



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

QUARTERLY REPORT
SEPTEMBER 2023



INTRODUCTION

Our Community Plan 2021–25 outlines how we are working towards the 30-year community vision to make Greater Geelong a clever and creative city-region.

The plan tells the community what the councillors are aiming to achieve during their four-year term and guides how we allocate resources so we can deliver infrastructure, services and programs to the community to ensure the social, economic and environmental sustainability of our region.

The four strategic directions we've chosen to guide us are:

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

As well as the strategic directions, the plan also outlines:

- Desired outcomes – the future state we're aiming for in four years and
- Four-year priorities – the priorities we'll focus on to help achieve our desired outcomes

For the first time we have integrated the Council Plan and Municipal Public Health and Wellbeing plan – so that the health and wellbeing of our community is central to everything we do. We work with our health and wellbeing partners to identify local health needs and to develop collaborative responses to meet these needs.

The Plan identifies five health and wellbeing priorities which are:

1. Tackling climate change and its impact on health
2. Increasing healthy eating
3. Increasing active living
4. Demonstrating and promoting gender equity practices
5. Improving mental wellbeing and social connection

Our Community Plan 2021–25 is supported by an annual action plan and budget which highlight the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

This quarterly report was developed to provide a transparent update of our performance in delivering the annual action plan.

Actions that support the health and wellbeing priorities have been identified with the relevant health and wellbeing icon:



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

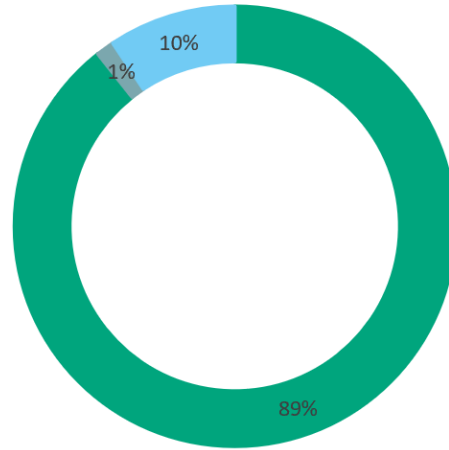


We committed to 75 actions in our Annual Action Plan this year.

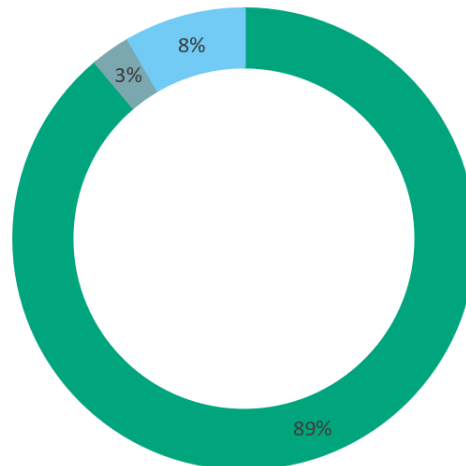
At the end of September 2023:

- **67 were 'on track'**
- **one was 'not started'**
 - Commence construction of all abilities play space at Rippleside Park*
- **seven had 'commenced'**
 - Advocate for the best community outcomes in regard to Commonwealth Games legacy funding
 - Finalise the procurement activities related to redevelopment of the Osborne House site and complete the draft proposal of future activities for council endorsement*
 - Advocate and lobby government for future funding for the region to support the delivery of pre-employment programs
 - Develop a policy to make the region's food system more accessible and resilient
 - Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia
 - Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan
 - Develop a property strategy that ensures efficient and sustainable use of the City's assets

