



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

QUARTERLY REPORT
MARCH 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

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

At the end of March 2025:

- **six actions are 'complete'**
- **42 (72%) actions are 'on track'**
- **six actions are 'delayed'**

- *Develop a Heritage Strategy*
- *Deliver the Drysdale Sub-Regional Sporting Precinct Master Plan**
- *Deliver the Northern and Western Geelong Growth Areas Precinct Structure Planning (PSP) program*
- *Review the Public Question Time response process*
- *Review our operational decision-making guide*
- *Develop a driving range at Lara Golf Club*

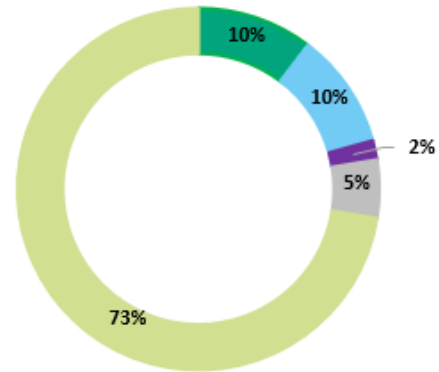
- **three actions are 'on hold'**

- *Review the draft Early Years Infrastructure Plan in line with state government early childhood reforms*
- *Prepare the Innovate Reconciliation Action Plan (RAP) for endorsement by Reconciliation Australia*
- *Progress delivery of the Market Square Quarter Master Plan and continue to advocate for improved public realm outcomes in the central city*

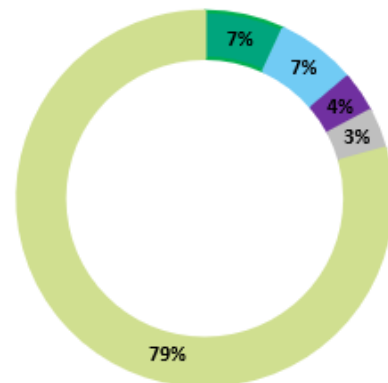
- **one action is 'not proceeding'**

- *Establish the Armstrong Creek Community Garden*

Annual Action Plan overall progress



Health & Wellbeing priorities progress



■ Complete
 ■ Delayed
 ■ Not proceeding
 ■ On hold
 ■ On track

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> 	Since July 2024, we have delivered twelve crates (including five crates from January to March 2025) of excess vegetables from community gardens to Geelong Food Relief. From October to December 2024, no excess vegetables were available as all plants were removed and the gardens renewed.	On track
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.	On hold
1.2.2	<i>Implement the Healthy Choices Guidelines in selected Council owned and operated food retail outlets</i> 	Promoting healthy food and drink options at our kiosks and cafes is helping community members make more nutritious choices at our sport and recreation centres. Lara Swimming Pool and North Bellarine Aquatic Centre achieved compliance with the Healthy Choices guidelines in December 2024. Progress continues at Leisuretime Sports Precinct, Barwon Valley Activity Centre, Splashdown, Norlane ARC and Leisurelink. Staff training modules and design concepts for displays to advertise product have been developed and are awaiting testing and feedback.	On track

Four-year priority	2024–25 Action	Progress comment	Status
1.3.1	<i>Establish the Armstrong Creek Community Garden</i> 	This project will not proceed as the proposed site was not supported by the community group involved.	Not proceeding
1.4.1	<i>Implement the Fair Access Policy</i> 	Gender Impact Assessments (GIA+ assessments) have been conducted to understand the gendered impacts of all current infrastructure and planning projects. Employees shared their experiences with undertaking GIA+ assessments and the positive impact this has had on their work and the broader community as a part of the City's annual International Women's Day employee event. A partnership has been established with Leisure Networks to help deliver on the City's Fair Access Policy action plan initiatives including delivery of fair access workshops to sports clubs via the sports network events.	On track
1.4.2	<i>Develop the LGBTQIA+ Action Plan utilising the Rainbow Ready roadmap</i> 	A draft LGBTQIA+ Action Plan, created through community and employee consultation and feedback, will be presented to Council at the April 2025 meeting for endorsement for public exhibition and a second phase of engagement.	On track
1.5.1	<i>Implement first year of the Disability Access and Inclusion Plan 2024–28</i> 	<p><i>The Disability Access and Inclusion Plan 2024–28</i> was publicly launched at the Geelong Awards for People with Disability on 3 December 2024. We will continue to engage with the community throughout the lifespan of the action plan to track our progress. 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 to provide reporting on the progress of the actions their individual departments are responsible for. 	On track
1.5.2	<i>Continue construction of the all-abilities playground at Rippleside Park*</i> 	The toilet block upgrade at Rippleside Park to include a Changing Places facility for people with complex disabilities and their carers was completed and opened to the public in January 2025. Playground works are still underway with a targeted completion for August 2025.	On track
1.6.1	<i>Negotiate with developers for social housing contributions within new housing developments</i> 	Agreement on the provision of social and affordable housing for Jetty Road Stage 2, Curlewis has been integrated into Amendment C387 to the Greater Geelong Planning Scheme. The section 173 Agreement which sets out conditions or restrictions on the use or development of the land, has been signed and is progressing to being registered on the title to the land. This will enable the development of affordable homes in the Jetty Road Stage 2 Precinct Structure Plan area.	On track

