



THE CITY OF  
GREATER GEELONG

# OUR COMMUNITY PLAN 2021–25

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QUARTERLY REPORT  
MARCH 2024



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

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

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

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

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

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

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

The Plan identifies five health and wellbeing priorities which are:

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

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

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

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



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

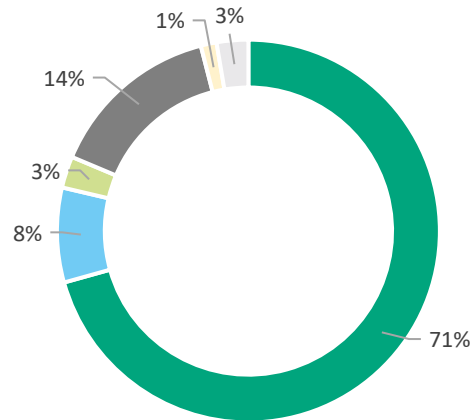


We committed to 75 actions in our Annual Action Plan this year.

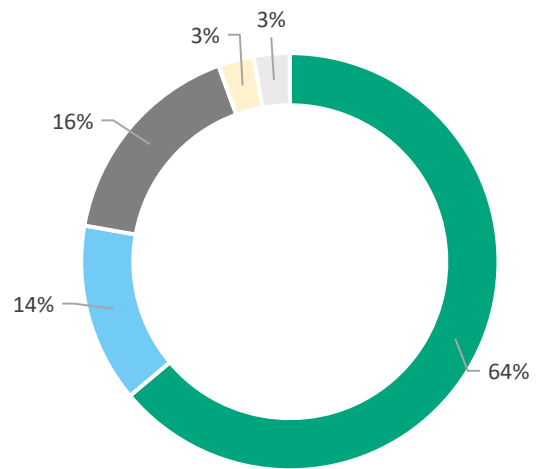
At the end of March 2024:

- **53 actions were 'on track'**
- **11 actions are 'complete'**
- **six actions were 'delayed'**
  - Commence construction of all abilities play space at Rippleside Park\*
  - Implement Stage 2 of the Drysdale Sporting Precinct Master Plan\*
  - Review our approach to the provision, development and subsidy of Council owned and/or managed community outdoor recreation reserves
  - Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia
  - Prepare a Heritage Strategy to expand cultural inclusivity that better acknowledges and integrates the management of First Nations heritage, European heritage, and the heritage of all those other cultural groups who are now integral to our community
  - Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan
- **two actions are 'ongoing'**
  - Advocate for the best community outcomes in regard to Commonwealth Games legacy funding\*
  - Monitor the current and long-term financial risks of the City to support future growth and financial sustainability
- **One action 'needs improvement'**
  - Develop a policy to make the region's food system more accessible and resilient
- **one action was 'off track'**
  - 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
  - Advocate and lobby government for future funding for the region to support the delivery of pre-employment programs

## Annual Action Plan overall progress



## Health & Wellbeing priorities progress



■ On track 
 ■ Complete 
 ■ Delayed 
 ■ Ongoing 
 ■ Needs Improvement 
 ■ Off Track

\* 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	<p><i>Implement the Promoting Change project to encourage healthier food and drink options in Council owned facilities and settings</i></p> 	<p>Site visits and audits to gather baseline data were completed in December 2023/ January 2024, while a second round of data collection commenced March 2024.</p> <p>Other activities have included:</p> <ul style="list-style-type: none"> <li>• planning Communities of Practice (CoP) at intervention sites, We will host Deakin, the Healthy Eating Advisory Service, Maroondah City Council and Nillumbik Shire Council at the Northern Aquatic and Community Hub (NACH) on 4 June 2024</li> <li>• establishing a CoP for facility managers and employees</li> <li>• establishing regular meetings with Leisure &amp; Recreation Services leadership</li> <li>• delivering presentations to the Promoting CHANGE Advisory Group, Barwon South West Public Health Unit Healthy Eating CoP and Barwon Valley Activity Centre (BVAC) and Leisuretime shift supervisors</li> <li>• integrating the Vic Kids Eat Well initiative into our intervention approach – BVAC, Leisuretime, Lara Swimming Pool, Splashdown, NACH and Leisurelink all registered as participating sites. All sites have commenced Action 1: Refresh the drinks fridge (i.e., implementation of Healthy Choices guidelines for product placement, promotion and pricing, and progress towards &lt;20% RED drinks per City's procurement policy).</li> </ul>	Completed

