

LEADERS FOR GEELONG

PAST PROJECTS REVIEW **2018**



ACKNOWLEDGEMENTS

The Past Projects Review Team would like to acknowledge the support and guidance provided by the Committee for Geelong, particularly our project champion Janelle Meyes.

Thank you for those who took the time to complete the survey and to those Alumni and Organisations that gave up their time to be interviewed. A special thank you should also go to the Healthy Minds project team for their wonderful insights and their passion and dedication towards reigniting the Healthy Minds project.

| | |
|---|-----------|
| Acknowledgements | 2 |
| Executive Summary | 4 |
| 1. Introduction | 5 |
| 1.1 Purpose | 6 |
| 1.2 Project Team | 7 |
| 1.3 Project Champion | 7 |
| 1.4 Stakeholders | 8 |
| 1.5 Risks | 8 |
| 1.6 Limitations | 8 |
| 2. Approach | 9 |
| 2.1 Initial Assessment | 9 |
| 2.2 Alumni Survey | 9 |
| 2.3 Survey Assessment | 10 |
| 2.4 Alumni Interviews | 10 |
| 2.5 Final Assessment | 10 |
| 3. Summary of Findings | 12 |
| 3.1 Survey & Interview Results | 12 |
| 3.2 Projects Identified for Reigniting | 17 |
| 3.3 Case Study | 23 |
| 4. Key Recommendations | 26 |
| 5. Conclusion | 27 |
| 6. Appendices | 28 |
| 6.1 Appendix 1: Survey & Interview Questions | 28 |
| 6.2 Appendix 2: Healthy Minds Project Concept | 30 |



EXECUTIVE SUMMARY

As part of the 2018 leadership program, the Committee for Geelong (CfG) encouraged the current participants to undertake a holistic review of past projects undertaken. Over the years some of the projects have evolved to be more strategically aligned with both CfG and Barwon Regional Partnership (BRP) priorities.

The “Past Project Review” team has been nominated by the CfG to revisit the past five years’ projects delivered by Leaders for Geelong projects. The purpose of the review and research was to determine if there are opportunities to reignite projects with strong alignment to current CfG and BRP priorities. This report is an output of that research.

The approach was data driven to start with, data was collected via an initial review of **26** projects. The team conducted an online survey across to **117** alumni where **46** responses representing **21** projects were received. That led to one-on-one interviews with Alumni Representatives from **6** of the initial **26** projects. All findings reported within this document are based on the respondent’s feedback and should be considered in this context as a sample of Past Projects undertaken by CfG Alumni through the years.

This report is intended to create discussion and interest for potential champions in the Geelong community to sponsor and contribute to ensuring that past, present and future projects obtain the maximum benefit for the Geelong region. The report also identifies challenges faced during this process for the CfG in identification and engagement of appropriate champions to lead the projects going forward.

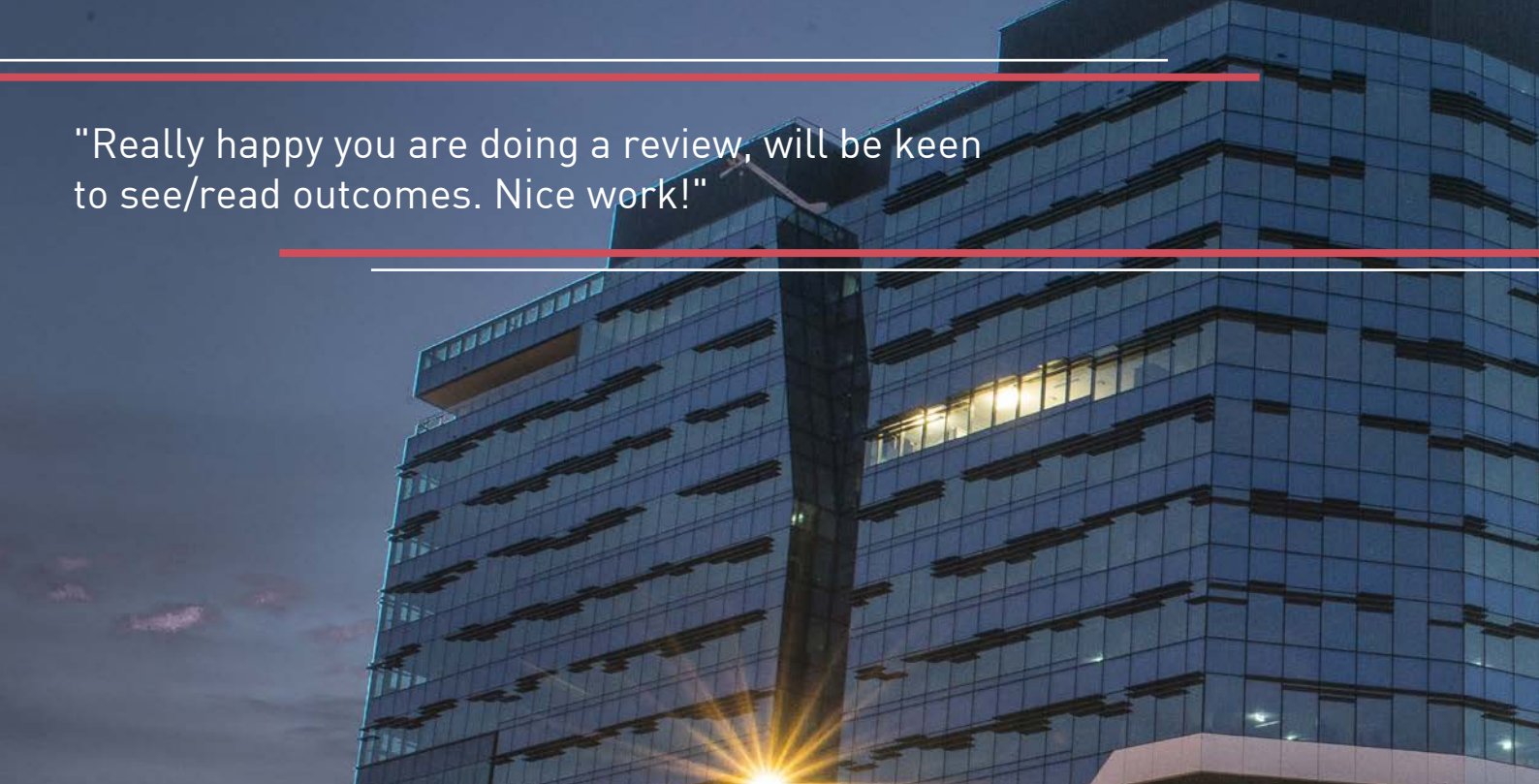
The below projects were validated to be aligned with the current regional priorities, and could potentially be championed and reignited:

Projects to be reignited that need a champion:

- Geelong Regional International Network
- Filling the Bay
- Organ & Tissue Donation
- Adopt a Pop, Gain a Granny
- Bounce Project

Project to be reignited that has an existing champion and sponsorship:

- Healthy Minds



"Really happy you are doing a review, will be keen to see/read outcomes. Nice work!"