Annual Action Plan overall progress



Health & Wellbeing priorities progress



■ On track ■ Not started ■ Commenced

* Major initiative

STRATEGIC DIRECTION 1




HEALTHY, CARING AND INCLUSIVE COMMUNITY




Desired outcomes





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








Four-year priorities



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



Four-year priority	2023–24 actions	Progress comment	Status
1.1.1	<i>Implement the Promoting Change project to encourage healthier food and drink options in Council owned facilities and settings</i> 	We have recruited a project officer to facilitate the Promoting Change Project which aims to encourage healthier food and drink options in Council owned facilities and settings.	On track
1.1.2	<i>Convene and resource a network of key health and wellbeing stakeholders to identify local health needs and create partnership approaches for action</i> 	The City convened a meeting with a network of key health and wellbeing stakeholders in August 2023 to identify local health needs and identify opportunities for collaboration and alignment.	On track
1.1.3	<i>Prepare a development plan for the facilities at Rees Reserve, Little River</i> 	We awarded the Little River & District Pony Club a Community Infrastructure grant to develop a Facility Development Plan for Rees Reserve. We are currently investigating if this project will be completed by the City or if the pony club will continue to lead the project.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.2.1	<i>Develop a policy to make the region's food system more accessible and resilient</i> 	Building upon last year's research undertaken by Deakin University's Institute for Physical Activity and Nutrition, we have held internal workshops to identify gaps and opportunities and are currently planning a community engagement process to enable community input into the development of the policy.	Commenced
1.2.2	<i>Develop an early years infrastructure network plan to support the provision of kindergarten and maternal and child health services and ensure we respond to population growth and new provision reforms</i> 	We concluded the analysis of the future early years infrastructure needs and finalised the data. Preparation of the project pipeline is underway.	On track
1.2.3	<i>Implement Year 2 activities of the Positive Ageing Strategy 2022–2025 Action Plan</i> 	We delivered activities including: <ul style="list-style-type: none"> • a services directory for people as they age • a Positive Ageing Grants Program of events • Year 1 report (currently in design phase) • a working group meeting held in August 2023 • an Ageing Well Advisory Committee meeting held in August 2023. 	On track
1.3.1	<i>Work with partner agencies to deliver programs and initiatives that seek to address social and economic disadvantaged in priority areas such as Corio, Norlane & Wittington</i>	We have had an initial conversation with Give Where You Live to explore opportunities for a place-based approach for Corio and Norlane.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.4.1	<p><i>Work with partner agencies on initiatives to prevent family violence and violence against women</i></p> 	<p>Initiatives to date include:</p> <ul style="list-style-type: none"> • submitting an annual to Respect 2040 which outlines activities the City has led or worked in partnership on, towards preventing family violence and violence against women and to progress meaningful gender equality action • commenced work on implementing Fair Access Policy roadmap to increase gender equity in sport and recreation facility use • delivered two school programs: Love Bites (respectful relationships training that provides young people a safe environment to examine, discuss and explore healthy relationships) & EveryBody (aimed at promoting body confidence and increase self-esteem in young people) • provided partner support to the Sexual Assault and Family Violence Centre project 'Leaders on and Off the Field' • sponsored and hosted the Gender Equality: A Goal Within Reach forum in July 2023 • appointed the City's inaugural LBGTQIA+ Advisory Committee and commenced meetings • held IDAHOBIT event in partnership with Worksafe and TAC with guest speaker Danielle Laidley • held a Safe and Inclusive youth event for Wear it Purple • delivered the Gender and Sexuality Project with young people. • partnered with the Sexual Assault and Family Violence Centre and Barwon Community Legal Centre on the 2023 Barwon Respect Cup to be held in October 2023. 	On track
1.4.2	<p><i>Actively pursue grant opportunities to support the development of female change facilities</i></p> 	<p>We applied for a Country Football Netball grant to upgrade change facilities at Ocean Grove Memorial Reserve and are waiting on endorsement from Sport & Recreation Victoria.</p>	On track
1.4.3	<p><i>Complete the review of the Fair Play policy to embed Fair Access policy principles which aim to improve access and use of community sports infrastructure for women and girls</i></p> 	<p>We are currently reviewing the City's <i>Fair Play Strategy</i> which includes embedding the state government's <i>Fair Access Policy</i> Principles. Financial modelling is to be completed followed by community engagement in late 2023.</p>	On track
1.5.1	<p><i>Commence construction of all abilities play space at Rippleside Park*</i></p> 	<p>There has been a delay in awarding the detailed design contract. The works are expected to be awarded in late 2023. The playspace will be inclusive for kids of all ages and abilities. It will incorporate multi-sensory and nature play elements, with opportunities for physical, creative, social and passive play.</p>	Not started

