



THE CITY OF  
GREATER GEELONG

# GOLF

SOCIAL INFRASTRUCTURE PLAN  
GENERATION ONE: 2020-23

**Council acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander people who are part of the Greater Geelong community today.**

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## ACKNOWLEDGEMENTS

The preparation of this Report has been a collaborative effort of our Council, all relevant Council departments, partner organisations, our community clubs, groups and associations, and the Greater Geelong community.

We would like to thank the involvement of all our key stakeholders for their collaboration, insight and commitment to the future of our community infrastructure and to a new way of working.

This plan was endorsed by council on 28 July 2020.

## DISCLAIMER

This Report is prepared by the City of Greater Geelong. The Report is solely for the use of the City of Greater Geelong and is not intended to, and should not be used, or relied upon by anyone else. The City of Greater Geelong does not accept any duty of care, to any other person or entity other than itself.

The information contained in this document has been developed through an assessment of the current known state of the City's infrastructure, rigorous analysis of the available evidence, existing strategic guidance, plans and strategies, and extensive stakeholder and community consultation over the course of 2.5 years 2017 - 2020.

Information contained in the Report is current as at the relevant dates stated in the Report and may not reflect any event or circumstances which occur after the stated date. It has been prepared in good faith and neither the City of Greater Geelong, nor its servants, consultants, agents or staff shall be responsible in any way whatsoever to any person in respect to the report, including any errors or omission therein.

## THE POLICY

The Social Infrastructure Planning and Investment Policy aims to provide Council and the City of Greater Geelong with a guide to fair and equitable decision making, and to provide our community with a clear understanding of Council's role and how decisions are made.

## THE PLAN

The Social Infrastructure Plan will outline the needs of our community, investment priorities and the way forward to ensure that people know what is planned in the place that they live.

The plan is intended to provide Council and the community with a single, simpler and more integrated strategic summary of Council's investment priorities over the next 1-3 years.

The plan will be closely monitored and updated each year in line with the realisation of transformational elements identified in the document and as our understanding of social infrastructure continues to mature and grow.

## THE NETWORK REPORT

The network reports provide a summary of social infrastructure needs and requirements for each specific network over the next 1-3 years, understanding that the plan component identified in each will be updated annually, as new information becomes available.

The identified projects within the summary plan for each network are broken down into five key streams:

- New
- Renew
- Maintenance
- Planning
- Services / People

**This network report specifically relates to Golf - Golf Courses.**

For a complete overview of all the social infrastructure needs and priorities across the City of Greater Geelong, please refer to the Social Infrastructure Plan - Generation One: 2020 - 2023.

## NETWORK PROFILES

There are 13 individual network reports covering a diverse range of community places, spaces and services.

### Generation One: The Networks Covered

-  Early Years
-  Youth Spaces
-  Libraries
-  Community Meeting and Program Spaces
-  Arts and Culture
-  Open Space
-  Play Spaces
-  Aquatics and Leisure
-  Indoor Sport and Recreation
-  Outdoor Sport and Recreation (including sports pavilions)
-  Golf (THIS NETWORK REPORT)
-  Cycling and Trails
-  Public Toilets

## WHAT CAN YOU FIND IN EACH NETWORK PROFILE AND PLAN

### Overview of the network + Map

Each network consists of an introduction including background context and a map of known facilities, an overview of what the network is, what it is made up of, it's value and what some of the emerging issues and opportunities are, in addition to any related plans, community insights and key considerations.

### Our guiding documents

A summary of related documents including strategies, plans, policies, needs assessments and technical reports.

### What our community told us

A summary of relevant community feedback and insights.

### Generation One – Things we considered

A summary of key considerations relating to each network (i.e. legislative changes, emerging issues and trends).

### Current State - Snapshot

A snapshot of what we know about the network so far including, known provision, condition, travel accessibility and service provision.

A gap analysis based on existing industry benchmarks compared with today's provision.

### Indicators of need by planning area

Provision, population, social and health indicators by each planning area to help inform any relevant areas of need and opportunities.

### Strategic focus areas and directions

In response to the needs and opportunities identified, this section outlines the strategic focus areas and directions for each network, including a high-level mantra to guide planning and investment for the next three years.

### The Plan: 2020 - 2023

Generation One of the plan provides a summary table of identified projects by 'Network' broken down into five streams – New, Renew, Maintenance, Planning, and Services / People.