Four-year priority	2023–24 actions	Progress comment	Status
1.1.1	<p><i>Convene and resource a network of key health and wellbeing stakeholders to identify local health needs and create partnership approaches for action</i></p> 	The City convened a network meeting in February 2024 to reflect on how the network is working together and to identify opportunities for improvement. This will form part of the process evaluation of our integrated health plan (Our Community Plan 2021–2025).	Completed
1.1.2	<p><i>Prepare a development plan for the facilities at Rees Reserve, Little River</i></p> 	The facility development plan is expected to be completed in April 2024. The City is now leading the project in consultation with the pony club and other users of the reserve.	On track
1.2.1	<p><i>Develop a policy to make the region's food system more accessible and resilient</i></p> 	The City is currently seeking expressions of interest from subject matter experts to progress the development of the food system policy that builds upon work completed to date. Planning commenced on engagement strategies to enable community input into the development of the policy.	Needs improvement
1.2.2	<p><i>Develop an early years infrastructure network plan to support the provision of kindergarten and maternal and child health services and ensure we respond to population growth and new provision reforms</i></p> 	We completed an Early Years Network Plan to confirm demand forecasts including the investment pipeline to guide investment in early years infrastructure. Council will consider a report mid-2024.	Complete
1.2.3	<p><i>Implement Year 2 activities of the Positive Ageing Strategy 2022–2025 Action Plan</i></p> 	<p>Delivery of Year 2 of the Positive Ageing Strategy continued. Actions delivered to date include:</p> <ul style="list-style-type: none"> <li>• development and promotion of a services directory for people as they age, helping older people to find information and services to help them stay at home for longer</li> <li>• hosting the Ageing Well Advisory Committee meetings in August and November 2023</li> <li>• hosting the Seniors Festival during October 2023, with over 1,600 attendees. We are working with community partners to plan the 2024 Seniors Festival</li> <li>• supporting the Barwon Elder Abuse Primary Prevention Network</li> <li>• working with Barwon Health, South West Health Care and a prostate cancer support group to deliver a prostate cancer awareness campaign reaching over 37,500 people on social media, 120 organisations and displaying 500 posters in public spaces across Geelong</li> <li>• opening the 2024–25 Positive Ageing Grants program which closes in May. We are working with the Geelong Regional Library Corporation to plan information sessions for grant applicants.</li> </ul> <p>The full Year 1 report is available on the City's website.</p>	On track