1. INTRODUCTION

The CfG has delivered leadership programs since 2006 to support Geelong's transformation through the development of regional leaders. These leadership programs benefit individuals and Geelong organisations through the connection of leaders across business, government and the community.

The Leaders for Geelong (LfG) Alumni is made up of more than 300 graduates. Participants are given the opportunity to expand their personal leadership skills, increase their knowledge about the challenges and opportunities shaping the region, and gain insights into diverse sectors and industries. Most importantly, they take action to make a difference beyond the programs and become part of an enduring and rewarding alumni network.

The large number of Alumni demonstrates the value of this investment made in leadership development in Geelong over the past decade, as these graduates have gone on to become passionate advocates for our region and are now better prepared, connected and committed to playing an active role in community life.

As part of the 2nd year of the LfG program, participants are required to undertake a group project. Over the years the projects have evolved and now have a stronger strategic focus and alignment with both CfG and BRP priorities, the contribute to the community

This "Past Project Review" project has been nominated by the CfG to revisit LfG projects completed over the past 5 years to determine if there are opportunities to reignite projects with strong alignment to current CfG and BRP regional priorities.

1.1 PURPOSE

The project objective is to engage the CfG alumni and project champions to research and review past LfG projects to:

- Understand where are they now
- Determine if any projects align to CfG or BRP regional priorities
- Determine if any projects can be reignited, fostered or championed

A breakdown of past projects over the last 5 years has identified that **26 projects** linking back to the Geelong Region have been undertaken with over **130 participants** involved in their delivery.

**26 PROJECTS
REVIEWED**

The project team's goal was to use various research methodologies to determine the ability of individual projects to be reignited.

The CfG and BRP priorities are summarised as follows:



TURQUOISE ECONOMY

Where the green economy meets the blue. For example renewable energy, environmental sustainability, lifestyle & amenity, heritage & culture, climate change, revitalisation, visitor economy, natural assets and biodiversity.



INNOVATION & GROWTH

New ideas and opportunities for the region. For example start-ups, scale-ups, technology, defence, transport & infrastructure, investment in knowledge, STEM, digital learning, attracting millennials and future-focussed work.



COLLABORATION

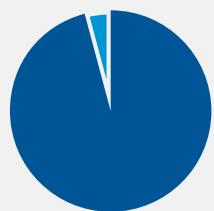
Working together to benefit the community as a whole. For example, education, early intervention, transition, engagement, grass-roots leaders, support, homelessness & housing and safety.

Early discussions with the CfG highlighted that it was expected that the alumni's interest in the past projects review would be high. Once the initial correspondence went out to alumni regarding the high-level objectives of the project, many alumni contacted the Committee directly and expressed their interest to participate and began providing pathways and optimism for potential projects to reignite.



39%
RESPONSE
RATE

The survey was provided to **117** alumni, with **46** responses representing 21 of 26 projects (**81%**). This resulted in a response rate of **39%**. According to Survey Gizmo¹, data shows that average response rates for internal surveys are between **30%** and **40%**. Overall, the project team was satisfied with the response rate.



96%
OF ALUMNI
HAPPY TO BE
CONTACTED

It was identified from the alumni who responded to the survey that there was a high level of interest in where their projects were now and if there was any potential to reignite their work. This was illustrated by **96%** of alumni responding to the survey expressing interest in a follow up conversation.

1.2 PROJECT TEAM

The Past Projects Review team is made up of emerging leaders from a range of different workplaces, backgrounds and experience:

- **Lauren Watt** (Geelong Football Club)
- **Kate Milburn** (Barwon Water)
- **Lucy O'Reilly** (GForce Employment Solutions)
- **Donna Burns** (Department of Environment, Land, Water and Planning)
- **Derek Griffin** (VOK Beverages) and
- **Tim Birchall** (Crowe Horwath)

The team came together with a shared interest to review the work that Leaders for Geelong Alumni had completed with the aim of identifying past projects that could be reignited.

1.3 PROJECT CHAMPION

Janelle Meyes (Committee for Geelong)

¹ <https://www.surveymzmo.com/resources/blog/survey-response-rates/> (Accessed Wednesday 15th August 2018)

1.4 STAKEHOLDERS

Whilst the project was initially put forward by the CfG, the project team quickly identified other stakeholders that would be invaluable to this project and very interested in its outcomes:

- Leaders for Geelong Alumni
- Current Leaders for Geelong participants
- Future Leaders for Geelong participants
- Geelong Community
- Regional Development Victoria

1.5 RISKS

The following risks were determined to have the most significant impact on the project and had to be carefully managed:

- Scope creep
- LfG Alumni not engaging
- Collected data not providing meaningful results or not obtaining sufficient sample size
- No projects being identified for reigniting
- Ineffective team dynamics
- Lack of input from all project team members

1.6 LIMITATIONS

- Finite time frame to complete project
- Availability of Alumni
- Data Availability
- Subjective Assessment was required on data available



2. APPROACH

2.1 INITIAL ASSESSMENT

To gain a greater understanding of the 26 identified projects, the project team undertook an initial assessment of the projects through a literature review of the project reports.

Project Review Team members completed an initial review of the alumni that participated in past projects and existing relationships with alumni were identified. This was undertaken to encourage greater participation if the past project was identified for further review. It was determined that if there was an existing relationship, it would be more effective to approach alumni during future stages of the research process.

The assessment of the past project reports focused on gaining a greater understanding of the cohort of projects that would be considered to reignite on the following basis:

- Is the project still running?
- Is there a current need that exists in the community for this project?
- Are there recommendations that could lead to future projects?
- Is there any existing project champions identified?
- How does the project align to CfG and BRP regional priorities (Turquoise Economy, Collaboration and Innovation & Growth)?

This work was also supported through further investigation of products that had been developed including Facebook pages and websites, not only of the projects directly but also of champion's websites to see if there was any ongoing reference to past projects.