Four-year priority	2024–25 Action	Progress comment	Status
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. Design development for the community garden and building components are nearing completion in preparation for procurement for construction.</p>	On track
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.</p> <p>The Youth Hub Steering Committee and Youth Hub Reference Group have commenced, with their first meetings held on 6 February and 25 February 2025 respectively. The due date for the next Progress Report to Department of Families, Fairness and Housing has been extended to 7 April 2025 to allow for a full overview of term one operations to be provided.</p>	Complete
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 currently 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>	On hold

Four-year priority	2024–25 Action	Progress comment	Status
1.8.2	<p><i>Elevate First People's living cultures, histories and knowledge through curations, exhibitions, and storytelling</i></p> 	<p>Work continued with activities including:</p> <ul style="list-style-type: none"> • development of First Nations cloaks/quilts essay • review of all the Museum-educator led workshops to identify opportunities to embed the priority of learning about Aboriginal and Torres Strait Islander histories and cultures • acquiring <i>House of Gold, 2023</i> 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 social media. This past quarter included Buniya Yaluk – Redgum Island, 2007, Glenn Romanis and Mark Tringham, Wadawurrung Country, Fyansford, Outdoor Collection featured on inside front cover of Museum What's On • 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, it will be rolled out for testing and feedback in early 2025 before being finalised in consultation with Wadawurrung Traditional Owners Aboriginal Corporation • hosting four cruise ships during this period. 175 passengers participated in guided tours of galleries (including On the Land and Wadawurrung Country) and an estimated 400 additional passengers visited the Museum • Cats and Dogs All at Sea exhibition including objects from Naval and Maritime Collection and highlights Osborne Park/House detailing Wadawurrung Significance • What's On Summer: Dan Dan Nook Medal, also on long-term loan display at Geelong Sports Museum, Kardinia Park. and What's ON Autumn: House of Gold Chapter 6 by artist Dr Christian Thompson • quarterly consultation / catch-up with Corrina Eccles at WTOAC included updates on: Possum Skin Cloak project with artist Tammy Gilson, Baywalk Bollards review and assessment report, Reconciliation / NAIDOC Week programs, future exhibition planning and Museum / City gift concept planning • Geelong Bollards Program condition assessment and report presented to Executive Leadership Team and recommendations made related to truth telling and four 'Koori themed' bollards along eastern beach. Assessment and recommendations based on WTOAC and community consultations. 	On track
1.9.1	<p><i>Develop a Heritage Strategy</i></p>	<p>The development of a new Heritage Strategy, which will replace the City's former <i>Heritage Strategy 2017–21</i>, has commenced. Community consultation is complete with an engagement report available on the City's Have Your Say page. The initial round of engagement took longer than expected as we increased the number of advisory committees and targeted stakeholders consulted to ensure breadth of engagement. The development of the draft strategy was slowed down to allow the new Community Plan to develop to ensure alignment. Key findings were shared with Heritage Advisory committee at its March 2025 meeting and a Project Control Group is being established.</p>	Delayed

