



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

QUARTERLY REPORT
JUNE 2025



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



STATUS UPDATE

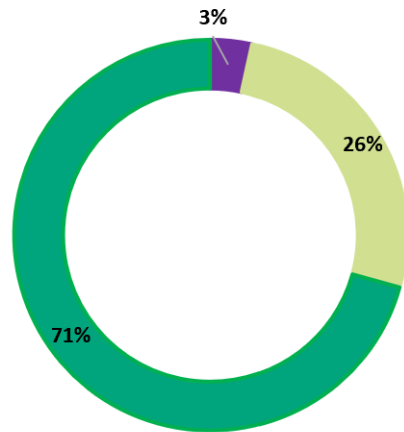
This report is the final report on the progress of *Our Community Plan 2021–25*. Actions considered as ‘ongoing’ as of 30 June 2025, will continue to be delivered in FY25-26 and will support the execution of major initiatives outlined in the Council Plan 2025-29.

We committed to 58 actions in our Annual Action Plan this year.

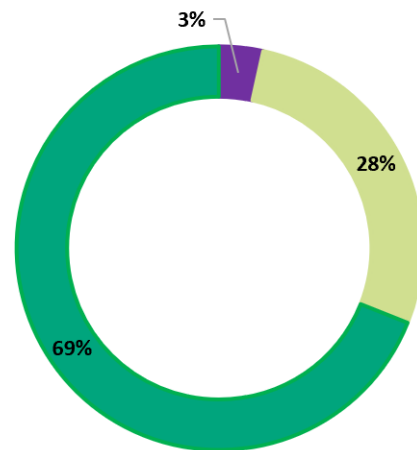
At the end of June 2025:

- **41 actions (71%) are ‘complete’**
- **two actions (3%) are ‘not proceeding’**
 - *Establish the Armstrong Creek Community Garden* - this project will not proceed as the proposed site was not supported by the community group involved.
 - *Progress delivery of the Market Square Quarter Master Plan and continue to advocate for improved public realm outcomes in the central city* – the master plan is on hold following a request from Council in February 2025. Work will recommence when advised by Council.
- **15 actions (26%) are ‘ongoing’**. One of the actions ‘*Prepare the Innovate Reconciliation Action Plan (RAP) for endorsement by Reconciliation Australia*’ will continue in our regular business throughout 2025–26.

Annual Action Plan overall progress



Health & Wellbeing priorities progress



■ Not proceeding ■ Ongoing ■ Complete

STRATEGIC DIRECTION 1

HEALTHY, CARING AND INCLUSIVE COMMUNITY





Desired outcomes






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



Four-year priorities





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



Four-year priority	2024–25 Action	Progress comment	Status
1.1.1	<i>Partner with Geelong Food Relief to utilise fresh produce from community gardens</i>	In 2024–25 we delivered twelve crates of excess vegetables from community gardens to Geelong Food Relief. A school group also participated in harvesting 20kg of potatoes (2 crates) that were delivered to Geelong Food Relief. Winter preparation has included the planting of 70 punnets of winter vegetables.	Complete
1.2.1	<i>Review the draft Early Years Infrastructure Plan in line with state government early childhood reforms</i>	Work is continuing with the state government to understand impacts of state government reforms to kinder delivery, and future demand for kinder to inform Council's early years planning.	Ongoing

Four-year priority	2024–25 Action	Progress comment	Status
1.2.2	Implement the Healthy Choices Guidelines in selected Council owned and operated food retail outlets 	Promoting healthier food and drink choices by removing RED-rated options from Council-run venues and working with leaseholders to revise pricing strategies is helping community members make more nutritious choices at our sport and recreation centres. Efforts include developing tailored recommendations and promotional materials to highlight GREEN and AMBER options, informed by messaging tested with the Youth Council to better resonate with young audiences. Online training for employees on Healthy Choices guidelines is being rolled out, and audits have been completed at key sites like The Carousel and Geelong Arena. Shareable content is also being developed to support other Victorian councils, establishing the City as a leader in sustainable and nutritious food practices.	Complete
1.3.1	Establish the Armstrong Creek Community Garden 	This project did not proceed in 2024-25 as the proposed site was not supported by the community group involved. We continue to work with the group to find a suitable location, with discussions ongoing.	Not proceeding
1.4.1	Implement the Fair Access Policy 	Since the introduction of the Fair Access Policy in 2024, a range of initiatives have been undertaken to support its implementation. These include the creation of an Action Plan and a communications strategy encompassing internal, external, and social media channels. Case studies highlighting successful clubs were produced in both written and video formats. Introductory workshops were delivered across regional councils in collaboration with our regional sporting assembly, Leisure Networks, and a Fair Access Self-Assessment Tool was developed for local clubs and associations. Data collection through the Sport & Recreation Census has informed policy insights, while seven Gender Impact Assessments have shaped infrastructure and program development. Engagement with 12 sporting associations has deepened consultation, and Fair Access has been embedded as a key metric in the City of Greater Geelong's Community Infrastructure Grants Program.	Complete
1.4.2	Develop the LGBTQIA+ Action Plan utilising the Rainbow Ready roadmap 	A draft LGBTQIA+ Action plan (renamed to Rainbow Action Plan) was released for community consultation in May 2025 on the City's Have Your Say webpage. All feedback and recommendations will be reviewed and presented to Council in July 2025.	Complete