2.2 ALUMNI SURVEY

Following our initial assessment, an invitation to participate in a Survey was sent out to **117** of the past participants to seek clarity around:

- Project Continuation
- If the project could be reignited and how
- Likely project champions and
- A request for a follow up interview

The most appropriate medium for this survey to occur was decided to be Survey Monkey².

² Refer to Appendix 1

2.3 SURVEY ASSESSMENT

The assessment of the past project survey results focused on further understanding the alumni's opinions on the viability of their projects. Key focus areas included:

- Do the alumni believe the project still running?
- If not, do the alumni believe is it possible to be reignited?
- Did the alumni provide us with any potential project champions?

Based on the above, the Past Projects team chose which projects had the best chance of being reignited and therefore which alumni to interview during the next stage.

2.4 ALUMNI INTERVIEWS

The purpose of the interviews was to gather further first-hand information from alumni and explore the possibility of reigniting their projects.

Questions were developed to extract further information from alumni that could not be ascertained via the online survey. A full copy of the interview questions can be viewed at **6.1 Appendix 1: Survey & Interview Questions**.

Throughout the interviews we focused on:

- Expanding our knowledge and understanding of the projects
- Further exploration why the alumni believe their projects could be reignited
- Discussions regarding potential champions or interested stakeholders

2.5 FINAL ASSESSMENT

After all interviews were completed, responses were recorded and discussed to extrapolate data and determine the feasibility to reignite.

The final assessment of all stages required us to form a view as to which projects are viable for reignition. Further to the criteria in the earlier assessment stages, the following additional criteria were used to determine viability to reignite:

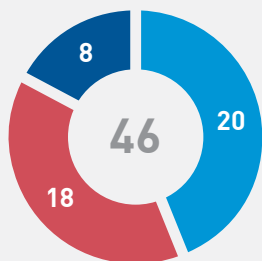
- Are there similar projects already in existence?
- Have the projects been superseded by new projects, policies or initiatives?
- Did key stakeholders believe the projects were viable for reigniting?
- Are there significant barriers to entry?

"Good luck, great endeavour to reinvigorate projects
that very much had merit and capability for community
and industry benefit."



3. SUMMARY OF FINDINGS

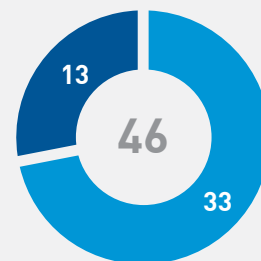
3.1 SURVEY & INTERVIEW RESULTS



The survey received **46** responses, of which **20** respondents felt that their projects were still running, **18** felt their projects had ceased and **8** were unsure.



30 respondents suggested or nominated a Future Project Champion that may be willing to lead the project moving forward if reignited.



33 respondents felt that their projects were worthy of being reignited, with the remainder of respondents suggesting that their project could either not be reignited or they were unsure.



39 past project alumni were happy to be contacted for a follow-up interview by the Past Projects Team.

Based on this assessment we identified **6** projects with potential at this stage of the evaluation for reignition.

We made contact with and interviewed **12** alumni representing these projects.

The results of the assessment and the interviews have been summarised in the table below:

| PAST PROJECT | PROJECT YEAR | PROJECT DESCRIPTION | CURRENT STATUS | CFG & BRP PRIORITIES ALIGNMENT | | | FINDINGS | RECOMMENDATION |
|---------------------------|--------------|---|----------------|--------------------------------|---------------------|---------------|---|---------------------------------|
| | | | | TURQUOISE ECONOMY | INNOVATION & GROWTH | COLLABORATION | | |
| Rugged Up | 11/13 | A blanket drive with a sporting partner to provide a supply of clean, warm blankets to the homelessness agencies of the region. | Handed over | | | ● | The project was handed over to BacLinks (now GenU) for 2 years (completed 2015). In future, may consider partnering with other similar projects/champions through LfG to organise a blanket drive with a sporting partner to provide blankets to homelessness agencies. | No further action at this stage |
| Leading Edge T20 | 11/13 | Looking at a membership structure for a new T20 cricket team in Geelong to encourage the highest participation levels and assist in bringing a T20 cricket team to Geelong. | Ceased | | ● | | There is currently no demand for a T20 cricket team in Geelong, nor is there a licence available at this time. | No further action at this stage |
| Knowledge to Change | 11/13 | The Knowledge to Change one day conference evolved out of a desire to ensure that organisation's in the Barwon region were aware of and able to respond to the introduction of the Australian Charities and Not-for-profits Commission (ACNC). | Ceased | | ● | ● | One off conference held in Geelong. | No further action at this stage |
| Geelong Open House | 11/13 | Organised, promoted and ran a pilot Open House Geelong event which opened 10 buildings of historical or architectural significance to the public at no charge, with guided tours available. | Ceased | ● | ● | ● | After the hugely successful initial event in November 2012, further Open House Day event dates and options were considered however without a dedicated project champion, sponsor and government support these events did not continue. | No further action at this stage |
| Education Connect | 11/13 | Providing education to people in crisis housing (mainly targeted at primary aged students). | Ceased | | ● | ● | Further review identified that this was not a project Salvo Connect have as a priority. | No further action at this stage |
| Muddy Boots, Sandy Hands | 11/13 | Aimed to create a connected community of families who discover and explore parks and outdoors spaces in the Geelong Region, raise awareness about playtime in nature and outdoors and encourage kids and families to get outdoors. | Ceased | ● | ● | ● | This project is now captured on the City of Greater Geelong kid's web site. There are also a number of 'Kids Go Bush', 'Kids Kinder websites' and Bush Kinder programs operated through the various School and Childcare centres so it was deemed that there is no need to reignite this program. | No further action at this stage |
| Green Roofs Geelong | 12/14 | Aimed to raise awareness of the benefits and opportunities for green roofs, green walls and green facades within central Geelong. A Green Roofs Geelong seminar was held as a free event. | Ceased | ● | | ● | Due to changes in policy direction, focus and diversity of projects in Geelong including CfG's policy statement on 2nd City, CoGG's Central Geelong revitalisation and multiple open space/urban regeneration projects within Council, it was deemed that Geelong has an existing vision in this space without the need to reignite this project. | No further action at this stage |
| Organ and Tissue Donation | 12/14 | Aimed to create an awareness program in Geelong in relation to organ and tissue donation encouraging people to sign up as an organ donor but also to ensure their family were aware of their wishes. This was done through an awareness day at the Run Geelong event. | Ceased | ● | | ● | The project could be easily reignited with the assistance of Donate Life. They are the organisation that provided all the collateral and marketing material for the initial event. It was also run at other events across the state after the project finished. | Possible to reignite |

