



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

QUARTERLY REPORT
SEPTEMBER 2024



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



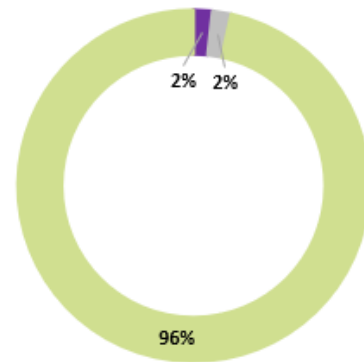
STATUS UPDATE

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

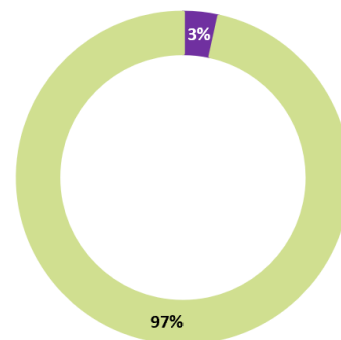
At the end of September 2024:

- **56 (96%) actions are 'on track'**
- **one is 'on hold'**
 - Review the draft *Early Years Infrastructure Plan in line with state government early childhood reforms*
- **one is 'not proceeding'**
 - Establish the *Armstrong Creek Community Garden*

Annual Action Plan overall progress



Health & Wellbeing priorities progress



■ 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> 	From July to September 2024, we delivered seven crates of excess vegetables from community gardens to Geelong Food Relief.	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

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 healthy food and drink options at our kiosks and cafes is helping community members make more nutritious choices at our sport and recreation centres. GREEN foods and drinks (as defined by the Victorian Government's Healthy Choices Guidelines) have increased from an average of 33 per cent to 41 per cent of our total offering. Average food environment scores have increased from 49/100 to 52/100, with the most significant improvements made at Barwon Valley Activity Centre and Leisuretime Sports Centre. Our employees are learning about the healthiness of the food and drink options in our kiosks and cafes. GREEN, AMBER and RED classifications have been integrated into our POS system and PowerBI reporting to give employees real-time insights into the products they sell.	On track
1.3.1	Establish the Armstrong Creek Community Garden   	This project is not proceeding.	Not proceeding
1.4.1	Implement the Fair Access Policy  	Implementation of the <i>Fair Access Policy</i> has commenced. A working group has been established and gender impact training completed. The action plan reporting template has been developed and responsible officers assigned for each policy principle.	On track
1.4.2	Develop the LGBTQIA+ Action Plan utilising the Rainbow Ready roadmap  	Community engagement to inform the development of the new LGBTQIA+ Action Plan has been completed. A total of 256 people were engaged, with 217 completing an online survey and 39 attending consultation workshops. Data will be collated and analysed before feedback is presented to the community in late 2024.	On track
1.5.1	Implement first year of the Disability Access and Inclusion Plan 2024–28*  	The <i>Disability Access and Inclusion Plan 2024–28</i> was adopted by Council on 27 August 2024. Actions this quarter included: <ul style="list-style-type: none"> the launch of a new 'Disability and Accessibility' website landing page and accessible events checklist 15 nominations received for Geelong Awards for People with Disability delivery of the Sport4All program construction commenced for Rippleside Inclusive Playspace (see below). 	On track
1.5.2	Continue construction of the all-abilities playground at Rippleside Park*  	Construction has commenced on the all-abilities playground and changing places toilet facility. The playspace, designed to be inclusive for kids of all ages and abilities, will incorporate multi-sensory and nature play elements, with opportunities for physical, creative, social and passive play.	On track