Four-year priority	2024–25 Action	Progress comment	Status
1.9.2	<i>Develop a Public Art Strategy</i>	The City's Public Art Strategy is being refreshed and updated to reset 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. Community engagement to help shape the new strategy commenced in March on the City's Have Your Say webpage and includes focus groups and drop in sessions across the municipality. Engagement will close 27 April 2025.	On track
1.10.1	<i>Deliver the Drysdale Sub-Regional Sporting Precinct Master Plan*</i>  	The Cultural Heritage Management Plan (CHMP) is yet to be finalised due to the need for additional testing of the site. Additional testing to be completed in April 2025. Tender documentation is complete pending an approved CHMP. The CHMP, which is required for the delivery of the master plan, explains the results of cultural heritage assessments and outlines the conditions that a project must comply with before, during, and after works to manage and protect Aboriginal cultural heritage in the area.	Delayed
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. The detailed design is currently in progress with a targeted completion date of June 2025 for tendering the works. Construction was due to commence in June but has now been delayed to September/October 2025.	Delayed
1.10.3	<i>Plan for the provision of new playing fields in Armstrong Creek as part of the Bloinks Reserve Master Plan*</i>  	The provision analysis report required for the masterplan development, is 90% complete. This report determines the quantity and type of sports infrastructure needed based on population and sports participation data. Engagement with State Sporting Associations to cross check provision standards is currently underway.	On track
1.10.4	<i>Deliver the upgrade works at Thomson Recreation Reserve*</i>  	The City's grant application to Sport and Recreation Victoria's Country Football and Netball Program for Thomson Recreation Reserve was not successful. The project however will proceed with the existing funding. Detailed design is expected to be completed within between April to June 2025, the project will go out to tender in July to September 2025.	On track
1.10.5	<i>Construct the Ocean Grove District Ride Centre*</i>  	The design documentation for the Ride Centre is complete, and the tender process for construction will start in April 2025. The Ride Centre will include an asphalt pump track and dirt jump tracks with lines of various difficulties, for varied levels of rider skill. There will be a shared spectating area, a central shade shelter and various landscaping elements.	On track

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE



CREATIVITY DRIVES CULTURE

STRATEGIC DIRECTION 2


SUSTAINABLE GROWTH AND ENVIRONMENT







Desired outcomes





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

Four-year priorities

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

Four-year priority	2024–25 Action	Progress comment	Status
2.1.1	<i>Deliver the Northern and Western Geelong Growth Areas Precinct Structure Planning (PSP) program</i>	The 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 Minister has engaged the Standing Advisory Committee to review the draft amendment for balanced outcomes. Negotiations are ongoing for new PSPs at Batesford North and Elcho Road West (including Heales Road West)	Delayed
2.2.1	<i>Develop a background report to inform development of the Integrated Transport Strategy</i> 	The summary report for Phase one engagement is complete and available on the City's Have Your Say page. Phase two of community engagement is ready to commence in April 2025. The background report is completed and will be released as part of Phase 2 community engagement, along with changes to the Principal Bicycle Network and Strategic Cycling Corridor for community review.	On track

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>  	Community engagement, which included an online survey and an in person workshop, is now complete. The feedback gathered informed the development of three route options and the multi-criteria assessment tool for the draft report.	On track
2.3.1	<i>Deliver the City's tree planting program</i> 	Since July 2024, a total of 1,239 trees have been planted. Planting is scheduled to recommence in the next growing period beginning April 2025.	On track
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>	Work is progressing with Development Victoria to coordinate the Gheringhap Streetscape Projects. This includes Stage 1 of the master plan, the Gheringhap Plaza adjacent to Nyaal Banyul, and the streetscape works being completed by the Convention Centre Consortium.	On track
2.3.3	<i>Support businesses/trades in the activation of outdoor areas</i>	Community and stakeholder consultation on the outdoor dining trial conducted between December 2024 and March 2025 is complete. The draft Outdoor Dining Guidelines have been prepared and will progress to the Council's May 2025 meeting to for approval to proceed with community and stakeholder consultation. Pending approval, engagement is planned to run for 6 weeks.	On track
2.3.4	<i>Commence development of an Open Space Strategy</i>  	A consultant has been selected to prepare the Open Space Strategy. Community consultation on the draft strategy launched in March 2025 on the City's Have Your Say webpage.	On track
2.5.1	<i>Continue the upgrade of street lighting with LED lights & smart control technology including the Central Management System*</i> 	All public lighting has now been converted to LED including residential lighting, main roads lighting and decorative light fittings with a combined total of around 22,000 fittings converted throughout the project. The Central Management System development is on track to be completed by Powercor by June 2025.	On track