| PAST PROJECT | PROJECT YEAR | PROJECT DESCRIPTION | CURRENT STATUS | CFG & BRP PRIORITIES ALIGNMENT | | | FINDINGS | RECOMMENDATION |
|-------------------------------------|--------------|---|----------------|--------------------------------|---------------------|---------------|---|---------------------------------|
| | | | | TURQUOISE ECONOMY | INNOVATION & GROWTH | COLLABORATION | | |
| Think Geelong | 12/14 | The initial project THINK GEELONG set out to brand Geelong to the world through a new website to increase the number of international students living and studying in Geelong. | Ongoing | ● | ● | ● | Now renamed Study Geelong, this project has continued strongly, led by a member of the original project group. There is a website, a social media platform and events are still being organised for International students in Geelong. Both local and Victorian Government funding assists the project. | Ongoing |
| Inclusion, Integration, Empowerment | 12/14 | A partnership between the LfG project team and the Victorian Advocacy League for individuals with a disability to build the leadership capacity of the local conference organising committee and to execute a Leadership Dinner Event. | Ceased | | | ● | Once off project, with ownership handed back to local conference organising committee at the end of the event. | No further action at this stage |
| Think Twice | 12/14 | Designed to get teens to consider their actions before they consider drinking, drugs or crime rather than once it has already happened (I.e. early intervention). Students were shown information on acquired brain injuries and were able to speak with prisoners from Barwon Prison and the Police. | Ceased | | ● | ● | Potential to change from pilot program and roll out on larger scale. After pilot program, there has been no further progression. There are similar programs running in Geelong (i.e. Geelong Cats Just Think program) so it was deemed that there is no need to reignite this program. | No further action at this stage |
| Eastern Park Geelong | 13/15 | To showcase and stimulate interest in Eastern Park, including all its assets and features, and engender interest from partners to further develop Geelong's most significant piece of urban open space, building a legacy for future generations to enjoy. | Ceased | ● | | ● | Due to changes in policy direction, focus and diversity of projects in Geelong including CfG's policy statement on 2nd City, CoGG's Central Geelong revitalisation and multiple open space/urban regeneration projects within Council, it was deemed that Geelong has an existing vision in this space without the need to reignite this project. | No further action at this stage |
| Surf Centre of Excellence | 13/15 | The program looked to establish a Surf Centre of Excellence in Torquay with the aim of bringing together all aspects of surfing being the training, recovery, sports medicine, diet and lifestyle. | Ceased | ● | ● | | This project requires support from Surfing Victoria who after being contacted and interviewed, outlined that the project was not financially viable and are therefore not interested in the project at this time. | No current champion interest |
| The Geelong Outreach Van | 13/15 | The Geelong Outreach Van Project came together to understand the homelessness issue in Geelong and whether a mobile outreach service could work in Geelong as previously seen in Melbourne. | Ongoing | | | ● | The bus still operates today on both Wednesday and Sunday nights, driving the streets and helping the homeless in Geelong via the Salvation Army. | Ongoing |
| Navigating the Health System | 13/15 | Research to identify if assistance is needed with the elderly in understanding medical issues and any barriers they might face. | Ceased | | | ● | This was a research based project, with the main result being better access to transport to help get to appointments easier. | No further action at this stage |
| Barwon Produce Map | 13/15 | The project was to create a map of the region to showcase the high quality local produce in the Barwon Region by connecting consumers to producers. | Ceased | | | ● | There are a number of 'produce map' trails in the Geelong Region so it was determined that the need does not exist at this stage to reignite. | No further action at this stage |

| PAST PROJECT | PROJECT YEAR | PROJECT DESCRIPTION | CURRENT STATUS | CFG & BRP PRIORITIES ALIGNMENT | | | FINDINGS | RECOMMENDATION |
|--|--------------|---|----------------|--------------------------------|---------------------|---------------|---|---|
| | | | | TURQUOISE ECONOMY | INNOVATION & GROWTH | COLLABORATION | | |
| Geelong Education Mentor Study | 14/16 | Research based project that provided recommendations to the P-TECH Pathways to Technology Steering Committee around what makes a successful mentoring program in secondary schools in the Barwon region. | Ceased | | ● | ● | Elements of the research recommendations have been implemented in the P-TECH styled learning program at Newcomb Secondary College, where local employers partner with the school as student mentors to strengthen students prospects of a successful transition to work by ensuring they have the skills required. | No further action at this stage |
| Bounce Project | 14/16 | Digital transformation and innovation. Aimed to create a service that draws out ideas from organisations seeking to improve their services, and connect them to developers who can build those solutions. Two case studies were run as trials of the concept. The project focused on working directly with government and government agencies, and local ICT (Information and Communications Technology) service providers. | Ceased | | ● | ● | Methodology and case studies have been set up and trialled. Clear direction around next steps has been provided. Would require a dedicated champion to undertake the project with an understanding of technology/innovation/ cultural and organisational change. May requires an organisation to be able to take it on, fund and lead it. | Possible to reignite |
| Transforming Geelong Roadshow | 14/16 | This program had the intention of raising awareness of Geelong's possibilities to the Melbourne community. Its aim was to demonstrate Geelong had excellent job growth, business partners, tourism and advanced manufacturing opportunities. | Ceased | ● | ● | ● | The Melbourne event was a success creating great awareness and interest; however the Geelong supporters and sponsors indicated they did not receive enough return on investment. Any future events would require a project champion and need to address the return on investment concerns. | No further action at this stage |
| Healthy Minds Geelong | 14/16 | The purpose of this project was to normalise mental health across the Geelong region. | Ongoing | ● | ● | ● | The outcome of the project was the creation of a website for people to use as a central resource, linking them with existing professionals in the Geelong region or to content available online. | Ongoing, but also possible to reignite and expand |
| Geelong Regional International Network | 14/16 | Provided the mechanisms to promote Geelong on the national and international stage as a great place to Live, Work, Visit and Do Business. | Ceased | ● | ● | ● | There is potential for this project to be reignited as a centralised information hub and network. A project champion such as CfG, G21, Brand Geelong, and Tourism Geelong & Bellarine will be needed to drive this initiative forward. | Possible to reignite |
| Adopt a Pop, Gain a Granny | 14/16 | Project designed and implemented to increase community concern and support for the aged care sector and to create community links between primary schools and aged home care. | Ceased | ● | | ● | Willing and able Childcare/Primary Schools and Aged Care Facilities within close proximity required to reignite this project. | Possible to reignite |
| Opening the Gate | 15/17 | Development of a video and a report to build knowledge of marketing approaches for local agribusinesses that are looking to grow their business. Opening the Gate created a connection between agribusinesses in our region, and offered key insights into marketing strategies for those looking to tackle the next phase of their business growth by highlighting success stories. | Ongoing | ● | ● | ● | G21 Agribusinesses Forum continues to champion this project by utilising the video as a resource (website, link to report) to promote and educate successful agribusinesses in the region. Furthermore, similar programs may be designed to create new and advance existing agribusiness in the region as G21 Agribusinesses Forum works toward developing further programs. The Opening the Gate project provided valuable content to facilitate regional agribusiness growth. | Ongoing |