Four-year priority	2023–24 actions	Progress comment	Status
1.3.1	<i>Work with partner agencies to deliver programs and initiatives that seek to address social and economic disadvantaged in priority areas such as Corio, Norlane &amp; Wittington</i>	<p>We continued to work with partner agencies to support the delivery of community programs. Work to date includes:</p> <ul style="list-style-type: none"> <li>meetings with Give Where You Live, Northern Futures and Future Geelong to identify partnership and collaboration opportunities. Further meetings have been held with Northern Futures to assist with future sustainability challenges.</li> <li>meetings with the Real Deal team and attending the Real Deal forum in March 2024.</li> <li>connecting with ReCLink to expand client services into NACH. We have commenced exploring future partnership opportunities with Cultura, Leisure Networks, Our Place (for future swimming lessons with the local Afghani community, and water safety workshops for CALD communities) and local schools to facilitate access for clients. A new learn to swim program is being piloted in partnership with Life Saving Victoria to provide lessons for a Karen youth group.</li> </ul>	On track
1.4.1	<i>Work with partner agencies on initiatives to prevent family violence and violence against women</i>	<p>We continued to work with partner agencies to support initiatives to prevent family violence. delivery of community programs. Work to date includes:</p> <ul style="list-style-type: none"> <li>submitting the annual progress report as part of the Respect 2040 partnership between the City and Barwon South West organisations in October 2023</li> <li>delivering the Respect Cup, a full day respectful relationship and consent program led by the City and Netball Victoria for 120 Year 9 students from eight different secondary schools.</li> <li>supporting the 16 Days of Activism against Gender-Based Violence, an international campaign beginning on 25 November 2023, the International Day for the Elimination of Violence Against Women.</li> <li>in partnership with the Women in Community Life Advisory Committee, celebrating International Women's Day by acknowledging and honouring the extraordinary contributions and leadership roles of women across the region as part of the Women in Community Life Awards.</li> </ul>	On track
1.4.2	<i>Actively pursue grant opportunities to support the development of female change facilities</i>	<p>We pursued grant opportunities through the state government's Regional Sport Infrastructure Fund, to improve female change facilities at Elderslie recreation reserve in Newtown. We are currently awaiting the funding agreement from the state government for the female change facilities at Winter Reserve in Belmont.</p>	Complete
1.4.3	<i>Complete the review of the Fair Play policy to embed Fair Access policy principles which aim to improve access and use of community sports infrastructure for women and girls</i>	<p>The City prepared a draft Fair Access Policy with key stakeholders, aimed at addressing known barriers experienced by women and girls in accessing and using community sports infrastructure. A four-week community engagement period on the draft policy commenced in March 2024. The policy will be delivered as a priority to meet state government requirements by 30 June 2024.</p> <p>The City's Fair Play Strategy is currently on hold.</p>	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.5.1	<i>Commence construction of all abilities play space at Ripplside Park*</i> 	The City awarded the contract for detailed design works which is now underway. Due to a shortfall in funding, the target completion date of the detailed design stage is April 2024. The play space will be inclusive for kids of all ages and abilities, incorporating multi-sensory and nature play elements, with opportunities for physical, creative, social and passive play. Construction activities are currently forecast to commence in September 2024 with completion proposed mid-2025.	Delayed
1.5.2	<i>Deliver priority infrastructure projects to improve all abilities access as part of our Access and Inclusion Plan 2018–2022</i> 	Construction of the Drysdale Community Hub disability access ramp was completed early 2024. The tender for the Grovedale Hall disability access ramp is expected to be awarded by mid-2024. Design works are ongoing for the remaining sites.	On track
1.6.1	<i>Partner with the Geelong Zero Alliance to co-design a strategic approach to end homelessness</i> 	The design of a governance structure for the Geelong Zero Alliance partnership is currently underway. Give Where You Live are leading work with the governance group to establish the framework around the collective impact governance.	On track
1.6.2	<i>Continue implementation of the Social Housing Plan 2020–41 including the use of council land for social housing and advocacy to the state government on the delivery of a significant increase in the supply of social housing</i>	We completed the procurement process for the appointment of a trustee for the Geelong Affordable Housing Trust with a report to be provided at an upcoming Council meeting.	On track
1.7.1	<i>Complete the construction phase for the Bial-a Armstrong Creek Library*</i> 	Construction on the new Bial-a Armstrong Creek Library progressed with work scheduled for completion mid-2024. Upon completion, the three-level facility will feature a library service, accessible contemporary amenities, a children's story time area, multipurpose spaces, outdoor terraces and creative places for programming.	On track
1.7.2	<i>Implement Stage 2 of the Drysdale Sporting Precinct Master Plan*</i> 	We commenced works as part of the Cultural Heritage Management Plan commenced to assess the potential impact of Stage 2 of the Drysdale Sporting Precinct Master Plan on Aboriginal and historical archaeological artefacts within the construction corridor. A significant number of cultural artifacts have been discovered onsite, delaying the completion of the complex cultural heritage assessment fieldwork.	Delayed
1.7.3	<i>Implement Stage 2 of the Lara Recreation Reserve Master Plan*</i> 	Construction of the new accessible, multi-sport and gender-neutral sports pavilion and the baseball field progressed and is on track for completion Q4. These enhancements aim to create a comprehensive recreational hub meeting the diverse needs of the Lara community.	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.7.4	<p><i>Review our approach to the provision, development and subsidy of Council owned and/or managed community outdoor recreation reserves</i></p> 	<p>A review of The City's Fair Play Strategy which guides the provision, development and subsidy of Council owned and/or managed community level outdoor recreation reserves is currently on hold. The existing provisions remain active.</p>	Delayed
1.7.5	<p><i>Plan for the delivery of the pilot youth hub in central Geelong</i></p> 	<p>We undertook a range of community engagement activities to inform the development of the Geelong Youth Hub January to March 2024. This included online engagement, co-design workshops with young people, a community information session, a stakeholder 'open day' and engagement at community events (Rainbow Festival and Pako Festa) and youth drop-in centres including the fOrT Youth Centre. We also consulted with key stakeholders (Youth Council Advisory Committee, Gender and Sexuality Project (GASP) and Rainbow Youth Advisory Group (RYAG), service providers and employees. Insights and feedback will inform design as it progresses through April-May with construction planned for June-December 2024. A progress report was submitted to the Department of Families, Fairness and Housing (DFFH) on 28 March 2024.</p>	On track
1.8.1	<p><i>Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia</i></p> 	<p>Preparation of the Reconciliation Action Plan (RAP) has been paused until further notice. Due to the outcome of The Voice Referendum, First Nations communities requested a pause on engagement with Government and Council bodies. The City engaged a First Nations consultancy to undertake a review to strengthen relationships and ways of working with First Nations communities. The outcomes of this review will inform our way forward with community on our RAP. Regular meetings between the City's Executive Leadership Team and the Wadawarrung Traditional Owners Corporation commenced to strengthen collaboration. We commenced recruitment for four First Nations Traineeships to provide employment opportunities and career development pathways, with one trainee commencing in March.</p>	Delayed
1.9.1	<p><i>Renew artwork murals in Little Malop St, Geelong</i></p> 	<p>A review and scoping were undertaken for the Little Malop Street precinct, identifying renewals that require further scoping.</p> <p>Progress to date includes:</p> <ul style="list-style-type: none"> <li>• corner of Little Malop Street - quote has been received for Virtual Reality paste up by Baby Guerrilla</li> <li>• Union St Mural - has been deaccessioned as part of the surrounding redevelopment</li> <li>• Stuart Devlin Mural Trail - the quote has been accepted for repair however has not been actioned to date. It is part of ongoing operational workplan actions</li> <li>• John St mural - has been deaccessioned.</li> </ul>	On track