Four-year priority	2024–25 Action	Progress comment	Status
1.6.1	<i>Negotiate with developers for social housing contributions within new housing developments</i> 	Negotiations regarding terms of agreement with landowners are ongoing.	On track
1.7.1	<i>Complete the redevelopment design for the Norlane Community Centre</i> 	Work is continuing in partnership with the Norlane Neighbourhood House and stakeholders on the redevelopment of the centre. The City is currently engaging an architect for detailed design.	On track
1.7.2	<i>Construct and open the Central Geelong Youth Hub two-year pilot</i> 	A progress report was submitted to the Department of Families, Fairness and Housing on 26 September 2024. Expressions of Interest for the Youth Hub Reference Group closed on 15 September, with five submissions received. Construction commenced on 16 September 2024. Draft Terms of Reference have been developed for both the Steering Committee and the Youth Hub Reference Committee and a draft Memorandum of Understanding with the service provider completed.	On track
1.8.1	<i>Prepare the Innovate Reconciliation Action Plan (RAP) for endorsement by Reconciliation Australia</i> 	Preparation of the RAP progressed with approval of the Inclusion & Diversity governance and reporting structure by the Executive Leadership Team. Once appointed, the position of Manager First Nations Engagement and Outcomes will oversee development of the RAP.	On track
1.8.2	<i>Elevate First People's living cultures, histories and knowledge through curations, exhibitions, and storytelling</i> 	<p>The National Wool Museum's new entrance display features an Eel trap by Wadawurrung Artist Tammy Gilson. The piece was originally created in 2022 for the Bluestone: 150 Years of the Dennys Lascelles Woolstore exhibition and is now part of the Collection. Made from locally sourced materials, eel traps are an example of sustainable food systems and once formed a network across Wadawurrung Country. They signify the importance of women's work through weaving and how we can learn from Indigenous practice now and for the future.</p> <p>The first stage of the possum skin cloak commission has been completed and the artist has commenced work.</p>	On track
1.9.1	<i>Develop a Heritage Strategy</i>	Development of a new Heritage Strategy, to replace the former <i>Heritage Strategy 2017–21</i> has commenced. Community consultation on the strategy is complete and an engagement report commenced. Discussions on City-wide strategy framework have been held with internal teams. The input of the new Council will be sought early in 2025 prior to the draft strategy being released for public comment around Easter 2025.	On track
1.9.2	<i>Develop a Public Art Strategy</i>	The 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 and services through established programs, partnerships and strengthen governance. Engagement with internal stakeholders is due to be completed in Q2.	On track

Four-year priority	2024–25 Action	Progress comment	Status
1.10.1	<i>Deliver the Drysdale Sub-Regional Sporting Precinct Master Plan*</i> 	Negotiations with the Traditional Owners on Cultural Heritage Management Plan requirements have commenced.	On track
1.10.2	<i>Develop a driving range at Lara Golf Club*</i> 	Changes in schematic design requirements by stakeholders have caused minor delays in completion of the detailed design. The project team are working with stakeholders to adjust key items in the scope to ensure they are the best outcome for the club and provide value to the community.	On track
1.10.3	<i>Plan for the provision of new playing fields in Armstrong Creek as part of the Blinks Reserve Master Plan</i> 	A consultant has been appointed to undertake delivery of the master plan and have completed initial site assessments and strategic analysis. The master plan will guide the future development of sport and recreation spaces and facilities. The development of the issues and opportunities report is underway and is on track to be completed by the end of October 2024.	On track
1.10.4	<i>Deliver the upgrade works at Thomson Recreation Reserve*</i> 	An application for funding has been submitted through Sport and Recreation Victoria's Country Football and Netball Program to support the redevelopment of the Thomson Reserve Netball Court. Stakeholder meetings are complete, and an internal briefing has been delivered to councillors. Detailed design is set to commence in late 2024.	On track
1.10.5	<i>Construct the Ocean Grove District Ride Centre*</i> 	A schematic design has been completed with detailed design of the bike track underway.	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 Creamery Road Precinct Structure Plan and Development Contribution Plan was adopted by Council at the August Council Meeting. Pending Minister approval and exhibition, this will proceed to a Planning Scheme Amendment.	On track
2.2.1	<i>Develop a background report to inform development of the Integrated Transport Strategy</i> 	A summary report for phase one engagement is complete and available on the City's Have Your Say page. Phase 2 of community engagement will commence in 2025.	On track
2.2.2	<i>Partner with the Surf Coast Shire to explore options for a future safe cycling route between Geelong and Torquay</i> 	Project scoping is on track to commence in late 2024.	On track

