government Community Satisfaction Survey</i>	52 (2023) 54 (2022) 57 (2021)	Satisfaction was consistent with historical results and comparable with both statewide and Regional Centres averages (52 and 50 respectively).
Community satisfaction with overall council direction <i>Source: Local Government Community Satisfaction Survey</i>	49 (2023) 52 (2022) 56 (2021)	Satisfaction was comparable to the Regional Centres average (47) but was significantly higher than statewide (46).
Community satisfaction with overall performance <i>Source: Local Government Community Satisfaction Survey</i>	58 (2023) 63 (2022) 63 (2021)	Our result decreased significantly but was comparable with both statewide and Regional Centres averages (56 respectively).

City of Greater Geelong Indicators	Data available at 31 December 2023	Progress comments
Community satisfaction with advocacy on behalf of the community <i>Source: Local Government Community Satisfaction Survey</i>	50 (2023) 55 (2022) 57 (2021)	Our result decreased significantly but was comparable with both statewide and Regional Centres averages (51 and 52 respectively).
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) <i>Source: City of Greater Geelong</i>	25.2 LTIFR (November 2023) 22.3 LTIFR (June 2023) 26.5 LTIFR (June 2022) 21.4 LTIFR (June 2021) 32.3 TRIFR (November 2023) 29.3 TRIFR (June 2023) 34.9 TRIFR (June 2022) 24.9 TRIFR (June 2021)	Over the financial year, our LTIFR and TRIFR both increased, with the LTIFR up 13% (up 2.9) and the TRIFR up 10% (up 3) from the June 2023 result.
Gender breakdown of City employees <i>Source: City of Greater Geelong</i>	Female 65.69% (June 2023) 64.32% (June 2022) 64.12% (June 2021) Male 34.13% (June 2023) 35.64% (June 2022) 35.85% (June 2021) Self-described gender 0.17% (June 2023) 0.04% (June 2022) 0.04% (June 2021)	Gender breakdown of our employees remains consistent from 2022.
Number of Aboriginal and Torres Strait Islander people employed at the City <i>Source: City of Greater Geelong</i>	20 (June 2023) 19 (June 2022) 14 (June 2021)	We recruit, develop and retain First Nations people as an integral part of our commitment to inclusiveness, engagement and to be an employer of choice for Aboriginal and Torres Strait Islander people.
Employee satisfaction and engagement <i>Source: City of Greater Geelong Better Together Survey</i>	Satisfaction 59% (2022) 63% (2020) Engagement 53% (2022) 52% (2020)	Our employee opinion survey on employee satisfaction and engagement was not conducted in 2023. The next survey will be conducted in 2024.
Recurrent surplus / deficit <i>Source: City of Greater Geelong</i>	\$4.7 million (2022–23) \$10.63 million (2021–22)	We achieved a recurrent surplus of \$4.7 million against a budget surplus of \$0.107 million. Favourable result largely due receiving 100% of the federal assistance grant in 2022–23 instead of the budgeted 75% and saving measures implemented during the second half of the financial year generating \$6.2 million to net operating results.
Funds from sale of assets <i>Source: City of Greater Geelong</i>	\$31.1 million (2022–23) \$12.8 million (2021–22)	Two of the City's assets held for sale, Civic Centre Carpark and Belmont bowling lanes were sold favourable to budget, with further asset sales deferred to 2023–24.

City of Greater Geelong Indicators	Data available at 31 December 2023	Progress comments
Cost recovery of services and revenue growth from new sources (fees and charges) <i>Source: City of Greater Geelong</i>	\$9.9 million (2022–23) \$9.4 million (2021–22)	An increase in the rates revenue stream was due to increase of 2,800 rateable properties and supplementary rates during 2022–23.
Efficiency target <i>Source: City of Greater Geelong</i>	\$3.98 million (2022–23) \$2.965 million (2021–22)	Efficiency embedded into the budget in materials and services were not realised due to current economic conditions.
Asset renewal gap and upgrade ratio <i>Source: City of Greater Geelong</i>	61.8% (2022–23) 68.9% (2021–22) 51.9% (2020–21)	A strong focus from council to investing in asset renewal has seen the ratio maintained in 2022–23 and will continue to increase in the forthcoming years.