| PAST PROJECT | PROJECT YEAR | PROJECT DESCRIPTION | CURRENT STATUS | CFG & BRP PRIORITIES ALIGNMENT | | | FINDINGS | RECOMMENDATION |
|------------------------|--------------|--|----------------|--------------------------------|---------------------|---------------|--|------------------------------|
| | | | | TURQUOISE ECONOMY | INNOVATION & GROWTH | COLLABORATION | | |
| Resilient Kids Geelong | 15/17 | The project was developed in response to a growing need for parents in the Geelong Region to access information about supporting their kids to build resilience. Was a collaborative project developed by the Leaders for Geelong Project Team in partnership with Barwon Child, Youth & Family Services ('BCYF'). | Ongoing | | ● | ● | The Project delivered a resource that will assist in creating a community that supports families to develop resilient kids. The resource is hosted on the BCYF website. | Ongoing |
| CALD Kids | 15/17 | This was predominantly a research project with an aim to build on and connect existing programs in the Geelong area that assist young people and their families from cultural and linguistically diverse (CALD) backgrounds to participate in sporting clubs. | Ceased | | ● | ● | The CALD Cats Steering Committee has ceased, however progress has been made in terms of cultural awareness and engagement with the CALD community and local sporting clubs. This project requires sponsor support to continue (ideally the Geelong Cats or AFL Barwon) which is not forthcoming at this stage. | No current champion interest |
| Filling the Bay | 15/17 | The project's aim was to understand Geelong's gender equality landscape and look at opportunities to elevate the awareness of gender equality and its benefits within the Geelong Region. | Ceased | | ● | ● | Updated research data could be reviewed. Work could progress around the suggested strategies (page 48 of Filling the Bay report). | Possible to reignite |

A common theme that arose from the interviews is that whilst the majority of alumni felt their projects were viable to reignite, further discussions and contact with potential stakeholders revealed that the need no longer existed or the barriers were perceived to be too great.

After completing the analysis phase of our project, the below projects satisfy our criteria for reignition and the next stage is for project champions to be identified and engaged. The biggest challenge that we have identified during this process for the CfG is the identification and engagement of appropriate champions to lead the projects forward.



3.2 PROJECTS IDENTIFIED FOR REIGNITING THAT NEED A CHAMPION

Geelong Regional International Network (GRIN)



This project was created as a resource for Geelong businesses and advocates to access information & resources to be used when promoting Geelong on the national and global stage.

We are recommending that this project be considered for reignition because:

- Businesses would have all the tools and collateral they need in one place to assist with presentations and highlighting the benefits of business in Geelong
- It creates a network of Geelong people with connections that could be utilised for local businesses to grow
- No similar tool currently exists in the Geelong region and we have identified that the need still exists
- The project aligns to all three of the CfG's and BRP regional priorities due to its wide reach across all businesses and the innovative and collaborative nature of the tool.
- Project alumni were supportive of project reignition if the right champion could be identified
- There are no significant barriers to entry

The main challenge for this project is identifying the ideal champion to continue the project. These could include CfG, G21, Brand Geelong and Tourism Geelong & Bellarine.



Filling the Bay



The Filling the Bay Project was about understanding what was going on in the Geelong Region regarding gender inequality. The project focused on women in decision making and influencing roles. There was initially a Filling the Bay steering committee, this group included women from various industries across Geelong, and the working group was going to undertake the recommendations in the report.

We are recommending this project be considered for reignition because:

- With the right champion the committee could be re-established and continue to network, promote, provide mentors and ensure gender inequality trends improve
- No similar undertaking exists in the Geelong region and we have identified that the need still exists to promote gender equality
- The project aligns to the collaboration and innovation and growth CfG and BRP regional priorities due to its facilitation of supporting, promoting and educating gender equality
- Project alumni were supportive of project reignition if the right champion could be identified
- There are no significant barriers to entry

The challenge will be sourcing a champion for this project; an organisation taking this project on as a champion would be well suited.



Organ and Tissue Donation



This project aimed to create an awareness program in Geelong in relation to organ and tissue donation encouraging people to sign up as an organ donor but also to ensure their family were aware of their wishes. This was done through an awareness day at the 2015 Run Geelong event.

We are recommending that this project be considered for reignition because:

- The model that was created when the project was initially run was designed to easily facilitate the roll out of similar events (i.e. event framework, collateral in existence and merchandise available from previous stakeholders)
- The benefit was demonstrated to the Geelong region when results from the initial event showed an increase in organ donors and awareness and we believe that further events could provide even greater donor numbers and education
- No similar events for this cause are being held in the Geelong region and we have identified that the need still exists
- The project aligns to the CfG's and BRP regional priorities of Turquoise Economy due to its health promotion and Collaboration because it works across multiple organisations and aligned with other running events
- Project alumni were supportive of project reignition and they indicated that Barwon Health and Donate Life were also supportive
- There are no significant barriers to entry

In addition to sourcing a Project champion, further challenges for this project may include sourcing volunteers to man the events, however discussions between the alumni project team and local schools were initially held around using high school programs to assist with this.



Adopt a Pop, Gain a Granny



This project was designed and implemented to increase community concern and support for the aged care sector and to create community links between primary schools and aged home care.