Four-year priority	2024–25 Action	Progress comment	Status
1.5.1	<p><i>Implement first year of the Disability Access and Inclusion Plan 2024–28</i></p> 	<p>The Disability Access and Inclusion Plan 2024–28 was publicly launched at the Geelong Awards for People with Disability on 3 December 2024. The plan outlines our actions to create a city that is more accessible, inclusive, welcoming and supports the full participation of people with disability.</p> <p>Actions to date include:</p> <ul style="list-style-type: none"> the launch of a new 'Disability and Accessibility' website landing page and accessible events checklist delivery of the Sport4All program construction for Rippleside Inclusive Playspace (see below) onboarding of the Disability Access and Inclusion Plan Reference Group integration of actions into broader organisational strategies and capital works planning 	Complete
1.5.2	<p><i>Continue construction of the all-abilities playground at Rippleside Park*</i></p> 	<p>The City partnered with the Touched by Olivia Foundation and the Federal and State Governments to build a new play area for children of all abilities at Rippleside Park. The project includes a regional-level playground and associated park infrastructure such as picnic facilities, accessible toilets and a Changing Places facility. Playspace works are nearing completion, with minor items to be finalised in the weeks following 30 June 2025.</p>	Complete
1.6.1	<p><i>Negotiate with developers for social housing contributions within new housing developments</i></p> 	<p>An agreement for social and affordable housing in the Jetty Road Stage 2 area, Curlewis, has been included in Amendment C387 to the Greater Geelong Planning Scheme. The section 173 Agreement, which details the conditions or restrictions on the use or development of the land, has been negotiated and signed. It is now waiting for the Minister's signature for final approval.</p>	Complete
1.7.1	<p><i>Complete the redevelopment design for the Norlane Community Centre</i></p> 	<p>Work on the redevelopment of the centre is continuing in partnership with the Norlane Neighbourhood House and stakeholders. Detailed design is complete and the project is on track for construction in the 2025–26 financial year.</p>	Complete
1.7.2	<p><i>Construct and open the Central Geelong Youth Hub two-year pilot</i></p> 	<p>The Nest Youth Hub was officially opened by Minister for Youth the Hon Natalie Suleyman, Mayor Stretch Kontelj OAM and Christine Couzens MP on 23 January 2025. The launch event, with over 100 people in attendance, featured young people in key roles such as Master of Ceremonies and speeches. The Nest Youth Hub is a fun, welcoming, and inclusive space for young people aged 12-25 to hang out, enjoy meals, access programs, and connect with support services. The Youth Hub Steering Committee and Youth Hub Reference Group held their first meetings on 6 February and 25 February 2025, respectively. A progress report was sent to Department of Families, Fairness and Housing in April 2025.</p>	Complete