Four-year priority	2023–24 actions	Progress comment	Status
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>	The project plan has been revised with targeted consultation to commence in Q2 2024 due to recruitment of an employee. A draft strategy will be complete by end of 2024.	Delayed
1.9.3	<i>Provide opportunities for the community to engage in the First Nations events including knowledge sharing forums in the lead up to The Voice referendum</i>	<p>Significant engagement was held with the community in the lead up to the Voice Referendum. We provided opportunities 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 held at Wurriki Nyal and Community Kiosks at the region's libraries offered an informal chance for residents to listen and learn from each other. The conversations were facilitated by the City's First Nations Experience Advisor and other City employees.</p> <p>Following the referendum, yarning circles were held with community. The City will be undertaking a full review of its First Nations response to better understand how we can support and work with First Nations communities to achieve reconciliation and has established bi-monthly meetings with Wadawurrung to strengthen relationships with First Nations community.</p>	Complete
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 &amp; heritage collections</i>	<p>Wadawurrung artist Jasmin Sky, a maker-in-residence at National Wool Museum (NWM) during Design Week, is currently featured as part of the Cultural Bridges: 40 Years of Pako Festa exhibition at the NWM until July 2024. We are currently working with Traditional Owners and Koori Heritage Trust to identify and properly home four unidentified First Nations objects found in the Museum Collections.</p> <p>Major conservation works are also underway for public art including Hitchcock Gates and Grassy Mole sculpture.</p> <p>Other activities also included:</p> <ul style="list-style-type: none"> <li>supported over 20 collections access and research requests, 2 object loans to partner museums and 33 general collections enquiries</li> <li>completed significance Assessments of NWM, Naval &amp; Maritime, Old Geelong Gaol and Outdoor Public Art Collections</li> <li>acquired into our collection the expressions Wool Quilt Prize winner 'DIY Deluge Design No.1'</li> <li>continued to support Elder/Scar Tree conservation project</li> <li>embedded policy to feature First Nations objects from collection in all digital and printed catalogues such as quarterly What's On</li> <li>completed restoration of Geelong West Firefighters Memorial, West Park as part of 25th anniversary</li> <li>placed four paintings from our council art collection on display at the entry way of the new Visitor Information Centre at City Hall</li> <li>over 100 objects digitised and 20 objects added to the collections</li> <li>added Wadawurrung artist Deanne Gilson cloaks to the online collections</li> <li>were named an honouree in the 2022–23 Victorian Collections Cataloguing 'Best in Show' list with over 6,100 objects online.</li> </ul>	On track

Four-year priority	2023–24 actions	Progress comment	Status
1.9.5	<i>Advocate for funding for the implementation of Bellarine Arts Centre-Potato Shed business case</i>	The Bellarine Arts Centre-Potato Shed business case has been completed and will be presented to a future council meeting. This will lay the foundation for future funding advocacy.	On track
1.9.6	<i>Seek further external funding to commence business case development for the National Wool Museum vision implementation</i>	<p>The strategic vision for the NWM was presented to management in November 2023. Further work is required to develop the framework for the five-year strategic operational plan and seek quotes for business case development. This will be presented back in 2024.</p> <p>The Museum Governance, Management and Operational Consultant Review and Recommendations Report was completed and a grant application submitted to the Enabling Tourism Fund 2024 to support the development of the NWM business case and funding plan for redevelopment.</p>	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 was officially opened by the Deputy Prime Minister and City of Greater Geelong Councillors on Friday 9 February 2024, followed by a full public opening on 19 February and a community Open Day on Sunday 3 March. A full suite of programs is on offer to help the local community improve their physical and mental health, create social connection and experience better overall wellbeing.	Complete
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>	The Whittington Link Social Infrastructure Report has been finalised. Ongoing advocacy for funding to completed detailed design remains.	Complete
1.10.3	<i>Advocate for the best community outcomes in regard to Commonwealth Games legacy funding*</i>	<p>Following its decision not to proceed with hosting the Commonwealth Games in 2026, the state government committed to a \$2 billion package with focus on housing, tourism, events and sporting infrastructure.</p> <p>In March, the Premier announced the housing mix for the Waurn Ponds site – with 72 of the 400 dwellings (18%) being delivered as affordable and/or social housing, less than what the City advocated for (30%). We will continue to discuss these matters and work proactively with the state to achieve the best outcomes for the community. We have also been in negotiations with the state government since October 2023 to progress design development for the venues to be delivered via the Regional Sports Infrastructure Program (RSIP).</p> <p>In April, we received state government confirmation that Development Victoria will lead the delivery of three projects in Geelong: the re-development of Stead Park, Corio; new indoor sporting facilities at Armstrong Creek and a new indoor sporting complex at Waurn Ponds</p> <p>The delivery of a future Regional Indoor Sports and Event Centre remains a key priority for the City and we will continue to investigate purpose-built delivery options at alternate locations and leverage upcoming funding opportunities.</p>	Ongoing

Four-year priority	2023–24 actions	Progress comment	Status
1.11.1	<p><i>Consider a phased response to the aged care reforms, to ascertain future participation of Council in Community Care services</i></p> 	<p>In November 2023, the federal government announced a decision to delay the implementation of most changes to the Commonwealth Home Support (CHSP) and Home Care Package (HCP) Programs until July 2027. With this change in timeframes, further work is being completed on reviewing aged care services within the City, with a view to developing considered options for consideration by Council, as well as opportunities for service improvements and efficiencies in processes, systems and ways of working.</p> <p>The confirmed end to state government funding for the City’s Regional Assessment Service (RAS) team, has resulted in the decision to cease the City’s RAS participation in line with the end of state government funding.</p> <p>Our Executive Leadership Team continue to be briefed regularly and a further Council briefing will be held prior to the caretaker period commencing in late September.</p>	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 concluded engagement with interested parties. Submissions received proposing changes to the program are being assessed while proposed changes to the agreement are being reviewed by the City's legal team.	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. We continued work with the Department of Climate Change, Environment, Energy and Water and the Department of Environment and Climate Change Action on the strategic response to the rediscovery of the Victorian Grassland Earless Dragon with the commencement of onsite surveys.	On track
2.1.3	<i>Facilitate a diversity of housing types to meet the long term needs of our future community</i>	The City received authorisation for the Planning Scheme Amendment for the South Geelong Urban Design Framework from the Department of Transport and Planning. Briefs for technical reports for the West Fyans Precinct Plan review have been prepared for procurement.	On track
2.2.1	<i>Finalise the transport infrastructure and services strategy for growth areas</i> 	We continued development of 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. The document requires update regarding final bridge recommendations and as such is tied to the completion of this work which is expected in April/May 2024.	On track