Four-year priority	2023–24 actions	Progress comment	Status
1.5.2	<i>Deliver priority infrastructure projects to improve all abilities access as part of our Access and Inclusion Plan 2018–2022</i> 	We have defined program priorities and design has commenced on priority infrastructure projects. Two guaranteed facilities that will be delivered this year are Grovedale Hall and Drysdale Community Hub.	On track
1.6.1	<i>Partner with the Geelong Zero Alliance to co-design a strategic approach to end homelessness</i> 	The design of a governance structure for the Geelong Zero Alliance partnership is currently underway.	On track
1.6.2	<i>Continue implementation of the Social Housing Plan 2020–41 including the use of council land for social housing and advocacy to the state government on the delivery of a significant increase in the supply of social housing</i>	The procurement process for the appointment of a trustee for the Geelong Affordable Housing Trust has concluded and will be reported back to Council in early 2024.	On track
1.7.1	<i>Complete the construction phase for the Bial-a Armstrong Creek Library*</i> 	We progressed construction on the new Bial-a Armstrong Creek Library. Upon completion, the three-level facility will feature a library service, accessible contemporary amenities, a children's story time area, multipurpose spaces, outdoor terraces and creative places for programming.	On track
1.7.2	<i>Implement Stage 2 of the Drysdale Sporting Precinct Master Plan*</i> 	We commenced Cultural Heritage Management Plan work which will assess the potential impact of Stage 2 of the <i>Drysdale Sporting Precinct Master Plan</i> on Aboriginal and historical archaeological artefacts within the construction corridor.	On track
1.7.3	<i>Implement Stage 2 of the Lara Recreation Reserve Master Plan*</i> 	We commenced construction on the new accessible, multi-sport and gender-neutral sports pavilion as part of Stage 2 of the <i>Lara Recreation Reserve Master Plan</i> .	On track
1.7.4	<i>Review our approach to the provision, development and subsidy of Council owned and/or managed community outdoor recreation reserves</i> 	We are reviewing the City's <i>Fair Play Strategy</i> which guides the provision, development and subsidy of Council owned and/or managed community level outdoor recreation reserves. The review includes transitioning the strategy to a policy and embedding the state government's <i>Fair Access Policy Principles</i> . Financial modelling is to be completed followed by community engagement in late 2023.	On track
1.7.5	<i>Plan for the delivery of the pilot youth hub in central Geelong</i> 	We completed consultation with the Youth Council. Site assessments are underway and design of a governance model has commenced.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.8.1	<i>Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia</i> 	We sought the support of consultants on the development and engagement strategy of the Reconciliation Action Plan (RAP). Timelines are under review for the development of the Innovate RAP in consultation with Reconciliation Australia.	Commenced
1.9.1	<i>Renew artwork murals in Little Malop St, Geelong</i> 	We undertook a review and scoping for the Little Malop Street precinct, identifying renewals that require further scoping. Several sites identified as suitable for future commissions require further engagement with property owners to gauge their interest and options.	On track
1.9.2	<i>Prepare a Heritage Strategy to expand cultural inclusivity that better acknowledges and integrates the management of First Nations heritage, European heritage, and the heritage of all those other cultural groups who are now integral to our community</i>	In September we conducted a stakeholder workshop. We have commenced preparation of an engagement plan and public survey which we will begin November 2023.	On track
1.9.3	<i>Provide opportunities for the community to engage in the First Nations events including knowledge sharing forums in the lead up to The Voice referendum</i>	We provided opportunities for our local community to come together for conversations about the Voice to Parliament at a series of free forums and community kiosks during July, August and September 2023. The Community Conversation Forums at the City's Wurriki Nyal administration headquarters and Community Kiosks at the region's libraries were open to all community members to attend. They offered an informal chance for local residents to listen and learn from each other. The conversations were facilitated by the City's First Nations Experience Advisor and other City employees.	On track