Four-year priority	2024–25 Action	Progress comment	Status
2.3.1	<i>Deliver the City's tree planting program</i> 	A total of 1,239 trees were planted during this reporting period. 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>	Monthly coordination meetings were held between Development Victoria and the City. Development Victoria are currently looking at costs to deliver improved public space at end of Gheringhap Street as part of a potential expanded scope.	On track
2.3.3	<i>Support businesses/traders in the activation of outdoor areas</i>	Draft guidelines are currently being preparing with community consultation planned for early 2025.	On track
2.3.4	<i>Commence development of an Open Space Strategy</i> 	A project brief has been completed and project governance initiated. Inception meetings have been held with Project Control Group and Project Working Group.	On track
2.5.1	<i>Continue the upgrade of street lighting with LED lights & smart control technology including the Central Management System*</i> 	The majority (98 per cent) of lighting installations have now been completed. The new LED lights include a smart control device which will be connected to a new wireless network. This will enable remote control adjustment of the lighting output and create a platform for additional Smart City infrastructure to be added.	On track
2.6.1	<i>Support the delivery of community climate change partnership programs</i> 	Our Climate Change Partnership Grants have had 6 successful projects out of 10 grant applications received while the Environment and Sustainability Grants have had 11 successful out of 13 applications received. Successful grant applicants will be notified in November 2024. Sustainable House Day and the "Motives Tool", developed in partnership with Deakin University, are some of the valuable outcomes realised via these grant programs.	On track
2.7.1	<i>Commence waste facilities upgrades for future delivery of a Food Organics Garden Organics (FOGO) service</i> 	The application process for EPA approval to upgrade our waste facilities has commenced. Final application to the EPA is planned for a December 2024 submission. Required testing and community engagement for the EPA application will be completed by end of December 2024.	On track

Four-year priority	2024–25 Action	Progress comment	Status
2.8.1	<p><i>Continue implementing the Sparrovale Wetlands Reserve – Ngubitiŋ yoorree Master Plan</i></p>  	<p>Ecological surveys of fish, frogs and birdlife continued as required for the development of the Sparrovale-Ngubitiŋ yoorree Wetlands. The winter wader count was completed on 6 July 2024, with 63 species of birds being observed. The main highlights were 600+ Banded Stilts and a Peregrine Falcon hunting the water birds. Large numbers of ducks were also recorded on the wetland. Around 200 Black Swans were present on site. This species, in particular, will be important to monitor for any outbreaks of the highly infectious strain of Avian Flu, H5N1, which is predicted to enter Australia during the Spring/Summer period.</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

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>	Final master plan document being prepared. Implementation Plan at 80% complete. Discussions underway with various internal stakeholders regarding potential action items to deliver on the master plan including public realm improvements and activations. Discussions have focus on who will lead each action, timelines and dependencies between actions. External stakeholder consultation is commencing next.	On track
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 • new indoor sporting facilities at Armstrong Creek • and a new indoor sporting complex at Waurm Ponds. <p>Expression of Interest assessments have been completed for the Armstrong Creek indoor sports centre head contractor. 80 per cent of the detailed design has been approved for Waurm Ponds sports complex and 50 per cent concept design report has been issued for Stead Park in Corio.</p>	On track
3.1.3	<i>Support actions and advocacy for the Sustainable Destination Master Plan</i>	Letters of support have been provided for projects that have applied for tourism funding programs that align with Tourism Greater Geelong and The Bellarine's Sustainable Destination Master Plan.	On track

Four-year priority	2024–25 Action	Progress comment	Status
3.1.4	<i>Establish a strategic alliance with the City of Wyndham</i>	A draft Memorandum of Understanding (MOU) has been created and shared with the Mayor and CEO of Wyndham City Council and the Mayor and CEO of the City of Greater Geelong. The final MOU will be adopted by both councils.	On track
3.2.1	<i>Support the Wadawurrung Traditional Owners to produce a cultural tourism plan</i>	Participation in the project control groups for the Wadawurrung Traditional Owners Aboriginal Corporation cultural tourism plan is continuing.	On track
3.2.2	<i>Deliver the Tastes of Greater Geelong program</i> 	The 2024 Tastes of Greater Geelong program report will be finalised and circulated in late 2024. We will commence planning in time for the 2025 program.	On track
3.2.3	<i>Deliver a program of innovative and inclusive workshops, events and initiatives for local businesses</i>	The 2024 Geelong Small Business Festival was held from 12 - 23 August 2024. A condensed two-week program featured 66 free and low-cost events across three dedicated hubs in Geelong, Torquay, and Drysdale. Overall, the festival attracted 2,101 attendees, with average event attendee numbers up 7 per cent on last year.	On track
3.2.4	<i>Host visits from domestic and international delegations</i>	Since developing the <i>International Engagement Strategy</i> , the City has developed and supported a growing number of international delegations. Countries represented including Taiwan, Japan, South Korea, focused on commercial opportunities within the municipality. In addition to this we are currently exploring shared programs to bring international audiences to City led programs.	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: <ul style="list-style-type: none"> • wrapped up a winter Visiting Friends and Family Campaign in September 2024 • hosted media familiarisation tours across the region • attended trade shows targeting the business events sector. 	On track
3.2.6	<i>Renew the John Landy Field athletics track to World Athletics Class 2 accreditation</i> 	Work on renewal of the John Landy Field athletics track commenced in June 2024 and is 50 per cent complete. The existing ageing track is being replaced with a brand-new surface to enable the facility to retain its World Athletics Class 2 accreditation.	On track
3.3.1	<i>Provide grant programs and share knowledge with local businesses and industry</i> 	Applications for the City's Clean Economy Grants program have now closed. Successful applicants will be notified in late 2024. The City's Business Accelerator program has begun and runs until August 2025. Ten local women (five who are starting a new business and five looking to grow their existing business) have been awarded City-sponsored 2024 Business Accelerator scholarships with Business in Heels. It is designed to support and empower new and existing female business owners in Greater Geelong to set up, establish and build sustainable businesses.	On track