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 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.	On track
2.7.1	Commence waste facilities upgrades for future delivery of a Food Organics Garden Organics (FOGO) service 	The application for the organics facility upgrade has been submitted to the EPA for assessment and approval. While the application is being assessed, we are continuing work on the next steps of the upgrade including preparing the tender specification for the design and construction of the facility.	On track
2.8.1	Continue implementing the Sparrovale Wetlands Reserve – Ngubiti yoorie Master Plan  	The native vegetation offset site annual monitoring reports have been completed and submitted to the Department of Energy, Environment and Climate Action (DEECA). The City is required to prepare an annual offset progress monitoring report for DEECA until 2029. Additionally, a second water bird count was conducted this quarter.	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

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.	On hold
3.1.2	<i>Manage delivery of Commonwealth Games legacy assets*</i> 	Development Victoria will lead the delivery of three projects in Geelong: <ul style="list-style-type: none"> • the re-development of Stead Park, Corio – design development almost complete. The Expression Of Interest (EOI) and contractor procurement started in March 2025. Community engagement by Development Victoria was also completed in March 2025 • The tender for the head contractor of the new indoor sporting facilities at Armstrong Creek was completed, as confirmed in a ministerial announcement on 7 March 2025. • a new indoor sporting complex at Waurin Ponds – The EOI and contractor procurement commenced in March 2025. 	On track
3.1.3	<i>Support actions and advocacy for the Sustainable Destination Master Plan</i>	An update of the Sustainable Destination Master Plan to include data and progress of infrastructure projects will be completed from April to June 2025. This has been further embedded in the drafting of the new Tourism Greater Geelong and The Bellarine 2025–2029 Corporate Strategy as an ongoing priority.	On track

*Major budget initiative

Four-year priority	2024–25 Action	Progress comment	Status
3.1.4	<i>Establish a strategic alliance with the City of Wyndham</i>	Wyndham and Geelong Mayors and CEOs have agreed on the draft Memorandum of Understanding (MoU). Officers aim to present the MoU at May 2025 Council meetings for consideration. Joint advocacy on key regional priorities has been discussed and planning has started to develop a joint advocacy document. Meetings to progress advocacy are planned for April 2025.	On track
3.2.1	<i>Support the Wadawurrung Traditional Owners to produce a cultural tourism plan</i>	The draft cultural tourism plan has been produced and is being considered by the Wadawurrung Traditional Owners Aboriginal Corporation.	On track
3.2.2	<i>Deliver the Tastes of Greater Geelong program</i> 	Preparation for the 2025 Tastes of Greater Geelong event has commenced. Expressions of Interest were launched in February and will close early April 2025. A number of information sessions have been run for prospective businesses looking to take part, ensuring as much guidance and support is provided to operators this year. A launch venue and partner has been secured.	On track
3.2.3	<i>Deliver a program of innovative and inclusive workshops, events and initiatives for local businesses</i>	Following a review of the 2024 Geelong Small Business Festival, the City in partnership with the Geelong Chamber of Commerce have commenced planning on the delivery of the 2025 Geelong Small Business Festival. Current activities include reviewing launch event structure and preparing to go out for Expressions of Interest to join the program in August 2025.	On track
3.2.4	<i>Host visits from domestic and international delegations</i>	In celebration of the 30th anniversary with Geelong's sister city, Lianyungang, China, the City hosted a delegation of 10 key representatives from Lianyungang, including the Mayor, Deputy Mayor, and the Chief Executive Officer of their Chamber of Commerce on 13 December 2024. In addition, the City supported the hosting of the US, Japan and Republic of Korea Consul General visits, coordinating introductions of new representatives with the Mayor and CEO. The Korean elite baseball team KT Wiz conducted their training camp in Geelong for six weeks starting on 15 January 2025. The team comprised of over 80 players, coaches, and officials.	On track
3.2.5	<i>Support Tourism Greater Geelong and The Bellarine to deliver destination marketing programs and improve in-region visitor experiences</i>	Actions to date include: <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. An off-peak campaign from April to September is being developed, targeting intrastate and some interstate audiences to promote out-of-season visits.	On track