1.9.4	<i>Collaborate with Wadawurrung Traditional Owners and key stakeholders to conserve, digitise, interpret and provide access to objects of cultural significance and regional importance from across Council's art & heritage collections</i>	The National Wool Museum (NWM) has been named an honouree in the 2022–23 Victorian Collections Cataloguing 'Best in Show' list with over 6,100 objects online. The financial valuation of the Art & Heritage Collection is on track for November completion. Major conservation works are underway for public art including Hitcock Gates and Grassy Mole sculpture. We also: <ul style="list-style-type: none"> • added Deanne Gilson cloaks to our online collections • supported 20 collections access requests, 2 object loans to partner museums and 33 general collections enquiries • catalogued over 150 new objects into detail • completed significance Assessments of NWM, Naval & Maritime, Old Geelong Gaol and Outdoor Public Art Collections • acquired into our collection the expressions Wool Quilt Prize winner 'DIY Deluge Design No.1' 	On track
1.9.5	<i>Advocate for funding for the implementation of Bellarine Arts Centre-Potato Shed business case</i>	We are finalising project acquittal for the Potato Shed business case.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.9.6	<i>Seek further external funding to commence business case development for the National Wool Museum vision implementation</i>	We will be seeking endorsement of a strategic vision for the National Wool Museum by the City's Executive Leadership Team in October 2023.	On track
1.10.1	<i>Activate the Northern Aquatic and Community Hub with a focus on health and wellbeing, cultural engagement and community connection for people in the local community</i> 	The Northern Aquatic and Community Hub is on track to open in early 2024. The pools are all fully lined and work is underway on floor surfaces including the pool concourses, studios, community hall and stage. External works underway around the building include the carpark, landscaping, footpaths and lighting installation.	On track
1.10.2	<i>Complete the Whittington Community Infrastructure and Services Place Based Needs Study and advocate for funding and work in partnership with local services to implement priority recommendations</i>	We completed the needs assessment and concept designs options for the Whittington Family and Community Hub.	On track
1.10.3	<i>Advocate for the best community outcomes in regard to Commonwealth Games legacy funding</i>	Following its decision not to proceed with hosting the Commonwealth Games in 2026, the state government committed to delivering the legacy sporting infrastructure in Geelong. As part of the announcement, there is a \$2 billion package with focus on housing, tourism, events and sporting infrastructure. We are committed to working with the State to realise these opportunities. The state government re-engaged with the City in late September 2023 to continue working through legacy infrastructure works.	Commenced
1.11.1	<i>Consider a phased response to the aged care reforms, to ascertain future participation of Council in Community Care services</i> 	Commonwealth changes postponed for 12 months which allows further time for Council to consider if and how it can participate in the new program.	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	2023–24 actions	Progress comment	Status
2.1.1	<i>Deliver the Precinct Structure Planning program for the Northern and Western Geelong Growth Areas*</i>	We commenced further work on drainage and transport network design for Creamery Road as an outcome of the draft Development Contributions Plan engagement in March 2023. Further work on the drainage network design continued for Elcho Road East Precinct Structure Plan. Preparation of the Monocline Masterplan has progressed.	On track
2.1.2	<i>Prepare the Strategic Assessment under the Environment Protection and Biodiversity Conservation Act and biodiversity conservation strategy for the Northern and Western Growth Areas*</i>	Our Environment Protection and Biodiversity Conservation (EPBC) Plan sets out a range of measures and commitments to protect biodiversity in the Northern and Western Geelong Growth Areas. The draft EPBC and Strategic Assessment Report were released for community consultation from 26 July to 25 September 2023 with feedback now being considered.	On track
2.1.3	<i>Facilitate a diversity of housing types to meet the long term needs of our future community</i>	We completed design and costings for Carr Street as part of the South Geelong Urban Design Framework (UDF). This study is to inform the planning scheme amendment for the South Geelong UDF. Scoping for the review of the West Fyans Structure Plan to be completed. The South Geelong UDF includes strategies for increasing housing diversity.	On track