Four-year priority	2024–25 Action	Progress comment	Status
3.8.1	<i>Enhance the Geelong Digital Twin to visualise and analyse urban development projects across the built and natural environments</i>	<p>A webpage for the Geelong Digital Twin has been established on the Geelong Data Exchange, serving as a central hosting point for the 3D data.</p> <p>The Geelong Digital Twin is an innovative virtual 3D representation of the city, enabling static and real-time data integration for improved urban planning and infrastructure management.</p> <p>Tile services for Buildings and Public Land Trees in 3D format are now available for display on public platforms like Digital Twin Victoria. Full metadata was created for both. The process for maintaining data currency (e.g. new additions) is being finalised.</p>	On track
3.8.2	<i>Deliver AI-driven solutions for traffic optimisation and flow in priority locations</i>	<p>Artificial intelligence (AI) was used to assess the pedestrian safety upgrades at Minerva Road and Church Street and at the Ginn St and Western Beach Rd intersection due to repeated near-miss complaints. Raw project data and basic graphical tools have been deployed at the project level.</p>	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 Strategy*</i>	A working group has been established to develop a Customer Experience Strategy to help enhance the interaction our customers have with the City. A draft strategy will be considered by our Executive Leadership Team (ELT) in late November 2024.	On track
4.1.2	<i>Develop a business case for the implementation of our future customer relationship management platform</i>	A detailed Request for Proposal has been developed, covering the design and planning across three key strategic programs of work, which includes the Customer Relationship Management (CRM) platform and associated business case. The tender has been released to the market.	On track
4.1.3	<i>Complete reviews of selected City services*</i>	The City's Service Review Framework has been developed. In parallel, service reviews have commenced for selected services to ensure we are servicing and meeting existing and emerging needs of our community.	On track
4.2.1	<i>Review the Public Question Time response process</i>	The Public Question Time Policy is currently being reviewed. The procedure will be updated to reflect any changes made in that policy.	On track
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>	Community engagement is complete. Discussions focussed on asset utilisation and reporting, multipurpose design and use of assets, management of natural assets, asset performance and asset lifecycle management.	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>	The organisational values which provide us with the guiding principles for how we work together to achieve outcomes for our customers and our community are being refreshed. Project initiation document including the approach and timeline was endorsed by the Executive Leadership Team. The project team and governance framework were established, and a change plan completed.	On track
4.4.2	<i>Induct new Councillor Group with a comprehensive training program</i>	A detailed induction plan for our new council has been developed and key providers engaged. Our Executive Leadership Team will commence engagement with our Senior Leadership Team in October 2024.	On track
4.5.1	<i>Review our operational decision-making guide</i>	A review is currently underway of the categories of operational decisions that are made through the organisation to inform the Guide structure and implementation approach. When complete, this information will be collated and form the framework of the guide so that the content can then be expanded.	On track
4.5.2	<i>Implementation of new governance structure and framework for informal meetings of Council.</i>	Our Executive Leadership Team are considering effective governance structures, including benchmarking other councils in growth areas. A report to go to ELT in November 2024 ahead of consideration by the new Council following development of the new Council Plan 2025–29.	On track
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>	A new enterprise data warehouse has been successfully implemented, incorporating various enterprise data sets, with the creation of the first dashboards nearing completion. Other activities include: <ul style="list-style-type: none"> commencing a major upgrade to the City's internal systems which is on-track for implementation in December 2024 completing a major upgrade to the City's internal IT infrastructure commencing implementation of the City's new website assessment of a new enterprise bookings platform has commenced. 	On track
4.6.2	<i>Implement an integrated performance and reporting software solution</i>	Implementation of this software system is underway, with design of planning and reporting modules nearing completion. User acceptance testing will be undertaken prior to roll out in early 2025.	On track