Four-year priority	2024–25 Action	Progress comment	Status
3.2.6	<i>Renew the John Landy Field athletics track to World Athletics Class 2 accreditation</i> 	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.	Complete
3.3.1	<i>Provide grant programs and share knowledge with local businesses and industry</i> 	Two successful applicants have been awarded funding through the City's Clean Economy Grants program 2024–25. Boomaroo Nurseries & Wholesale Supplies Pty Ltd received \$25,000 for an AI-driven system to optimise boiler operations at the nursery, reducing energy consumption and fuel costs by managing temperature based on real-time data and environmental conditions. 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 by maximising self-consumption of solar energy to precool/preheat households. Preparation for the 2025 funding rounds has commenced, with a revision of the Creative, Clean Economy and Community Event grant streams.	On track
3.8.1	<i>Enhance the Geelong Digital Twin to visualise and analyse urban development projects across the built and natural environments</i>	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 staff 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.	Complete
3.8.2	<i>Deliver AI-driven solutions for traffic optimisation and flow in priority locations</i>	The first stage of the Mobility Insights Dashboard has been launched internally, providing the City valuable data to optimise traffic flow and support urban planning decisions. This initial rollout is already enhancing analysis of congestion patterns and informing strategic interventions in key locations. Work is now progressing on Stage 2, which will expand the dashboard's capabilities to deliver more detailed insights, including assessments of place activation impacts. These enhancements will further support data-driven decision-making for improving mobility, safety, and efficiency across the city.	On track

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

STRATEGIC DIRECTION 4

HIGH-PERFORMING COUNCIL AND ORGANISATION

Desired outcomes

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

Four-year priorities

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

Four-year priority	2024–25 Action	Progress comment	Status
4.1.1	<i>Develop a Customer Experience (CX) Strategy</i>	A three-year operational road map has been created to support the Customer Experience Strategy. Key customer experience metrics have been identified, with IT working on a dynamic dashboard expected from October to December 2025.	On track
4.1.2	<i>Develop a business case for the implementation of our future customer relationship management platform</i>	The first phase of the City's Asset & Customer Enablement Program (formerly known as the IT Strategy) is now underway. The Asset & Customer Enablement Program is a key initiative shaping how we manage assets and enhance customer service. The Customer Management Workstream is now in progress, with a focus on business requirements gathering and documentation.	On track
4.1.3	<i>Complete reviews of selected City services*</i>	The 2025 program has been endorsed by the Project Portfolio Management Board and is currently on track. Two operational reviews are currently underway. The Aged Care Service Review is complete and a Council decision is pending.	On track
4.2.1	<i>Review the Public Question Time response process</i>	This review has changed direction with the lens of a new Councillor Group and continues to be assessed by the City. This work is being completed to provide a more open dialogue and valuable interaction between the community and the Councillor group.	Delayed
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 principles and objectives for the Asset Plan are currently being developed and the first draft is complete. Asset data collection is ongoing, and the asset plan is being aligned with the themes and outcomes of the Council Plan.	On track





*Major budget initiative

Four-year priority	2024–25 Action	Progress comment	Status
4.4.1	<i>Refresh the City's organisational values</i>	<p>The City is updating its organisational values, which are the guiding principles for how the organisation collaborates to achieve results for customers and the community. The values project included significant engagement, allowing employees to provide input into the City's values through various activities including:</p> <ul style="list-style-type: none"> • employee workshops and focus groups (10 held) • a leaders forum (over 180 leaders in attendance) • an employee experience survey. <p>The project is due to progress to the Executive Leadership Team for endorsement in mid-2025.</p>	On track
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 delayed due to strategic prioritisation of legal resources, and it will be completed in the 2025/2026 financial year.	Delayed
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.	On track
4.6.1	<i>Deliver priority technology capabilities and investments aligned to our organisational and technology strategies*</i>	Implementation of the Finance Dashboards are on track for a May 2025 release. We are also launching an advanced analytics tool for better financial reporting. An upgrade to internal systems is complete, and a new enterprise bookings platform aimed at improving customer experience has been approved.	On track
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