* Major initiative

Four-year priority	2023–24 actions	Progress comment	Status
2.2.1	<p><i>Finalise the transport infrastructure and services strategy for growth areas</i></p> 	We are currently developing a draft transport infrastructure and services strategy to provide an overarching framework for investment in road and rail infrastructure in Geelong's major growth areas.	On track
2.3.1	<p><i>Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan</i></p> 	We are reviewing the Ocean Grove Sporting Infrastructure Plan in response to the exponential increase in female sports participation and population growth, new design trends (female friendly, universal and Environmentally Sustainable Design) and development of new facility standards, strategies and policies. Further progress is pending a decision on the relocation of a local sporting club.	Commenced
2.3.2	<p><i>Partner with senior groups to create a street art mural for the Portarlington Senior Citizens Club</i></p> 	We provide support and guidance and regularly liaising with the artist, senior citizens and the Portarlington Community Association to ensure all are informed as the project progresses. Feedback from the community has demonstrated enthusiasm for a street art mural on this site to add colour and interest to the area. This commission aims to exemplify the vision for public art as expressed in our <i>Public Art Strategy</i> and give consideration to the unique qualities of the site, place and culture of the region.	On track
2.3.3	<p><i>Finalise the masterplan for the Market Square Quarter to guide the regeneration and redevelopment of the city block bounded by Malop St, Moorabool St, Ryrie St and Yarra St</i></p>	We held meetings with key stakeholders and key landowners in the precinct and finalised the draft masterplan for the Market Square Quarter. Endorsement for public engagement of the draft masterplan is now scheduled for Council meeting in November 2023.	On track
2.3.4	<p><i>Support and assist Emergency Services and the Greater Geelong community in preparing for, responding to, and recovering from emergencies</i></p> 	<p>To date we have:</p> <ul style="list-style-type: none"> • reviewed and updated duty statements • developed a recruitment plan for a Municipal Emergency Management Officer (MEMO) & Municipal Recovery Manager (MRM) • developed a project plan for Geelong Recovery Outreach for Resilience and recruited a project officer • completed training for the City's new Building Resource and Capacity for Emergencies (BRACE) Emergency Management Team recruits (Working in an Emergency Relief Centre and Psychological First Aid). 	On track
2.4.1	<p><i>Incorporate Environmentally Sustainable Design principles into new urban growth areas including zero carbon, water efficiency, sustainable transport, urban greening and climate resilience</i></p> 	We completed a recycled products technical study for the Northern and Western Geelong Growth Area. Environmentally Sustainable Design (ESD) provisions have been included in the Jetty Rd Stage 2 planning controls and the Marshall Precinct Structure Plan. ESD provisions for the Creamery Rd Precinct Structure Plan and Elcho Rd East Precinct Structure are underway.	On track