Four-year priority	2024–25 Action	Progress comment	Status
1.8.1	<p><i>Prepare the Innovate Reconciliation Action Plan (RAP) for endorsement by Reconciliation Australia</i></p> 	<p>Preparation of the Innovate Reconciliation Action Plan (RAP) is on hold pending recruitment for the Manager First Nations Engagement and Outcomes position. This position will provide critical expertise and support the expression of interest for the First Nations partnership model for the RAP. The City is working with Reconciliation Australia to explore which RAP is best suited.</p>	Ongoing
1.8.2	<p><i>Elevate First People's living cultures, histories and knowledge through curations, exhibitions, and storytelling</i></p> 	<p>In 2024-25, activities to elevate First People's living cultures, histories and knowledge included:</p> <ul style="list-style-type: none"> • acquiring House of Gold, 2023 by artist Dr Christian Thompson AO, a Bidjara man of the Kunja Nation with Irish and Chinese heritage. The work was originally created at the National Wool Museum • actively raising awareness of First Nations objects in the collection through print and digital communications, specifically, the seasonal What's On and through social media. This included Buniya Yaluk – Redgum Island, 2007, Glenn Romanis and Mark Trinham, Wadawurrung Country, Fyansford, Outdoor Collection featured on inside front cover of Museum What's On and Dan Dan Nook Medal, also on long-term loan display at Geelong Sports Museum, Kardinia Park and House of Gold Chapter 6 by artist Dr Christian Thompson • partnering to produce an early years Acknowledgement of Country song with Auslan signs. Under the guidance of the Acting Best Start Facilitators from Mingo Waloom of Wathaurong Aboriginal Cooperative • Cats and Dogs All at Sea exhibition including objects from Naval and Maritime Collection and highlights Osborne Park/House detailing Wadawurrung Significance • Australian Wool Innovation / National Foundation for Australia China Relations delegation visit included afternoon tea and Welcome to Country with Ash Skinner of Wadawurrung Traditional Owners Aboriginal Corporation, special collections store tour featuring First Nations contemporary art and 'bush tucker' inspired afternoon tea prepared by the Davidson at The Gordon • opening event of We the Makers: Sustainable Fashion Prize featured an extended Welcome to Country with Wadawurrung artist Dr Deanne Gilson • Wadawurrung artist Tammy Gilson is in final stages of creating a Djilang possum skin cloak for Museum collection - anticipated unavailing and display for NAIDOC Week 2025 • Smoking Ceremony at Carousel and Walk on Country with Wadawurrung Woman Corrina Eccles • weaving demonstrations and workshop with Arrente artist Jasmine-Skye of Wathaurong Aboriginal Corporation • Museum Explorers - family program explored continuing connection through storytelling, music and craft. 	Complete

Four-year priority	2024–25 Action	Progress comment	Status
1.9.1	<i>Develop a Heritage Strategy</i>	Development of the new Heritage Strategy is underway. Initial community engagement findings were shared on the City's Have Your Say platform. In June 2025, a Community Heritage Forum brought together stakeholders such as the Heritage Advisory Committee and local historical organisations. Insights from this forum, along with the draft vision and objectives, will guide the next stage of internal consultation. The updated strategy is expected to be released for public feedback later in 2025.	Ongoing
1.9.2	<i>Develop a Public Art Strategy</i>	The City's Public Art Strategy is being revised to update strategic priorities and align with current plans. The strategy will guide sustainable development, identify gaps for future investment in services through established programs, and strengthen partnerships and governance. Stage one of community consultation held across March-April 2025 included online surveys, workshops, panel sessions, library drop-ins, a Youth Council briefing, interviews and targeted community consultation with youth groups. Feedback will be used to inform development of the draft Public Art Strategy which will be made available for community feedback in late 2025.	Ongoing
1.10.1	<i>Deliver the Drysdale Sub-Regional Sporting Precinct Master Plan*</i> 	The Cultural Heritage Management Plan (CHMP) required for the delivery of the master plan is complete. A tender for construction has been released and regulatory approvals which affect construction are in progress.	Ongoing
1.10.2	<i>Develop a driving range at Lara Golf Club*</i> 	Consultation with stakeholders has been completed, and the project scope aligned to budget. Tender for construction has been released. On track to deliver by June 2026.	Ongoing
1.10.3	<i>Plan for the provision of new playing fields in Armstrong Creek as part of the Bloinks Reserve Master Plan*</i> 	A draft Coastside Drive Masterplan has been developed following completion of a provision analysis report and engagement with State Sporting Associations to check provision standards. The draft masterplan is scheduled to be considered at the July 2025 Council meeting. Once endorsed, it will be released for community engagement in July/August 2025.	Ongoing
1.10.4	<i>Deliver the upgrade works at Thomson Recreation Reserve*</i> 	Detailed design for the upgrade works is complete, and the project is scheduled to go out to tender in July 2025. Construction is expected to commence in October 2025 and be completed by March 2026.	Ongoing