\*Major initiative

Four-year priority	2023–24 actions	Progress comment	Status
2.3.1	<i>Promote access to sport and physical activity for women and girls through the development of the Ocean Grove Sporting Infrastructure Plan</i> 	We are reviewing the Ocean Grove Sporting Infrastructure Plan in response to the exponential increase in female sports participation and population growth, new design trends (female friendly, universal and Environmentally Sustainable Design) and development of new facility standards, strategies and policies. The City has received an in-principle support from the local sporting club to relocate to Devlins Rd. We are currently working through Devlins Rd development.	Delayed
2.3.2	<i>Partner with senior groups to create a street art mural for the Portarlington Senior Citizens Club</i> 	We provided support and guidance and regularly liaised with the artist, senior citizens and the Portarlington Community Association to ensure all were informed as the project progressed. The mural titled 'The Fish Thieves' by local Portarlington artist Heather Duff was completed in December 2023.	Complete
2.3.3	<i>Finalise the masterplan for the Market Square Quarter to guide the regeneration and redevelopment of the city block bounded by Malop St, Moorabool St, Ryrie St and Yarra St</i>	We concluded community consultation on the draft Market Square Quarter Masterplan in February 2024. Feedback received will be used to inform the final masterplan which seeks to guide development and progressively reinvigorate the city block bound by Malop, Yarra, Ryrie and Moorabool streets.	On track
2.3.4	<i>Support and assist Emergency Services and the Greater Geelong community in preparing for, responding to, and recovering from emergencies</i> 	We continued to provide support and assist in response and recovery from emergencies. To date we have: <ul style="list-style-type: none"> <li>• reviewed and updated duty statements</li> <li>• recruited and trained deputy Municipal Emergency Management Officers (MEMO) &amp; Municipal Recovery Managers (MRM)</li> <li>• developed a project plan for Geelong Recovery Outreach for Resilience and recruited a project officer</li> <li>• 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)</li> <li>• commenced planning community engagement initiatives for Geelong Recovery Outreach for Resilience (GRO4 Resilience)</li> <li>• commenced planning for the 2024 annual recruitment drive for the City's Building Resource and Capacity for Emergencies (BRACE) Emergency Management Team recruits</li> <li>• commenced community education sessions and workshops around emergency with the first workshop held in Lara in March 2024. Future workshops are planned from April to June 2024.</li> </ul>	On track

Four-year priority	2023–24 actions	Progress comment	Status
2.4.1	<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>The City appointed a consultant to prepare new Environmentally Sustainable Design (ESD) guidelines, templates and application checklists which will provide developers and the City with a clear and efficient process for assessment.</p> <p>To date we have also:</p> <ul style="list-style-type: none"> <li>completed a recycled products technical study for the Northern and Western Geelong Growth Area</li> <li>included ESD provisions in the Jetty Rd Stage 2 planning controls and the Marshall Precinct Structure Plan</li> <li>commenced ESD provisions for the Creamery Rd Precinct Structure Plan and Elcho Rd East Precinct Structure Plan. Creamery Road draft ESD provisions have been peer reviewed to ensure consistency and alignment with Northern &amp; Western Geelong Growth Areas Framework Plan.</li> <li>commenced assessment of Jetty Road stage 2 public exhibition submissions relating to proposed ESD provisions.</li> </ul>	On track
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> 	<p>The City's Sustainable Building Policy was updated following an internal engagement process and will now proceed to final review by the City's Policy Review Committee in April 2024. Transitioning existing buildings off gas infrastructure to electric infrastructure powered by the City's existing renewable energy contract is a priority action in achieving zero corporate emission by 2025. The City has applied for state government funding to assist with transitioning existing ageing gas boiler infrastructure at Kardinia Aquatic Centre to new efficient electric heat pumps.</p>	On track
2.6.1	<i>Review annual action plans for the Environment Strategy 2020–2030 and Climate Change Response Plan 2021–30</i> 	<p>A review of the Environment Strategy Action Plan is underway. Community engagement with internal stakeholders to assess implementation of established actions, progress against goals and explore improved environmental reporting is scheduled to commence in April/May 2024. A review of the Climate Change Response Plan Action Plan is also occurring in parallel to the Environment Strategy Action Plan review.</p>	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> 	<p>We sought feedback from internal stakeholders and subject matter experts to finalise the discussion paper. An internal workshop with key stakeholders was held in December 2023. Opportunities to mitigate the health impacts were identified and a working group established to progress this work. The next working group meeting is scheduled for April where opportunities will be prioritised. The City also applied for a Sport and Recreation Victoria grant in partnership with local agencies to promote kids active travel to school.</p>	On track