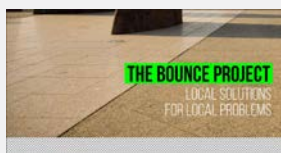
We are recommending that this project be considered for reignition because:

- The model that was created when the project was initially run has evolved the format to be included as a part of the Grade 6 Curriculum – Leadership Program
- The benefit was demonstrated when increased cross generation
- The project aligns to the CfG's and BRP regional priorities of Turquoise Economy and Collaboration
- Project alumni were extremely supportive of project reigniting; to ensure the delivery of this project it would be essential to have the Department of Health Care and Education Department on board. Reengagement with previous champion was also recommended, I-CARE Health
- There are no significant barriers to entry

In addition to sourcing a Project champion, further challenges for this project may include the locations of Nursing Homes in comparison to Schools; close proximity would be of benefit.



The Bounce Project



The Bounce Project was designed to identify and provide efficiencies through digital transformation and innovation within focus groups of government organisations. The project set out to create a service that drew from ideas generated within government organisations seeking to improve their services. The project connected these organisations that provided project concepts to local ICT (Information and Communications Technology) service providers with the skills to build those solutions.

We are recommending that this project be considered for reignition because:

- There have been successful trials using this model including the Park my Pet App which demonstrates that this concept could continue to grow
- No similar initiatives exist in the Geelong region and we have identified that the need exists
- The project aligns to the CfG's and BRP regional priorities of Innovation and Growth due to its innovative nature of solution designs and Collaboration between organisations working together to find solutions
- Project alumni were supportive of project reignition due to the benefits provided to organisations in the region
- There are no significant barriers to entry

The Project champion will require appropriate knowledge and technical skills (i.e. domain knowledge), or a team with the right skills combination, to progress the project. Further challenges for this project may include the identification of an appropriate organisation to be able to take it on, fund and lead it.



PROJECT TO BE REIGNITED THAT HAS AN EXISTING CHAMPION

Healthy Minds Geelong



As passionate mental health advocates, the Healthy Minds Geelong project aimed to promote mental health as an important and essential part of everyday living across the Barwon South West community. The team developed and promoted a website that aimed to improve and advance our region's health. Healthy Minds Geelong continues today. It is an information sharing site providing up to date information on local mental health support services, all the latest news on effective mental health and mindfulness strategies, national and international articles and access to local events focused on normalising mental health. Further detail about the organisation has been provided below as part of an LfG case study.

We are recommending that this project be considered for reignition because:

- As an active project with an existing champion, it would benefit from the assistance of future LfG cohorts by delivering specific projects that continue to promote mental health
- The project is yet to reach its full potential and value to the Geelong region
- Whilst other mental health initiatives exist, this project provides additional resources in the Geelong region
- The project aligns to the CfG's and BRP regional priorities of Turquoise Economy, Innovation & Growth and Collaboration
- Healthy Minds Geelong is keen to act as a champion going forward, and have project scopes that are clear in their objectives, align with CfG priorities and are ready for immediate 'on the ground' works.
- There are no significant barriers to entry



3.3 CASE STUDY

Healthy Minds Geelong

Changing minds about mental health.

Having identified projects that have the potential to be reignited, Healthy Minds Geelong (HMG) stood out as a project that aligned closely with the CfG and BRP priorities, has continued beyond the life of the original LfG project timeframe, has an existing champion and was seeking further potential LfG assistance with moving the project forward. This project presents a case study that clearly demonstrates the value and importance of the LfG program and how it can contribute back to the region in an ongoing capacity beyond the life of the LfG program year.

Positive mental health is associated with increased learning, creativity and productivity, more pro-social behaviour and positive social relationships, and improved physical health and life expectancy. As part of the 2014–2016 Leaders for Geelong

Program, HMG was formed in 2015 by a passionate team of six individuals whose purpose was to normalise mental health across the Geelong region. The team had

identified that there is a distinct gap in the provision of a local resource which helps connects the community to local services, information to help navigate the mental health care system, tools and advice which can help the community 'self-manage'. As part of their project HMG created a website that aims to fill this gap. In addition to filling the gaps mentioned, www.healthymindsgeelong.org.au provides connections to both local health care specialists and other like service providers in the region. It also allows the sharing of experiences, to help normalise the conversation around mental health - to make it OK. HMG organised a website launch which included several guest speakers. The aim was to educate and enlighten people's mental health literacy, in addition to a comedian taking a lighter view on mental health. The response to the evening was positive and feedback from our surveys clearly indicate that there is a need for HMG and that it can play a large role in creating a positive culture of mental health. Their success was measured by the sustainability of the framework put in place (and the organisation) which had an ongoing contribution to the mental health literacy of the people in the Geelong region.

“We have a new definition for anxiety and depression, it’s called being human.”

— Healthy Minds Geelong

Since the completion of the LfG Program, the Project team continued to meet regularly and on 17th September 2017, Healthy Minds Geelong was registered as a Charity under the Australian Charities and Not-for-Profits Commission (ACNC). Healthy Minds Geelong is also endorsed as a DGR (Deductible Gift Recipient) so it can receive income tax deductible donations.



**Healthy
Minds
Geelong**

Our Goal:

To be the number one mental health service and resource in the Geelong region.

Our Aim:

To raise the emotional intelligence of Geelong, to improve our mental health literacy, to create a positive culture of mental health by promoting and normalising mental health development.

Healthy Minds Geelong is now in its next phase of its lifecycle, as it continues its work to fulfil its potential and value to the Geelong region as a platform to position Healthy Minds Geelong as the number one resource for the Geelong community to access and improve their mental health and lifestyle. Success will be a sustainable framework and an organisation that is able to connect people to resources, activities and programs that will improve the lifestyle of people who live in the Geelong region.

“Mental health and well-being are fundamental to our collective and individual ability as humans to think, emote, interact with each other, earn a living and enjoy life. On this basis, the promotion, protection and restoration of mental health can be regarded as a vital concern of individuals, communities and societies throughout the world,”

— World Health Organisation



“Why is it when we talk about mental health, people associate this with mental illness?”



"These leadership programs benefit not only individuals, but Geelong organisations through the connection of leaders across business, government and the community."



4. KEY RECOMMENDATIONS

After gaining a more thorough understanding of the reports, interviewing alumni and undertaking further analysis, the Project team have come up with the following recommendations:

1

For the CfG to consider reignition of the following past projects:

- Geelong Regional International Network
- Filling the Bay
- Organ & Tissue Donation
- Adopt a Pop, Gain a Granny
- Bounce Project
- Healthy Minds

2

For the CfG to consider adopting the Healthy Minds Project Concept (Appendix 6.2) for future LfG Programs

3

For the CfG to actively seek appropriate champions for the projects recommended for reignition

4

For any organisations/individuals from within the Geelong Region with a passion to champion any of the projects to contact the CfG

"Completing the project was a very satisfying experience."