Four-year priority	2024–25 Action	Progress comment	Status
1.10.5	Construct the Ocean Grove District Ride Centre*  	The construction tender process is underway, with the contract award set for August/September 2025. Delivery is on track for June 2026.	Ongoing

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY



PEOPLE FEEL SAFE WHEREVER THEY ARE



CREATIVITY DRIVES CULTURE

*Major budget initiative

STRATEGIC DIRECTION 2


SUSTAINABLE GROWTH AND ENVIRONMENT

Desired outcomes







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





Four-year priorities

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

Four-year priority	2024–25 Action	Progress comment	Status
2.1.1	<i>Deliver the Northern and Western Geelong Growth Areas Precinct Structure Planning (PSP) program</i>	Council adopted the Creamery Road Precinct Structure Plan (PSP) and Development Contribution Plan (DCP) in August 2024. Authorisation for the exhibition of draft planning scheme amendment C450ggee by the Minister for Planning is pending. The Standing Advisory Committee has reviewed the draft amendment, and the City is currently working on revisions. Elcho Road East PSP is nearing draft form, with plans for consultation with external public sector organisations at the start of 2026. A Third Party Funding Agreement for the Elcho Road West (Heales Road) PSP will soon be signed by the City, with work scheduled to commence in the first quarter of 2025–26.	Ongoing
2.2.1	<i>Develop a background report to inform development of the Integrated Transport Strategy</i> 	The Integrated Transport Strategy aims to deliver a vision, objectives and actions for the City to help meet the evolving needs of our growing community. The background report to inform development of the Integrated Transport Strategy is complete. Phase 2 of community engagement and summary report is now complete and we are working towards a Councillor workshop and planning for phase three of community consultation .	Complete

*Major budget initiative

Four-year priority	2024–25 Action	Progress comment	Status
2.2.2	<i>Partner with the Surf Coast Shire to explore options for a future safe cycling route between Geelong and Torquay</i>  	The Multi-Criteria Assessment has been completed identifying the preferred route alignment for the project. We have received the draft report and are working with the consultant to finalise it by mid-July 2025. We will then update the community with the project outcomes by the end of July 2025 in partnership with Surf Coast Shire.	Complete
2.3.1	<i>Deliver the City's tree planting program</i> 	Over 2,400 trees have successfully been planted this financial year.	Complete
2.3.2	<i>Work with state government to improve public spaces and places around the new Geelong Convention and Exhibition Centre, Nyaal Banyul *</i>	Stage 1 of the Gheringhap Streetscape Master Plan, the Gheringhap Plaza, did not receive funding in the 2025–26 Council budget. Work has continued on the delivery of the new Geelong Convention and Exhibition Centre including the public spaces around it with minimal Council involvement as the delivery reaches final stages of completion.	Complete
2.3.3	<i>Support businesses/trades in the activation of outdoor areas</i>	The draft Outdoor Dining Guidelines were endorsed for community consultation at the June Council meeting. The draft guidelines provide clear, practical advice for businesses wanting to set up or expand outdoor dining. Consultation, which began on 25 June and will continue until 23 July 2025, includes a survey on the Have Your Say webpage and a drop-in session. Feedback will be used to inform the development of the Outdoor Dining Guidelines expected to be released in December 2025.	Complete
2.3.4	<i>Commence development of an Open Space Strategy</i>  	Stage 1 community consultation for the Open Space Strategy is complete. Engagement activities included Have Your Say surveys, three drop-ins, a pop-up Balyang Sanctuary Parkrun, Youth Council engagement and postcard drops at community centres. Feedback received will be used to inform the development of the draft strategy in 2025–26.	Complete
2.5.1	<i>Continue the upgrade of street lighting with LED lights & smart control technology including the Central Management System*</i> 	The upgrade of all residential lighting, main roads lighting and decorative light fittings to LED is now complete. A combined total of around 22,000 fittings converted throughout the project. The Central Management System, to manage the new smart lighting assets is in development and on track to be completed by Powercor by September 2025.	Complete