Four-year priority	2023–24 actions	Progress comment	Status
2.5.1	<i>Review the City's Sustainable Building Policy for new and existing City owned or managed buildings to include all electric infrastructure and strengthened zero emission requirements</i> 	We are undertaking further internal engagement on the policy review prior to going to the City's Policy Review Committee.	On track
2.6.1	<i>Review annual action plans for the Environment Strategy 2020–2030 and Climate Change Response Plan 2021–30</i> 	Initial research and stakeholder engagement is underway to inform the final project plan and scope of the review.	On track
2.6.2	<i>Identify new opportunities for policy or project development from the discussion paper on understanding and mitigating the health impacts of climate change</i> 	We have sought feedback from internal stakeholders and subject matter experts to finalise the discussion paper. An internal workshop will be held before the end of the year to identify opportunities or new projects that incorporate a health lens in our climate change work.	On track
2.6.3	<i>Facilitate partnerships to support our community to reduce emissions</i> 	Climate Change Partnership Grant program advertised, and partnership projects and funding agreements awarded. Five partnerships have been established including projects with Deakin University, Geelong Sustainability and 100% Clean Bellarine to work towards zero emissions and become a climate ready city.	On track
2.7.1	<i>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</i> 	We completed planning to update the <i>Waste and Resource Recovery Strategy 2020–2030</i> . Decisions on timelines to be made in Q2 to inform the update to the strategy in mid-2024.	On track
2.8.1	<i>Build community knowledge, engagement and partnerships to protect and restore our region's biodiversity</i>	We completed planning and community engagement tasks. We partnered with the Geelong Field Naturalists Club and others to support the delivery of the Geelong Nature Festival from 15 September 2023 to 29 October 2023. The festival showcased Geelong's natural wonders through an array of nature-based activities, workshops, guest speakers, presentations and displays.	On track
2.8.2	<i>Establish public parkland as per phase 2 (2022-2030) of the Sparrovale-Ngubitj yoorree Wetlands Master Plan*</i>	We officially opened section one of Sparrovale Wetland Reserve Ngubitj yoorree on 23 September 2023 as part of the Geelong Nature Festival.	On track

Four-year priority	2023–24 actions	Progress comment	Status
2.8.3	<i>Complete ecological surveys of fish, frogs and birdlife as required for the development of the Sparrovale-Ngubitj yoorree Wetlands</i>	We commenced work on ecological surveys of fish, frogs and birdlife and are currently recruiting an additional Environmental Officer role to support development of the wetlands.	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	2023–24 actions	Progress comment	Status
3.1.1	<i>Facilitate a diversity of employment land supply to meet the long terms needs of our city</i>	We are preparing a report for council on the South-West Employment Study which looks at employment land needs and opportunities in south-west Geelong. Technical work is continuing on a review of the Armstrong Creek North-East Industrial Precinct Structure Plan. The Victorian Planning Authority have completed the co-design workshop for the Greater Avalon Employment Precinct.	On track
3.1.2	<i>Deliver a new Economic Plan for the City of Greater Geelong identifying key growth sectors and workforce sector gaps</i>	We completed an updated background report with the most recent economic data and re-engaged with internal and external stakeholders and councillors. The new economic plan will identify key growth industries and opportunities for investment.	On track
3.1.3	<i>Delivery of the Tourism Greater Geelong & The Bellarine Sustainable Destination Master Plan including advocacy and attraction for new investments, programs and initiatives to increase visitor numbers and spend</i>	The Tourism Greater Geelong & The Bellarine Sustainable Destination Master Plan was updated in September 2023 to reflect the Commonwealth Games cancellation. The plan is published, and briefings are scheduled for media and stakeholders throughout October 2023.	On track

Four-year priority	2023–24 actions	Progress comment	Status
3.2.1	<i>Continue to support Geelong’s designation as a UNESCO City of Design to position the City of Greater Geelong both Nationally and on the World Stage as a Clever & Creative City</i>	We held one UNESCO Working Group Meeting and attended one Victorian Creative Cities Network meeting. Planning and development is underway for Geelong Design Week 19 to 29 October 2023.	On track
3.2.2	<i>Finalise the procurement activities related to redevelopment of the Osborne House site and complete the draft proposal of future activities for council endorsement*</i>	Expressions of Interest for procurement activities have progressed and we continued to work towards finalising information to prepare a draft proposal for council endorsement\\	Commenced
3.2.3	<i>Continue to support investment attraction, innovation and local digital capabilities through implementation of Smart Cities initiatives including Digital Twin, Data Exchange Centre and smart parking solutions in Central Geelong</i>	We progressed data initiatives centred on Central Geelong parking and the development of high-fidelity building models for the Geelong Digital Twin. Initial solutions currently undergoing testing and evaluation. A digital twin is a virtual 3D model of our city representing terrain surfaces, buildings, vegetation, infrastructure and other objects and assets to support efficiencies and data-driven planning decisions.	On track
3.2.4	<i>Work with state government and partner organisations to maximise funding outcomes for Tourism and Major Events in the Greater Geelong Region</i>	We appointed a consultant to assist in the development of Major Events Strategic Review.	On track
3.3.1	<i>Development of tools and resources to promote and profile investment opportunities for Geelong in regards to industry, creative industries and major events</i>	We completed a draft of the Professional Services document. A meeting has been scheduled with the Department of Jobs, Skills, Industry and Regions to finalise.	On track
3.3.2	<i>Partner with AARNet to provide community facilities and public spaces with access to ultra-high-speed internet as part of the Fibre in the North project</i>	We reached the 50 per cent project completion mark with fibre connected to Splashdown Leisure Centre and through Leopold to Curlewis.	On track