Four-year priority	2023–24 actions	Progress comment	Status
2.6.3	<p><i>Facilitate partnerships to support our community to reduce emissions</i></p> 	<p>The City continues to support reduction of community emissions through activities including:</p> <ul style="list-style-type: none"> <li>• funding projects with Deakin University, Geelong Sustainability and 100% Clean Bellarine via the City's Climate Change Partnership Grant program</li> <li>• partnering with seven other local governments, four water bodies/authorities and Deakin University to investigate carbon reduction and climate adaptation pathways for the region through the Barwon South West Climate Alliance</li> <li>• launching the Our Climate Actions webpage which showcases some of the work the City and community has delivered in carbon reduction and climate adaptation initiatives</li> <li>• supporting the Farm My School project by delivering tonnes of compost to the project in Drysdale which transforms unused land in schools into market gardens to educate and connect communities</li> <li>• partnering with Geelong Sustainability to deliver Sustainable House Day 2023. The event, attended by 1,000 people, provided the opportunity to walk through homes showcasing energy efficiency, all-electric and climate resilient solutions.</li> </ul>	On track
2.7.1	<p><i>Update the Waste and Resource Recovery Strategy 2020–2030 to include new focus areas such as food &amp; garden organics recycling and roll out of the municipal container deposit scheme</i></p> 	<p>We completed planning to update the Waste and Resource Recovery Strategy 2020–2030. Priority projects/initiatives have been finalised as part of the FY25–26 budget process to ensure compliance with legislation and affordability. This planning will inform the update to the strategy following adoption of the budget in June 2024.</p>	On track
2.8.1	<p><i>Build community knowledge, engagement and partnerships to protect and restore our region's biodiversity</i></p>	<p>The City partnered with the Geelong Field Naturalists Club and others to deliver the Geelong Nature Festival in October 2023. The festival, a collaboration of 55 agencies and groups led by the City, delivered 70 events attended by over 1,900 people. In February, we also delivered a presentation on the festival at the Victorian Biodiversity Conference held at Deakin University's Burwood campus.</p>	On track
2.8.2	<p><i>Establish public parkland as per phase 2 (2022–2030) of the Sparrovale-Ngubitj yoorree Wetlands Master Plan*</i></p>	<p>Section one of Sparrovale Wetland Reserve Ngubitj yoorree was officially opened on 23 September 2023 as part of the Geelong Nature Festival. Work to date includes:</p> <ul style="list-style-type: none"> <li>• completion of the western boundary fencing</li> <li>• installation of two naming signs and four regulations in the reserve</li> <li>• installation of a new pedestrian gate off Harriott Rd</li> <li>• installation of 280 metres of fencing along the eastern side of the open to public section.</li> </ul>	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-Ngubiti yoorree Wetlands</i>	In line with the Sparrovale Wetlands Monitoring & Management Plan, final reports for the frog and fish surveys were submitted with recommendations for future management. A total of six species of frog and nine species of fish were identified. Winter and summer bird surveys were completed along with two Brolga surveys coordinated by the Department of Energy, Environment & Climate Action.	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>	In December 2023, Council adopted the South-West Employment Study which looks at employment land needs and opportunities in south-west Geelong. The study will now proceed to a planning scheme amendment. The Greater Avalon Employment Precinct, identified in the Avalon Corridor Strategy, is an ongoing project of the Victorian Planning Authority.	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>	A draft economic development plan was developed and presented to key stakeholders, councillors and our Executive Leadership Team for feedback and input. The draft plan is scheduled to go to council meeting in April for endorsement to proceed to community consultation.	On track
3.1.3	<i>Delivery of the Tourism Greater Geelong &amp; The Bellarine Sustainable Destination Master Plan including advocacy and attraction for new investments, programs and initiatives to increase visitor numbers and spend</i>	The Tourism Greater Geelong & The Bellarine Sustainable Destination Master Plan was updated in September 2023 to reflect the Commonwealth Games cancellation. Briefings with stakeholders, partners and media took place to build awareness of the plan which is now being used to underpin conversations with investors and potential opportunities, as well as inform the work of Tourism Greater Geelong and The Bellarine.	Complete