Four-year priority	2024–25 Action	Progress comment	Status
2.6.1	Support the delivery of community climate change partnership programs 	The All Electric Homes program funded through the 2024–25 Climate Change Partnership grants has led to a significant increase in solar energy uptake across the region alongside energy efficient appliances. Complementing this program, is the Reelectrify Business Program delivering long-term targeted approaches in assisting small business during the energy transition resulting in lower costs for business. The update to the Nature Strip Guidelines is providing the City an opportunity to adapt urban landscapes into cooler climate zones to address urban heat island impacts. Grant guidelines are being updated for the new round of grant funding. The new round will open in late July to late September 2025.	Complete
2.7.1	Commence waste facilities upgrades for future delivery of a Food Organics Garden Organics (FOGO) service 	Year 1 actions of the project plan have been completed with the project to continue over the next two financial years. The EPA license amendment has been approved. The tender for the detailed design of the facility is expected to be awarded in July 2025. While detailed design of the facility takes place in July-September, work will also be underway on the specification for the design and construct tender, expected to be released in late 2025.	Complete
2.8.1	Continue implementing the Sparrovale Wetlands Reserve – Ngubitj yooree Master Plan  	Monitoring and modelling completed by Deakin University has shown the wetland is holding more water, for a longer duration than anticipated, impacting the native vegetation on site. This has flagged the requirement for more interactive and adaptive hydrological management. A new Deakin service agreement has been negotiated for three years to continue this important monitoring program.	Complete

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT



DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK



CREATIVITY DRIVES CULTURE



PEOPLE FEEL SAFE WHEREVER THEY ARE

STRATEGIC DIRECTION 3


STRONG LOCAL ECONOMY

Desired outcomes


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


Four-year priorities


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

Four-year priority	2024–25 Action	Progress comment	Status
3.1.1	<i>Progress delivery of the Market Square Quarter Master Plan and continue to advocate for improved public realm outcomes in the central city</i>	The delivery of the Market Square Quarter Master Plan is on hold following a request from Council in February 2025. Work will recommence when advised by Council.	Not Proceeding
3.1.2	<i>Manage delivery of Commonwealth Games legacy assets*</i> 	Development Victoria is leading the delivery of three projects in Geelong: <ul style="list-style-type: none"> • the re-development of Stead Park, Corio – procurement for a head contractor is currently underway with appointment scheduled to be announced in July 2025. Construction is due to commence in Q3 2025 • Armstrong Creek Sports Centre – construction commenced in May 2025 with an official sod turning event hosted by Sport & Recreation Victoria on Friday 23 May 2025 • a new indoor sporting complex at Waurm Ponds – procurement for a head contractor is underway with appointment scheduled to be announced in July 2025. 	Ongoing

*Major budget initiative

Four-year priority	2024–25 Action	Progress comment	Status
3.1.3	<i>Support actions and advocacy for the Sustainable Destination Master Plan</i>	The Sustainable Destination Master Plan continues to guide the priorities and actions of Tourism Greater Geelong and The Bellarine. Conversations with investors and operators, along with letters of support for projects and events, link to the Plan. In developing the 2025–2026 Tourism Greater Geelong and The Bellarine Action Plan, we have allocated resources to formally report on our progress towards the plan's targets and develop material to help drive the plan forward by presenting this information as a prospectus.	Complete
3.1.4	<i>Establish a strategic alliance with the City of Wyndham</i>	On 2 June 2025 the Mayor of the City of Wyndham, Cr Mia Shaw and the Mayor of the City of Greater Geelong Cr Stretch Kontelj signed a new Memorandum of Understanding (MoU) to formalise our strengthened regional partnership. The MoU lays the groundwork for strategic cooperation over the next five years, focussing on joint advocacy, coordinated planning, economic development and innovative service delivery. With a shared boundary and rapid population growth, Geelong and Wyndham are positioned to lead Victoria's future.	Complete
3.2.1	<i>Support the Wadawurrung Traditional Owners to produce a cultural tourism plan</i>	Wadawurrung Traditional Owners Aboriginal Corporation are working through the drafting process to finalise the Cultural Tourism Plan and Feasibility Study. The City has supported the process via participation in the Project Control Group.	Complete
3.2.2	<i>Deliver the Tastes of Greater Geelong program</i> 	The Tastes of Greater Geelong 2025 was officially launched on Monday 16 June 2025, followed by the public launch event, Tastes Winter Festival held in Johnston Park on Friday 20 June 2025. The program, which features over 80 curated events, will go through to the 20 July 2025.	Complete
3.2.3	<i>Deliver a program of innovative and inclusive workshops, events and initiatives for local businesses</i>	Preparation for the 2025 Geelong Small Business Festival is underway in partnership with the Geelong Chamber of Commerce. The organising committee have evaluated Expressions of Interest and are in the process of finalising the program which will commence being advertised publicly in late June 2025. The festival will take place 4-15 August 2025.	Complete