Four-year priority	2023–24 actions	Progress comment	Status
3.3.3	<i>Deliver free public Wi Fi and enhanced broadband across the north to address gaps in digital access and affordability (Geelong Smarter Suburbs)*</i> 	We continued to deliver free public Wi Fi and enhanced broadband across the northern suburbs. We have stood eleven nodes with future milestones ahead of schedule.	On track
3.4.1	<i>Partner with industry stakeholders to delivery cleantech programs and initiatives including Cleantech Grants and NEXUS Cleantech Innovation Festival</i>	The City partnered with representatives from the Victorian Cleantech Cluster, Regional Innovation for a Circular Economy (RICE) and Climate-KIC Australia to host the NEXUS Cleantech Innovation Festival at Wurriki Nyal Civic Precinct on 11 August 2023. The event brought together attendees from local business, industry, academia and government to discuss the latest developments in the clean technology sector and the role the Geelong region can play in achieving a circular economy. In November 2023, we will commence planning for the 2024 event.	On track
3.6.1	<i>Partner with community organisations to deliver programs that enable skills development and improved employment outcomes</i> 	The City partnered with the Geelong Chamber of Commerce to deliver the Geelong Small Business Festival from 1 to 31 August 2023. The month-long festival saw 72 low-cost and free workshops, presentations and networking opportunities held by local businesses for community members looking to start, grow or improve their small business, covering every stage in the small business life. There were 2,127 community members who attended events either in-person or online.	On track
3.7.1	<i>Advocate and lobby government for future funding for the region to support the delivery of pre-employment programs</i>	Conversations have commenced with local service providers. The City has supported the commencement of a pre-employment program by Northern Futures in partnership with Gordon TAFE.	Commenced
3.8.1	<i>Upgrade the LED Street Lighting & Smart Control Technology*</i>	Replacement of main roads lighting continued with approximately 3,000 lights now converted (out of approximately 5,000). Main roads lighting is expected to be complete by mid-2024 and decorative lighting 25 per cent complete by June 2024.	On track

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

STRATEGIC DIRECTION 4

HIGH-PERFORMING COUNCIL AND ORGANISATION

Desired outcomes

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

Four-year priorities

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

Four-year priority	2023–24 actions	Progress comment	Status
4.1.1	<i>Identify, capture and share data sources across departments to better understand the community and customers' experience and develop strategies for addressing gaps</i>	We have identified and captured relevant data sources which help us to better understand community needs and our community and customers' experiences. Data analysis has commenced.	On track
4.1.2	<i>Plan for the delivery of the 2024 Council elections</i>	We commenced development of an election program. A working group is being formed in the coming months. We are currently working with the Victorian Electoral Commission and internal stakeholders to prepare the voters role and other statutory obligations.	On track
4.2.1	<i>Continue to provide the opportunity for in-person neighbourhood discussions with residents as part of our Neighbourhood Conversations program</i>	We held a Neighbourhood Conversation in Drysdale (Bellarine Ward) at the Borongook Drysdale Library on Tuesday 5 September. The next Neighbourhood Conversation session will be held in December 2023.	On track
4.4.1	<i>Improve workplace gender equality through delivery of our Gender Equality Action Plan and Gender Impact Assessments (GIA+)</i>	The gender equality audit and gender equality People Matter survey were completed. This will be analysed and incorporated into the gender equality progress report. The progress report will be submitted to the Public Sector Gender Equality Commissioner.	On track