Four-year priority	2024–25 Action	Progress comment	Status
4.6.3	<i>Develop the City's Cyber Security Strategy and three-year roadmap</i>	A three-year strategic roadmap has been defined, outlining important priorities strengthening the confidentiality, integrity, and availability of the City's systems and digital data assets. The Managed Detection and Response (MDR) project is nearing completion, this project enables rapid response to incidents at any time, through continuous monitoring of our environment for indications of cyber threats. Efforts continue to understand and define future Payment Card Industry governance requirements, with work underway to develop an optimised program.	On track
4.7.1	<i>Implement a psychological health and wellbeing framework</i>	Development of the City's Psychological Safety Framework is ongoing in line with the City's obligation to provide a 'safe place of work'. WorkSafe Victoria will release the Occupational Health and Safety (Psychological Safety) Regulations in December 2025, ensuring all employees have a Mentally Healthy Workplace. The City's Psychological Safety Framework will implement these obligations.	On track

APPENDIX

Ongoing actions from 2023–24 action plan

2023–24 Action	Progress comment	Status
<p>1.2.1 Develop a policy to make the region’s food system more accessible and resilient</p> 	<p>The Geelong Regional Food Network has been established with key community partners including Give Where You Live, The Good Neighbourhood Project, Common Ground Project, Wyld Works Projects, Cultura, Barwon Health and Bellarine Community Health. This initiative aligns with VicHealth's Food Systems Module for best practice in health promotion by local governments. The City will lead the network with Deakin University providing support to establish an operationally and financially sustainable governance structure. We prepared an application to VicHealth Local Food Partnerships Grant on behalf of the network. The City's submission to the Parliamentary Inquiry into Food Security in Victoria was quoted and cited several times in the final report. We are now awaiting a response from the Victorian Government to align policy development with statewide priorities.</p>	Ongoing
<p>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)</p> 	<p>The project is progressing with a project manager commencing in January 2025. A Councillor briefing was completed in February 2025, and an additional briefing scheduled for April 2025. Internal engagement required to support project delivery commenced in March 2025.</p>	Ongoing
<p>1.9.5 Advocate for funding for the implementation of Bellarine Arts Centre-Potato Shed business case</p>	<p>A report on the Bellarine Arts Centre-Potato Shed business case will be presented to Council at the May 2025 Council meeting.</p>	Ongoing
<p>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)</p> 	<p>April special Council meeting was cancelled providing a longer staff consultation period. Council to make a decision at the May 2025 meeting.</p>	Ongoing
<p>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*</p>	<p>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. The consulting team is revising Strategic Assessment documents for review by relevant departments in late March/April 2025, aiming for exhibition in July 2025.</p>	Ongoing
<p>2.2.1 Finalise the transport infrastructure and services strategy for growth areas</p> 	<p>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 in the future.</p>	Complete

*Major budget initiative

2023–24 Action	Progress comment	Status
<p>2.3.1 Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan</p>  	<p>The final report is scheduled for endorsement by Council at the May 2025 Council meeting.</p>	Ongoing
<p>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</p> 	<p>Engagement to inform the review of the Waste and Resource Recovery Strategy 2020–2030 has been completed, and updated actions drafted. The update is under final review and will be presented at the June 2025 Council meeting.</p>	Ongoing
<p>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*</p>	<p>Work is continuing with external parties as part of the formal Expression Of Interest process. The project was delayed while questions regarding Crown land were addressed. We are currently working to finalise redevelopment options for presentation to Council.</p>	Delayed
<p>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)</p> 	<p>The Fibre in the North project with AARNet includes construction currently taking place on the Rail Trail and moving into Drysdale. Additionally, works have begun in Queenscliff, with completion expected by the end of April 2025. These efforts aim to provide ultra-high-speed internet to important community spaces.</p>	Ongoing
<p>4.6.2 Commence the detailed design of a digital innovation program across the organisation*</p>	<p>The first phase of the City's Asset & Customer Enablement Program (formerly the IT Strategy) is now underway. The Asset & Customer Enablement Program is a key initiative shaping how we manage assets and enhance customer service. The Asset and Field Workforce management stream completed a six-week workshop series to define the scope, business requirements, functional needs, personas, and benefits.</p>	Ongoing

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