Four-year priority	2024–25 Action	Progress comment	Status
3.2.4	<i>Host visits from domestic and international delegations</i>	<p>Across 2024–25, the City hosted visits from domestic and international delegations including:</p> <ul style="list-style-type: none"> • 10 key representatives from Lianyungang, China, Geelong's sister city, to mark 30 years of its sister-city relationship • United States, Japan and Republic of Korea Consul General visits • Korean elite baseball team KT Wiz conducted their training camp in Geelong • 10 'Future Wool Industry Leaders' from China. A program of Australian Wool Innovation Limited (AWI), it was funded through a grant from the National Foundation for Australia China Relations • 10 educators from Werribee Open Zoo and Zoos Victoria toured the Museum and met with employees to discuss collaborations and mutual development opportunities • over 40 delegates from across Victoria attending the Western Association of Historical Societies Annual Conference and Annual General Meeting at the National Wool Museum • 180 guests at the opening event of We the Makers: Sustainable Fashion Prize with over 50 industry and designer representatives travelling from interstate or overseas. 	Complete
3.2.5	<i>Support Tourism Greater Geelong and The Bellarine to deliver destination marketing programs and improve in-region visitor experiences</i>	<p>Actions to date include:</p> <ul style="list-style-type: none"> • wrapping up a winter Visiting Friends and Family Campaign in September 2024 • hosting media familiarisation tours across the region • attending trade shows targeting the business events sector • updating the visitor website in December 2024 to provide a better user experience and provide more content about local experiences • providing new visitor publications - travel planner and touring map, printed and distributed in December 2024 • developing The Off Peak, On Point seasonal marketing campaign to highlight some surprising 'best of the region' experiences, and why autumn/winter is a great time to experience them. The Campaign has driven 400,000 impressions in the first six weeks. 	Complete
3.2.6	<i>Renew the John Landy Field athletics track to World Athletics Class 2 accreditation</i> 	<p>The \$1.5 million renewal project of the John Landy Field athletics track is complete. The City funded project will ensure the track retains its World Athletics Class 2 accreditation. Along with replacing the ageing track with a brand-new surface in blue and grey, the hammer and discus cages were relocated to allow for more competition events to be carried out at the same time in accordance with World Athletics standards. The upgrade saw 57 tonnes of recycled rubber sourced from used truck tyres installed underneath the track surface.</p>	Complete

Four-year priority	2024–25 Action	Progress comment	Status
3.3.1	<p><i>Provide grant programs and share knowledge with local businesses and industry</i></p> 	<p>Two successful applicants were awarded funding through the City's Clean Economy Grants program 2024–25.</p> <ul style="list-style-type: none"> • Boomaroo Nurseries & Wholesale Supplies Pty Ltd received \$25,000 for an AI-driven system to optimise boiler operations at the nursery • Deakin University received \$23,400 for a pilot-scale prototype that will be developed to reduce energy consumption of heating/cooling devices in Geelong households <p>Local business and makers / designers were also supported through commissions, acquisitions, awards and professional development including:</p> <ul style="list-style-type: none"> • Local artists identified and receiving skills development to work on conservation of Bay Walk Bollards • We the Makers: Sustainable Fashion Prize: awarding over \$25,000 in prize money, industry residencies and mentorships. In partnerships with ARC Research Hub for Future Fibres, Australian Tapestry Workshop and Fashion Industry Council. 	Complete
3.8.1	<p><i>Enhance the Geelong Digital Twin to visualise and analyse urban development projects across the built and natural environments</i></p>	<p>The Geelong Digital Twin is now accessible to the public through the Geelong Data Exchange. This interactive 3D model provides residents, businesses, and researchers with a powerful tool to explore the city's evolving urban landscape. Internally, the platform is supporting council employees with enhanced spatial data for urban planning, infrastructure management, and environmental monitoring. With updated developments, demolitions, and tree canopy coverage, the Digital Twin is streamlining decision-making and project delivery. Ongoing enhancements will continue to expand its capabilities, ensuring it remains a valuable resource for both public engagement and strategic city planning.</p>	Complete
3.8.2	<p><i>Deliver AI-driven solutions for traffic optimisation and flow in priority locations</i></p>	<p>AI-driven solutions have successfully been put in place to optimise traffic in key areas. Our systems are fully operational, helping us use data to make better decisions. We've upgraded our servers to handle more data and activated new traffic monitoring sites. Our platform now regularly provides information to help with planning and managing public spaces and events. We've also conducted detailed road safety studies focused on pedestrian crossings and near-miss incidents, giving us important information to improve safety and traffic flow. This solution provides a strong foundation for continuous improvements in traffic management using data-driven decisions.</p>	Complete