Four-year priority	2023–24 actions	Progress comment	Status
4.1.1	<i>Identify, capture and share data sources across departments to better understand the community and customers' experience and develop strategies for addressing gaps</i>	We identified and captured relevant data sources which help us to better understand community needs and our community and customers' experiences. Following further analysis, findings and data mapping will be shared with relevant internal stakeholders in 2024.	On track
4.1.2	<i>Plan for the delivery of the 2024 Council elections</i>	We developed a draft election plan and are currently working with the Victorian Electoral Commission and internal stakeholders to prepare the voters roll and other statutory obligations.	On track
4.2.1	<i>Continue to provide the opportunity for in-person neighbourhood discussions with residents as part of our Neighbourhood Conversations program</i> 	We held four Neighbourhood Conversations (one in each ward) in 2023. The most recent being held at Leisurelink, Waurn Ponds on 7 December 2023. These sessions offer an opportunity for residents to talk to City staff, and share their feedback, on what's important to them about where they live. Dates are now being planned for four similar events in 2024.	On track
4.4.1	<i>Improve workplace gender equality through delivery of our Gender Equality Action Plan and Gender Impact Assessments (GIA+)</i> 	We completed a draft progress report which is scheduled to be considered by Council at its February 2024 meeting.	On track

Four-year priority	2023–24 actions	Progress comment	Status
4.4.2	<i>Deliver learning & development programs to Councillor Group to further enhance leadership and governance capabilities</i>	<p>In the last twelve months, a range of learning and development opportunities were presented to the Councillor group.</p> <p>These have included:</p> <ul style="list-style-type: none"> • training as prescribed under the Local Government Act 2020 • training made available through the Municipal Association of Victoria • a series of Governance refreshers delivered by Maddocks Lawyers • relationship building through Elite Training Dynamics. <p>In addition to this, we developed a new Councillor e-learning module focused on streamlining compliance based training and creating a more accessible environment. In the lead up to the 2024 Council election, we will strive to incorporate induction material in the module. We are also currently developing good governance guidelines which will support Councillors in the application of the Governance Rules.</p>	On track
4.5.1	<i>Implement efficiency opportunities within the City's operations to reduce the operational budget, without impacting core service delivery</i>	We have determined a more effective approach to ensure operational opportunities are being managed by business owners. Meetings with prioritised areas have commenced. With the onboarding of the Executive Leadership Team, prioritisation will recommence from Directorate level down.	On track
4.5.2	<i>Simplify customer service delivery to improve our community's experience with the City</i>	We have continued to implement the tiered service delivery model and have been working through the discovery phase of our approach with three areas of the business with design and implementation to occur shortly.	On track
4.5.3	<i>Develop an advocacy and partnership frameworks to support the organisation to attract grant funding and seek investment opportunities</i>	Development of a draft advocacy framework is in progress. Mapping of financial benefits has been completed for work to continue on the partnerships framework.	On track
4.5.4	<i>Develop a property strategy that ensures efficient and sustainable use of the City's assets</i>	A briefing for an approach to market to have a property strategy developed is being prepared	Commenced
4.5.5	<i>Respond to the Independent Broad-based Anti-corruption Commission recommendations and legislative outcomes from the Operation Sandon Special Report</i>	Council was briefed on the outcomes from the Operation Sandon Special Report, an investigation into allegations of corrupt conduct involving councillors and property developers in Melbourne's south-east. Key employees attended relevant external meetings and briefings in regard to the final recommendations. Key policies and procedures are under review.	On track

Four-year priority	2023–24 actions	Progress comment	Status
4.6.1	<i>Protect the City's digital landscape from cyber security threats through implementation of the Cyber Security Strategy*</i>	We established an Information Security Oversight body to help strengthen governance practices. This body will manage and monitor response to information security governance, risk, and compliance obligations to ensure alignment of security practices with the City's goals and industry standards. We are working toward meeting audit obligations and are refreshing the current cyber strategy. The next steps will be to prioritise and identify key strategic initiatives, operational requirements, and governance activities which will be used to build out an operating model for information security services delivered across the City.	On track
4.6.2	<i>Commence the detailed design of a digital innovation program across the organisation*</i>	Following a Request for Proposal process, a preferred supplier for the development of the City's IT Strategy was chosen. An initial discovery meeting was held with the supplier in late December 2023, with the IT strategy engagement to formally start in January 2024.	On track
4.7.1	<i>Development and implementation of measures that support a healthy and inclusive work environment, with a focus on employee engagement and safety</i>	Activities to date include: <ul style="list-style-type: none"> • implementing of a Fitness for Work Policy • hosting an internal Health & Safety Representative (HSR) forum in October 2023 to provide updates on health, safety and wellbeing information • continuing to provide ongoing Employee Assistance support throughout the period of organisational change. • continuing to support our City employees regarding health, safety and wellbeing issues and concerns by assisting with the completion of risk assessments, standard operating procedures, incident investigations, as well as provide early intervention and care to any employee who may sustain a work-related injury. 	On track
4.8.1	<i>Monitor the current and long-term financial risks of the City to support future growth and financial sustainability</i>	We continued to monitor the current and long-term financial risks of the City.	Ongoing