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>	<p>A future state assessment of desired capabilities has been completed. Informed by the Victorian Protective Data Security Standards (VPDSS), the Australian Signal Directorate Essential Eight mitigation strategies, and the International Standard for Information Security ISO 27001, a draft 3-year cyber security roadmap has been completed.</p> <p>Whilst the cyber security strategy is being finalised, key year 1 initiatives have commenced planning stages. A Request for Proposal process has been completed, with a business case to follow shortly to seek appropriate approvals to close significant capability gaps with adverse cyber event monitoring, detection, and response.</p>	On track
4.7.1	<i>Implement a psychological health and wellbeing framework</i>	<p>To further strengthen our commitment to the safety and wellbeing of our employees, a Psychological Safety Framework is currently in development. The framework aims to identify risks that may present within the workplace that affect the psychological safety of our employees and will include mitigation plans to minimise these risks.</p>	On track

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 	Our submission to the Victorian Government’s Parliamentary Inquiry into Food Security in Victoria, highlighted the significant impact that food insecurity has on the health and wellbeing of our community, and advocated for better leadership and support from state government. Work will progress once the recommendations of this inquiry and the food production and sustainability inquiry are available. Work continued with Foodprint Melbourne, other local government and community partners to co-design policy development tools. A discussion paper was prepared to help community members better understand the opportunities and challenges facing our local food system. Community engagement to capture aspirations for our future food system and improvements on our current Food Policy was delayed by the council election caretaker period.	Off track
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) 	A consultant is currently developing Request For Quote documentation.	Delayed
1.9.5 Advocate for funding for the implementation of Bellarine Arts Centre-Potato Shed business case	The Bellarine Arts Centre-Potato Shed business case has been completed and was presented to the Executive Leadership Team in June 2024. It was determined that the Council report be deferred until after the election period.	Delayed
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) 	The Aged Care bill has entered Parliament and been referred to a Senate committee. The government intends to introduce Support at Home for the Home Care Package program from 1 July 2025, with changes in the terms and conditions and payment mechanisms and amounts. We intend to brief the new Council early in 2025 with all the information we have collected to start to prepare them to consider what response the Council will make.	Ongoing
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*	Additional work is underway to respond to potential Victorian Grassland Earless Dragon (VGED) habitat in the growth area. VGED surveys and habitat assessments were completed in July 2024. Two of a series of three Structured Decision Making (SDM) workshops have been undertaken in Aug and Sept 2024 involving multiple meetings with state and federal government, developers/landowners and community groups. Plans are now being finalised on possible additional avoidance areas/conservation reserves in the Northern Growth Area. The last SDM workshops will be held in week of 18 Nov 2024.	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 in the future.	Ongoing
2.3.1 Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan 	All engagement sessions with stakeholders have been completed, with broad support for the proposed direction of the final plan. Feedback has been consolidated and provided to consultants, who are now updating the plan during the caretaker period. Once the updates are finished, the revised plan will be presented to stakeholders for review by the end of the year. It will then be submitted to Council for consideration in early 2025.	Ongoing
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 	A review of the current strategy has commenced. The strategy will be updated to ensure it references current legislation, has measurable actions and key performance indicators and is aligned with the City's strategy templates.	Ongoing
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*	The Expressions of Interest is still under review and advice from internal stakeholders will be considered on the determination to progress the next stage and a possible full 'Go to Market' process. This will also be in line with considerations from the newly appointed Council members post Council Elections.	Ongoing
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) 	This project received Cultural Heritage Management Plan (CHMP) approval on 6 September 2024 after discussions with the Wathawurrung Traditional Owners. The CHMP induction is set for 17 October 2024, with construction starting on 21 October 2024.	Ongoing
4.6.2 Commence the detailed design of a digital innovation program across the organisation*	A detailed Request for Proposal has been developed for the first phase of IT Strategy, covering the design and plan across three key strategic programs of work, including Enterprise Asset Management, Customer Relationship Management (CRM), and an Enterprise Integration Platform. The tender has been released to the market.	Ongoing

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