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

STRATEGIC DIRECTION 4

HIGH-PERFORMING COUNCIL AND ORGANISATION

Desired outcomes

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

Four-year priorities

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

Four-year priority	2024–25 Action	Progress comment	Status
4.1.1	<i>Develop a Customer Experience (CX) Strategy</i>	The 2025–2028 Customer Experience Strategy was endorsed by our Executive Leadership Team in June 2025. Additionally, a customer metrics framework was also developed.	Complete
4.1.2	<i>Develop a business case for the implementation of our future customer relationship management platform</i>	The business case for the City's Customer Management program has been completed and endorsed. The Asset and Customer Enablement program will begin the procurement and implementation phases in FY 2025–26, with a priority focus on Asset and Field Workforce capabilities.	Complete
4.1.3	<i>Complete reviews of selected City services*</i>	Two pilot operational reviews are underway and on track. Review teams are refining the approach prior to further rollout across the organisation.	Ongoing
4.2.1	<i>Review the Public Question Time response process</i>	Pre council meeting engagement sessions with Councillors are now in place to increase opportunities for open dialogue between community and Councillors.	Complete
4.3.1	<i>Develop the Asset Plan 2022–32 (2025–35) that will increase the City's ability to effectively manage its extensive asset portfolio review</i>	The second draft of the Asset Plan is to be presented to Council with the Long Term Financial Plan on Tuesday 1 July for endorsement. Once endorsed, the Asset Plan will be made available to the community for four weeks for feedback. It is expected that the Asset Plan will be adopted by Council in September 2025.	Complete




*Major budget initiative

Four-year priority	2024–25 Action	Progress comment	Status
4.4.1	<i>Refresh the City's organisational values</i>	Our new organisation values have been endorsed and will be launched in July 2025. Plans are underway to ensure they are embedded in ways of working throughout the City with a Leaders Forum focussing on our values planned for mid-July.	Complete
4.4.2	<i>Induct new Councillor Group with a comprehensive training program</i>	After developing a detailed induction plan and engagement of training providers, training commenced on 19 November 2024. All mandatory training was completed within four months.	Complete
4.5.1	<i>Review our operational decision-making guide</i>	The draft guide is ongoing due to strategic prioritisation of legal resources, and it will be completed in the 2025–26 financial year.	Ongoing
4.5.2	<i>Implementation of new governance structure and framework for informal meetings of Council.</i>	Appointments of Chair and Deputy Chair for councillor portfolios and councillor representatives on Advisory Committees were finalised at the Council meeting in December 2024.	Complete
4.5.3	<i>Continue to review and update the structure of the organisation*</i>	Review of and updates to the structure of the organisation to drive effectiveness and efficiency, and better align with community needs are ongoing.	Ongoing
4.6.1	<i>Deliver priority technology capabilities and investments aligned to our organisational and technology strategies*</i>	Activities to date include: <ul style="list-style-type: none"> the Finance Data dashboard is complete the City's new data and analytics tool is live a new digital workflow solution has been implemented for managing internal legal requests, with additional business workflow solutions planned for deployment in FY2025–26 the Enterprise Bookings project was approved and is now in initiation, with procurement and implementation activities to occur in FY2025–26 the Managed Detection and Response Platform was successfully implemented and is now in operation the implementation of the new website continues. Final migration activities will occur in Q1 of FY2025–26, in preparation for launch of the new website. 	Complete
4.6.2	<i>Implement an integrated performance and reporting software solution</i>	Implementation has been successfully completed ahead of schedule, and the system is now live for the 2025–26 business planning cycle.	Complete
4.6.3	<i>Develop the City's Cyber Security Strategy and three-year roadmap</i>	Key cyber security initiatives have been incorporated into annual business plans. These will focus on improving how we respond to cyber incidents and planning out a significant project to better protect the City from identity-based threats.	Complete