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 &amp; Creative City</i>	<p>Geelong Design Week was held from 19-29 October 2023 to celebrate the City of Greater Geelong’s UNESCO City of Design designation. The event delivered a record attendance of 17,288, an increase of 172 percent from the previous year.</p> <p>The City hosted several key international delegations and supported several signature forums between January and March 2024 including:</p> <ul style="list-style-type: none"> <li>• hosting 20 delegates for the Victorian Consular Corps Regional Tour, a two-day visit highlighting Geelong’s advanced manufacturing and materials, energy, engineering and cleantech sectors</li> <li>• hosting 12 delegates from the Binh Duong Provincial Government interested in Australia-Vietnam investment opportunities.</li> </ul> <p>We are currently engaging with key external stakeholders to inform the development of a draft Geelong UNESCO City of Design Strategic Framework and Plan that represents the collective vision and provides support and guidance for the designation. Following more consultation planned for April, a final report is due mid-May.</p>	On track
3.2.2	<i>Finalise the procurement activities related to redevelopment of the Osborne House site and complete the draft proposal of future activities for council endorsement*</i>	We continued to progress the Expressions of Interest for procurement activities related to redevelopment of the Osborne House site. We are waiting for a response from the Minister as to the ability to structure the deal around a longer lease term.	On track
3.2.3	<i>Continue to support investment attraction, innovation and local digital capabilities through implementation of Smart Cities initiatives including Digital Twin, Data Exchange Centre and smart parking solutions in Central Geelong</i>	We completed developing high-fidelity building models for Geelong West, a key step for the Geelong Digital Twin, a virtual 3D model of our city. Integration with Digital Twin Victoria is underway. We continued to progress a pilot of Our Smart Parking project, accessing parking meter and app data to enhance parking planning in Central Geelong.	On track

\*Major initiative

Four-year priority	2023–24 actions	Progress comment	Status
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>	<p>We commenced development of the Major Events Strategic Review. Following community and key stakeholder consultation during January/February 2024, a draft Major Events Strategy was presented to the Geelong Major Events (GME) Committee in March. This plan will establish a road map for GME and strategic framework upon which major events are supported. We led discussions with key stakeholders including Visit Victoria, seeking to bolster our stance as a leading regional centre for major events in Victoria and Australia.</p> <p>The City, in partnership with Tourism Greater Geelong and The Bellarine, are awaiting an announcement from the State Government regarding the \$70 million regional events fund and will work collaboratively to support regional event attraction to the region.</p>	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>	The City developed an investment prospectus which was launched at the Future Geelong forum held on 5 March 2024. This has been shared with key stakeholders and will be a crucial tool in seeking and driving investment growth in the region.	Complete
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> 	In collaboration with AARNet, we advanced the Fibre in the North project to provide ultra-high-speed internet access to community facilities and public spaces. In March 2024, we resubmitted the Cultural Heritage Management Plan (CHMP) for approval. Due to delays with CHMP approvals, completion in Drysdale is anticipated for July 2024 and Queenscliff by October 2024.	Off track
3.3.3	<i>Deliver free public Wi Fi and enhanced broadband across the north to address gaps in digital access and affordability (Geelong Smarter Suburbs)*</i> 	Under the Geelong Smarter Suburbs initiative, we are making significant strides in delivering free public Wi-Fi and enhanced broadband access across the north, addressing digital access gaps and affordability barriers. This quarter, eight smart nodes which provide key services including public WiFi, intelligent lighting, Internet of Things gateways and CCTV, were erected and the commissioning process commenced. Three of the forty-eight smart nodes need to be erected and commissioned before June 30, 2024.	On track

Four-year priority	2023–24 actions	Progress comment	Status
3.4.1	<i>Partner with industry stakeholders to deliver cleantech programs and initiatives including Cleantech Grants and NEXUS Cleantech Innovation Festival</i>	<p>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.</p> <p>The City has agreed to host the Nexus Clean Economy Showcase in 2024 which will bring together around 150 key stakeholders from across business, industry, academia, and government all with a stake in accelerating the cleantech sector and the transition to a circular economy.</p> <p>The City awarded two local businesses \$25,000 each as part of the 2023-24 Clean Economy Grants. These grants support businesses to develop a solution or clean technology that assists our community to increase recycling, reduce waste to landfill, lessen energy use and work towards a circular economy.</p>	On track
3.6.1	<i>Partner with community organisations to deliver programs that enable skills development and improved employment outcomes</i>	<p>The City partnered with the Geelong Chamber of Commerce to deliver the Geelong Small Business Festival from 1 to 31 August 2023. The 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. A total of 2,127 community members attended events either in-person or online. We signed a new three-year partnership with the Geelong Chamber of Commerce for the delivery of the festival.</p> <p>The City also held a forum with Advanced Fibre Cluster regarding supporting and promoting supply chain opportunities in the region.</p>	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>	We are exploring opportunities with key local partners including Northern Futures, G-Force and The Gordon. A letter will be prepared for both state and federal ministers, calling for further action.	Off track
3.8.1	<i>Upgrade the LED Street Lighting &amp; Smart Control Technology*</i>	We progressed main roads lighting installation with 5,000 lights now converted (out of approximately 5,200). Main roads lighting is expected to be complete by mid-2024. Stage 3, which involves the remaining decorative lighting, will be completed in Q3 of 2024.	On track

## LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

# STRATEGIC DIRECTION 4



## HIGH-PERFORMING COUNCIL AND ORGANISATION

### Desired outcomes

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

### Four-year priorities

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

Four-year priority	2023–24 actions	Progress comment	Status
4.1.1	<i>Identify, capture and share data sources across departments to better understand the community and customers' experience and develop strategies for addressing gaps</i>	We identified and captured relevant data sources which help us to better understand community needs and our community and customers' experiences. Following further analysis, findings and data mapping will be shared with relevant internal stakeholders in 2024.	On track
4.1.2	<i>Plan for the delivery of the 2024 Council elections</i>	An election action plan and project brief have been shared with relevant stakeholders. All community events have been booked and advertisement has begun. Relevant preparation for the voter's roll is complete and the Victorian Electoral Commission service agreement finalised.	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> 	Since July 2023, three Neighbourhood Conversations (Drysdale, Waurin Ponds and Geelong West) have been held. These sessions offer an opportunity for residents to talk to Councillors and/or City employees and share their feedback on what's important to them.  Upcoming events include: <ul style="list-style-type: none"> <li>• another four dates for Councillor Neighbourhood Conversations in each ward during April/May 2024</li> <li>• four Conversations in June/July 2024 as part of the Community Plan and Vision community engagement activities</li> <li>• a final Conversation at the Christmas Tree launch in November 2024.</li> </ul>	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 Progress Report was submitted to the Commission for Gender Equality in the Public Sector on Friday 9 February 2024.	On track

Four-year priority	2023–24 actions	Progress comment	Status
4.4.2	<i>Deliver learning &amp; development programs to Councillor Group to further enhance leadership and governance capabilities</i>	<p>A range of learning and development opportunities continued to be offered to the Councillor group.</p> <p>Since December Councillors have received:</p> <ul style="list-style-type: none"> <li>• training offers made available through the Municipal Association of Victoria</li> <li>• a series of governance refreshers delivered by Maddocks Lawyers</li> <li>• regular updates on the changes to legislation, regulations and impacts of reforms</li> <li>• a Councillor feedback survey to assist with the ongoing delivery of information to Councillors.</li> </ul> <p>In addition to this, newly developed Councillor e-learning was rolled out which promoted compliance-based training and creation of 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 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>	<p>We determined a more effective approach to ensure operational opportunities are being managed by business owners. Opportunities for continuous improvement that were identified through the transformation program of work have been handed over to Directorates and the newly onboarded Executive Leadership Team members. Priority activities and projects will continue with Transformation support, with other activities and projects to be included in next financial year's business plans.</p>	On track
4.5.2	<i>Simplify customer service delivery to improve our community's experience with the City</i>	<p>We continued to implement the tiered service delivery model. A pilot was completed in our City Works area with key customer service activities transferred over to the central contact centre. A discovery activity has also been completed in our Waste Services with positive results. As a result, we will continue rolling out this program across the rest of the organisation with an implementation plan to be developed.</p>	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>	<p>Council adopted the Advocacy Framework in March 2024, which outlines the City's approach to advocacy at a local, regional, state, national and international level over the next three years. The framework provides two new approaches for regional advocacy, with the City to renew its membership of G21 with a reduced financial contribution and establish a partnership with the City of Wyndham for joint advocacy. The framework also considers the City's role in the broader ecosystem of advocacy in Geelong, the approach and principles for advocacy, how advocacy priorities will be determined and how performance and outcomes will be measured.</p>	Complete
4.5.4	<i>Develop a property strategy that ensures efficient and sustainable use of the City's assets</i>	<p>A draft management strategy is complete and currently being reviewed by the City.</p>	On track
4.5.5	<i>Respond to the Independent Broad-based Anti-corruption Commission recommendations and legislative outcomes from the Operation Sandon Special Report</i>	<p>We continued to provide councillors with updates 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 continued to attend relevant external meetings and briefings regarding the final recommendations. Key policies and procedures are under review.</p>	On track

Four-year priority	2023–24 actions	Progress comment	Status
4.6.1	<i>Protect the City's digital landscape from cyber security threats through implementation of the Cyber Security Strategy*</i>	We established an Information Security Oversight body to help strengthen governance practices, manage and monitor response to information security governance, risk, and compliance obligations to ensure alignment of security practices with the City's goals and industry standards. We are working toward meeting audit obligations and are refreshing the current cyber strategy. An enterprise security reference model was developed to help determine core capabilities and measure the maturity of the City's information security program. A current state assessment of the security program was completed, with work well underway to understand future state capabilities which will be used to formulate a three-year cyber security roadmap.	On track
4.6.2	<i>Commence the detailed design of a digital innovation program across the organisation*</i>	The IT strategy, which will deliver a prioritised roadmap for the City, is on track for completion in April. Following completion of the IT strategy, we will look to undertake the development of a business case, based on the prioritised technology investments.	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>	We continued to prioritise the health, safety and wellbeing of our employees. Activities to date include: <ul style="list-style-type: none"> <li>• implementing a Fitness for Work Policy</li> <li>• hosting an internal Health &amp; Safety Representative (HSR) forum in October 2023 to provide updates on health, safety and wellbeing information</li> <li>• continuing to provide ongoing Employee Assistance support throughout the period of organisational change</li> <li>• completing risk assessments, standard operating procedures and incident investigations</li> <li>• providing early intervention and care to any employee who may sustain a work-related injury.</li> </ul>	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. The forecast for FY2024 s for a small surplus and FY2025 budget construct is underway. A review of capital projects underway or planned to commence over the next 4 financial years is underway.	Ongoing