5. CONCLUSION

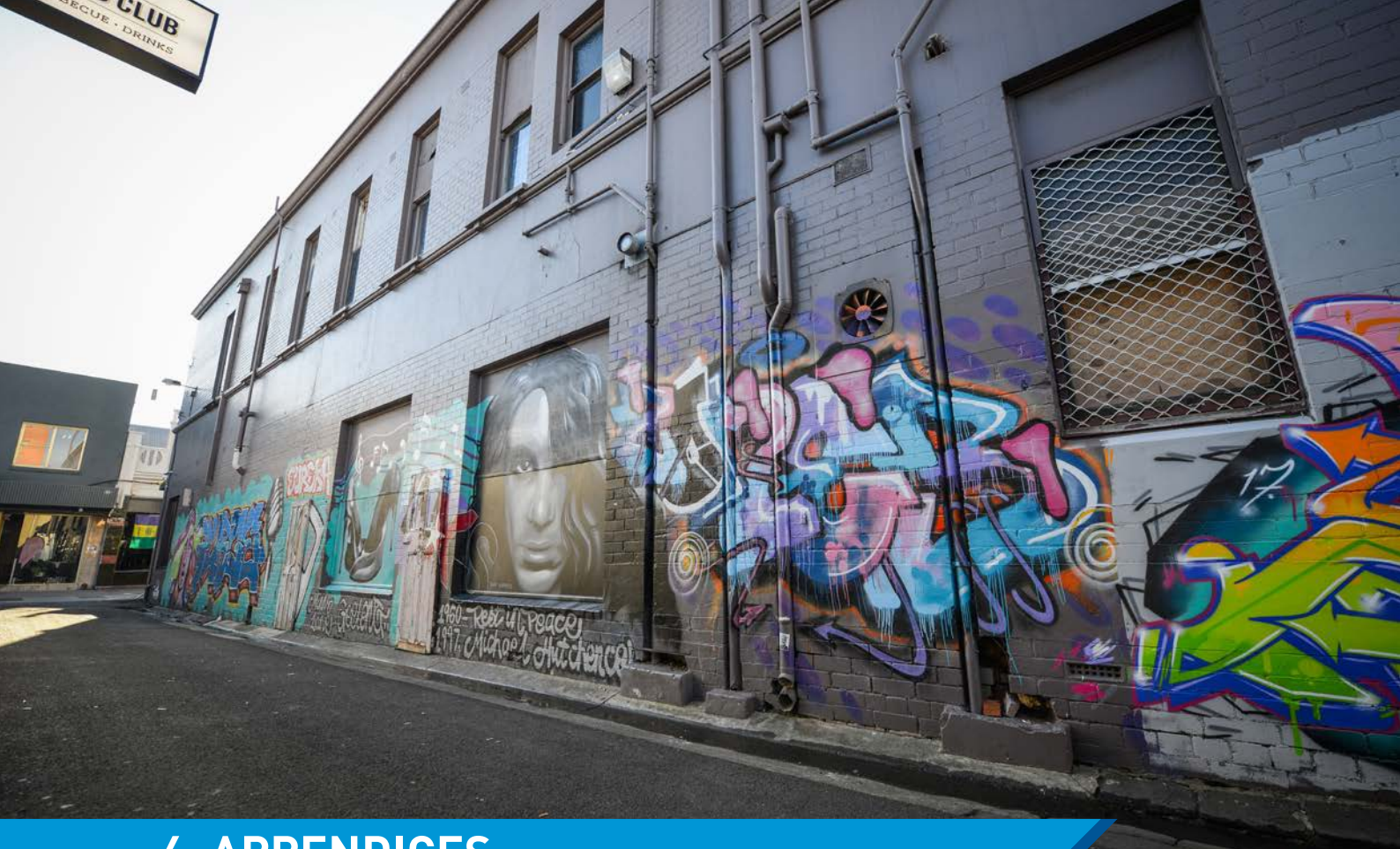
There has been a significant contribution by the LfG alumni to the Geelong region since the program's inception. Projects reviewed ranged from research pieces with a finite life to outcome focused initiatives, some of which are still ongoing today. There are also some projects that we have identified that have the potential to provide additional value to the Geelong region.

To allow these projects to provide additional value, potential individual and organisational champions need to be connected to projects that they are passionate about and willing to drive into the future.

If we can engage passionate champions for the five projects recommended for reignition, people in our region will be able to benefit from:

- the ability to access new and additional IT resources to promote Geelong to a national stage
- improved gender equality
- increased awareness around Organ and Tissue donation
- a greater link between aged care and primary schools to promote a greater standards of living
- greater synergies between the Government sector and Geelong businesses to improve growth in the region

Unless we, the Geelong community, support the Leaders for Geelong program's projects, the Geelong region as a whole will miss out on the strong benefits these projects provide.



6. APPENDICES

6.1 APPENDIX 1: SURVEY & INTERVIEW QUESTIONS

Survey Monkey Questions

- What is your full name?
- What year was your project?
- What is the name of your LfG project?
- Are you aware if your project has continued?
 - If so, how has your project continued?
- Do you feel your project could be easily reignited?
 - If so, how?
- Can you name anyone who may be willing to be a future champion of this project i.e. yourself, your firm, other?
- Can you name any current local organisations that would benefit from your project being reignited?
- Would you be willing to have a follow up conversation in relation to these surveys?
- Best method of contact
- Email address
- Phone number
- Do you have any other comments, questions, or concerns?