Four-year priority	2023–24 actions	Progress comment	Status
4.4.2	<i>Deliver learning & development programs to Councillor Group to further enhance leadership and governance capabilities</i>	<p>In the last twelve months, a range of learning and development opportunities were presented to the Councillor group. These have included;</p> <ul style="list-style-type: none"> • training as prescribed under the <i>Local Government Act 2020</i> • training made available through the Municipal Association of Victoria • a series of Governance refreshers delivered by Maddocks Lawyers • relationship building through Elite Training Dynamics. <p>In addition to this, we developed a new Councillor E- Learning module focused on streamlining compliance based training and creating a more accessible environment. In the lead up to the 2024 Council election, we will strive to incorporate induction material in the module. We are also currently developing good governance guidelines which will support Councillors in the application of the Governance Rules.</p>	On track
4.5.1	<i>Implement efficiency opportunities within the City's operations to reduce the operational budget, without impacting core service delivery</i>	We identified and tracked more than 100 potential efficiency opportunities to reduce our operational budget, without impacting core service delivery. These are now being prioritised and validated.	On track
4.5.2	<i>Simplify customer service delivery to improve our community's experience with the City</i>	We implemented the Phase 1 pilot for first point of contact resolution as part of the transitional approach to the tiered service delivery model Further discovery is underway on the management of more complex enquiries.	On track
4.5.3	<i>Develop an advocacy and partnership frameworks to support the organisation to attract grant funding and seek investment opportunities</i>	We completed the advocacy options discussion pack. Mapping of financial partnerships with a financial benefit near completion.	On track
4.5.4	<i>Develop a property strategy that ensures efficient and sustainable use of the City's assets</i>	Work on development of a property strategy commenced in September 2023.	Commenced
4.5.5	<i>Respond to the Independent Broad-based Anti-corruption Commission recommendations and legislative outcomes from the Operation Sandon Special Report</i>	Council was briefed on the outcomes from the Operation Sandon Special Report, an investigation into allegations of corrupt conduct involving councillors and property developers in Melbourne's south-east. Key employees attended relevant external meetings and briefings in regard to the final recommendations. Key documents likely to be impacted were identified for review and amendment.	On track
4.6.1	<i>Protect the City's digital landscape from cyber security threats through implementation of the Cyber Security Strategy*</i>	We appointed an IT Security, Risk, and Compliance Manager. Initial tasks have focused on, developing management response plans for the cyber security, payment card industry data security standards (PCI-DSS) and Victorian Auditor-General's Office (VAGO) audits. These plans will be leveraged to re-align Audit and Risk Committee commitments.	On track

Four-year priority	2023–24 actions	Progress comment	Status
4.6.2	<i>Commence the detailed design of a digital innovation program across the organisation*</i>	We completed the scoping and documentation of a Request for Proposal (RFP) to go to market for the development of the City's IT Strategy and Roadmap. The outcome of this work will inform our future digital innovation program horizons.	On track
4.7.1	<i>Development and implementation of measures that support a healthy and inclusive work environment, with a focus on employee engagement and safety</i>	The City implemented a <i>Fitness for Work</i> policy. After a comprehensive consultation process with internal and external stakeholders, the implementation included a programmed roll out of the policy, including the release of a training package. In response to WorkSafe Victoria's proposed Occupational Health and Safety Amendment (Psychological Health) Regulations, a draft framework was developed in preparation for the pending release of this new legislation. R U OK? Day activities were held across the organisation to continue to support our employee's mental wellbeing.	On track
4.8.1	<i>Monitor the current and long-term financial risks of the City to support future growth and financial sustainability</i>	We continued to monitor the current and long-term financial risks of the City.	On track