Four-year priority	2024–25 Action	Progress comment	Status
4.7.1	<i>Implement a psychological health and wellbeing framework</i>	The completion and implementation of the City's Psychological Safety Framework will assist the City in providing a safe place of work for all employees regarding psychological hazards that may be present, as well as in meeting its legal obligations. The framework captures compliance requirements regarding sexual harassment, bullying and harassment, Respect@Work, The Positive Duty, Occupational Violence and Aggression and psychosocial risks in the workplace.	Complete

APPENDIX

Ongoing actions from 2023–24 action plan

2023–24 Action	Progress comment	Status
1.2.1 Develop a policy to make the region’s food system more accessible and resilient 	The online Victorian Food Resilience Planning Toolkit, which the City participated in the development of, has been launched and will be used to guide our policy development. The toolkit aims to support government, industry and community to take action to improve the resilience of local and regional food systems to shocks and stresses. The City has continued to advocate for funding to the region’s food systems through grant applications with university partners and others. To date, the Victorian Government has not responded to the findings of the Parliamentary Inquiry into Food Security which will inform local government’s role in creating resilient food systems.	Ongoing
1.7.4 Review our approach to the provision, development and subsidy of Council owned and/or managed community outdoor recreation reserves (Fair Play Strategy) 	The Fair Play Strategy is scheduled to be considered by Council at its July 2025 meeting. Following Council endorsement, the strategy will be released for community engagement throughout July/August 2025.	Ongoing
1.9.5 Advocate for funding for the implementation of Bellarine Arts Centre-Potato Shed business case	The Bellarine Arts Centre Master Plan and detailed business case were endorsed by Council at the May 2025 Council meeting. Council's endorsement of the proposed redevelopment and master plan for the Bellarine Arts Centre will initiate focused advocacy efforts, prioritising the securing of State and Federal government investment. This endorsement will also position the project as a regional priority and enhance its eligibility for external funding.	Complete
1.11.1 Consider a phased response to the aged care reforms, to ascertain future participation of Council in Community Care services (Aged care reform) 	At the May 2025 Council meeting, Council voted to continue providing in-home community care services.	Complete
2.1.2 Prepare the Strategic Assessment under the Environment Protection and Biodiversity Conservation Act and biodiversity conservation strategy for the Northern and Western Growth Areas*	The City reviewed, modified, and approved the new conservation area layout from the Structured Decision Making (SDM) process. The final SDM report was circulated to stakeholders in March 2025. Consultants are working through finalised documents for the Strategic Assessment. Documents have also been sent to relevant environmental departments within the State and Federal governments for comment. It is expected to be available for exhibition in August 2025.	Ongoing

*Major budget initiative

2023–24 Action	Progress comment	Status
2.2.1 Finalise the transport infrastructure and services strategy for growth areas 	The supporting summary document for transport infrastructure and services in growth areas has been completed and will help guide direction in the work with Precinct Structure Planning (PSP) in the future. This will now be progressing another form after recommendations coming out of the Standing Advisory Committee Report for Creamery Road PSP.	Complete
2.3.1 Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan 	The Ocean Grove Sports Infrastructure Plan was endorsed by Council in May 2025. Many of the key projects within the plan are currently underway.	Complete
2.7.1 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 	The Waste and Resource Recovery Strategy 2020–2030 Action Plan has been updated. The plan highlights achievements over the past years, plus actions the City will complete over the next two years, including the roll out of a food organics service as part of kerbside reform, the continued support of the Container Deposit Scheme and future infrastructure projects.	Complete
3.2.2 Finalise the procurement activities related to redevelopment of the Osborne House site and complete the draft proposal of future activities for council endorsement*	Officers have been working through the Expression of Interest (EOI) proposal received. A presentation to Councillors was held on 17 June 2025. Officers are now working on closing out the EOI process and progressing to the next stage.	Ongoing Work will continue in our regular business in 2025–26
3.3.2 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 (Fibre in the North) 	The Fibre in the North project with AARNet which aims to provide ultra-high-speed internet to important community spaces is now complete. Works into Drysdale and Queenscliff are now complete.	Complete
4.6.2 Commence the detailed design of a digital innovation program across the organisation*	All key activities for the first phase of the Asset and Customer Enablement program are complete. The program will begin the procurement and implementation phases in FY2025–26, with a priority focus on Asset and Field Workforce capabilities.	Complete

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