Interview Questions

- Introduction
- As part of the 17/18 LfG cohort, we are currently undertaking our project year and our project is Leaders for Geelong: Past Project Review. Our focus is to review LfG projects from the past five years, with the aim of identifying projects that align with current CfG priorities and have the potential to be reignited. This interview will help us gain some more information about your project and will take no longer than 20 minutes.
- I see that you worked on the “_____” Project, can you tell me a bit about it.
- You said that your project was “_____” (insert here “still running, not running or unsure”)
- How has it continued? / Why hasn't it continued / Why are you unsure if it continued?
- The CfG has three strategic priorities that include the Turquoise Economy, Innovation and Growth and Collaboration
 - **“Turquoise Economy”** is about where the green economy meets the blue. For example, renewable energy, environmental sustainability, lifestyle & amenity, heritage & culture, climate change, revitalisation, visitor economy, natural assets and biodiversity.
 - **“Innovation and Growth”** is about new ideas and opportunities for the region. For example, start-ups, scale-ups, technology, defence, transport & infrastructure, investment in knowledge, STEM, digital learning, attracting millennials and future-focussed work.
 - **“Collaboration”** is about working together to benefit the community. For example, education, early intervention, transition, engagement, grass-roots leaders, support, homelessness & housing and safety.
- We believe that your project aligns with “Turquoise, Innovation & Growth, Collaboration” priority/ (ies). (cross out ones that don't apply) Do you agree?
- If not, what priorities do you believe it aligns with?
- You said in your survey that your project “_____” (insert here “could be easily reignited/unsure”). Why is that?
- Do you feel the entire project could be reignited or are there specific areas (smaller projects) that should be considered?
- What areas or project components could be reignited?
- If your project was reignited who would be a suitable project champion?
- What role would they play? What links do they have with this project?
- Did you have a project champion? (this may have been called sponsor in previous years)
- How did the project champion contributed to the projects performance?
- Details of champion
- Was your project funded? (Details)
- Do you believe this assisted/impacted in the projects performance and if so how?
- Would you or your company be willing to be a future champion?

6.2 APPENDIX 2: HEALTHY MINDS PROJECT CONCEPT



LEADERS FOR GEELONG PROJECT CONCEPT

| | | |
|---|--|--|
| Project Name | Healthy Minds Geelong – Stakeholder Engagement & Website Content Update | |
| Requested By | Healthy Minds Geelong Board | |
| Project Champion The organisation, and its representative, with a vested interest in the delivery of this project who can support the project team and take ownership of the project at its completion. | Organisation Name: | Healthy Minds Geelong |
| | Representative's Name: | Peter Derbyshire / Stephen Evans |
| | Job Title: | Directors |
| | Contact Details Tel: | 0424511778 / 0457515452 |
| | Contact Details – Email: | See Contact Details on Healthy Minds Geelong Website |
| Proposed Outcome What is the intended outcome of the project? What would success look like? | <p>Part of the 2014-2016 Leaders for Geelong Program, Healthy Minds Geelong was formed in 2015 by a passionate team of six individuals whose purpose was to normalise mental health across the Geelong region. The outcome of the project was the creation of a website for people to use as a central resource, linking them with existing professionals in the Geelong region or to content available on line. Our success was measured by the sustainability of the framework we put in place (and our organisation) which had an ongoing contribution to the mental health literacy of the people in the Geelong region.</p> <p>Since the completion of the LfG Program, the Project team continued to meet regularly and on the 17th of September 2017, Healthy Minds Geelong was registered as a Charity under the 'Australian Charities and Not-for-Profits Commission' (ACNC). Healthy Minds Geelong is also endorsed as a DGR (Deductible Gift Recipient) so it can receive income tax deductible donations.</p> <p>Healthy Minds Geelong is now ready for the next phase of its lifecycle, however it needs an injection of resources to continue its work and fulfil its potential and value to the Geelong region.</p> <p>The project team have outlined a number of key activities to progress its work, including:</p> <ol style="list-style-type: none"> 1. Expansive stakeholder engagement of mental health practitioners and mindfulness services in the Geelong /region 2. Update of the Website content 3. Funding application assistance <p>The outcome of this work will provide the platform and position Healthy Minds Geelong as a key resource for the Geelong community to access and improve their mental health and lifestyle.</p> <p>Success will be a sustainable framework and an organisation that is able to connect people to resources, activities and programs that will improve the lifestyle of people who live in the Geelong region.</p> | |

LEADERS FOR GEELONG PROJECT CONCEPT

| | | |
|--|--|--|
| Alignment with CfG Priorities | Y | Turquoise Economy Renewable energy; environmental sustainability; lifestyle & amenity; heritage & culture; climate change; revitalisation & renewal; visitor economy; natural assets and biodiversity. |
| | Y | Innovation & Growth Start-ups; scale-ups; technology; defence; transport & infrastructure; investment in knowledge; STEM; digital learning; attracting millennials; future-focussed work. |
| | Y | Collaboration Education; early intervention; transition; engagement; grass-roots leaders; support; homelessness & housing; safety. |
| Project Rationale and Benefits to the Geelong Region What issue or opportunity would this project address? How would it do this? What would be the benefits of conducting this project? | <p>More than 2000 people take their own life in Australia each year and while Healthy Minds Geelong understands that there are numerous resources and services available to people to connect them with professional help, there is a significant need for a coordinated approach to improving the knowledge and awareness of mental health for people that live in the Geelong region.</p> <p>Our 'Vision' is for mental health to be normalised part of everyday living across the Geelong region and to do this Healthy Minds Geelong created a localised website for the Geelong community to connect them with resources, activities and programs to help them to improve their overall mental health.</p> <p>We believe that a more "Mindful" Geelong will support its people to become more productive, make better lifestyle decisions and be more resilient when things go awry or life becomes more challenging.</p> <p>With the Website created, we now need an injection of human resources to broaden the environmental scanning process, engage with the various stakeholders in the community who are prepared to promote their services on our website and apply for funding through donations, sponsorships and grants.</p> <p>Ultimately, a mature community is one that is compassionate, resilient, connected and cares for the overall health, wellbeing and personal development of all of its residents. With a central resource created and maintained, with contemporary service offerings, we believe this will assist the long term social, cultural and economic success of this region.</p> | |
| Project Stakeholders Who are the key stakeholders? | <ul style="list-style-type: none"> • The Geelong business community • Local mental health professional service providers • Local mental health and mindfulness organisations and support services • Committee for Geelong • Barwon Health • Healthy Minds Geelong | |
| Project Support What support would you be able to provide to the project team to enable them to achieve the best possible outcome? If you are not the project champion, how will you ensure engagement of the champion you have identified? | <ul style="list-style-type: none"> • Personal and logistical support from the Healthy Minds Geelong team (based on their own experiences to date) • Connection to stakeholders • Oversight, guidance, advice and governance (including regular meetings and workshops) • Mentoring and Coaching • Promote the project throughout the broader Geelong community and on the website | |
| Other Information e.g. branding, intellectual property requirements etc. | All of the information generated from this project will remain the intellectual property of Healthy Minds Geelong. | |
| SIGNATURE: | | DATE: |