# GOLF



## SCOPE

### Golf Courses.

**Golf is one of Australia's most popular participation sports. It delivers valuable wellbeing, social, environmental and economic benefit to local communities.**

There are many benefits associated with golf facilities, including:

- Golf promotes physical and mental wellbeing, particularly for older Australians, through increased health, social interaction and self-esteem.
- Golf contributes to social and community development through volunteering and inclusion.
- Golf provides valuable open and maintained green space areas through the providing areas for flora, fauna and habitat.
- Golf stimulates local economic development through financial contribution (operating surpluses), local employment, local goods and service suppliers, charitable support, and tourism opportunities.
- Overall, golf is in the top ten sports and physical activities for older Australians (Men ranking at no. 3 and Women ranking at no. 7).

Council has seven golf courses available for public use – Balyang Par 3, Barwon Valley, Clifton Springs, East Geelong, Lara, Ocean Grove and Queens Park (Council's Golf Facilities). Each facility is operated in accordance with one of three management models – 100% Council managed, leased facilities and Council maintained course, or a full-site lease.

Including Council's Golf Facilities, there are 27 golf courses across the 'G21 Region', comprising the five municipalities of Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast. The courses are managed under a range of business models – from simple volunteer-run regional facilities to premium member-based clubs and resorts.

Council completed a comprehensive strategic assessment of its golf facilities to inform the development of the Draft Golf Facilities Strategy in 2017. The strategy sets a clear vision for the future use, management and sustainability of Council's golf facilities.

According to the draft strategy, Australians are now participating in golf in a variety of ways, and not just on golf courses. Driving ranges, mini-golf facilities and the emergence of virtual golf, all have an important role to play in providing golf participation opportunities to a broader audience.

It is interesting to note that 'competition' and 'maintain an official golf handicap' are very low motivators for golf participation. Historically many golf facilities, and most golf clubs, have placed a strong emphasis on competition play. However recent evidence clearly supports the need for golf facilities to offer a fun and social experience with less emphasis on competitions.

In 2017, Council assessed the performance and future potential for each Council Golf Facility, and compares each to the 'Challenges and Opportunities for the Contemporary Golf Club and Facility' below:

- Golf clubs and facilities must be market-focused and adapt to stay relevant in order to succeed in today's changing sport, recreation and leisure market. Only a few of Council's golf facilities have adapted their operating model. Many are showing declining relevance to the needs of its community, as evidence by declining visitation.
- Golf clubs and facilities must be customer-focused and need to become friendlier to women, families, younger generations, diverse groups and social golf clubs. Where a club operates at a Council golf facility, the current member profile is not diverse, although largely consistent with other golf clubs nationally. Interestingly, Queens Park Golf Club outperformed other facilities and the national average with women representing 32% of members.
- Golf clubs and facilities should focus less on competition golf and introduce social, short-format and other golf-entertainment participation options. Council's golf facilities typically offer traditional golf play formats only, except for Balyang which offers a short-format par 3 layout.

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Golf clubs and facilities will need to consider new business models to ensure greater facility visitation and revenue diversification; and deliver high-quality customer experiences, especially hospitality.

Most of Council's golf facilities have diversified their revenue streams beyond key golf drivers of membership and green fee income.

Golf clubs and facilities must further develop skills to actively and regularly engage with customers via better communication and marketing; and take advantage of technology to assist them. Each Council golf facility engages with local people for club membership, but there is minimal marketing activity undertaken.

Golf clubs and facilities must continue to provide valuable social, community, environmental and economic benefits; and actively engage with their local community to create a community hub.

Whilst focused on local markets, most Council golf facilities do not play a significant role in their communities beyond offering golf play.

To support the future sustainable provision of golf clubs and facilities in the municipality, Council has adopted 6 strategic principles:

- Delivering community benefit
- Supporting golf clubs and facilities
- Ensuring publicly accessible golf facilities
- Conserving and protecting the environment
- Integrating with Council's recreation and leisure strategies and,
- Safeguarding facility maintenance

## OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018 - 2022)
- Draft Golf Facilities Strategy (2019 - 2021)
- Golf in Geelong – State of Play Report (2014).
- Physical Activity Strategy (2014 - 2017)
- Fair Play Strategy (2017)

## THINGS WE CONSIDERED:

- The cost of participation and equitable access to golf facilities across the municipality.
- Our ageing population and the need to promote physical activity opportunities.
- The changing profile and interest in golf related activities and the need to diversity and contemporise offerings.
- The need for improvement in the performance and overall sustainability of our golf courses.
- The need to understand the most appropriate management models for golf going forward.
- The need to support local clubs and build management and leadership capacity across the network.

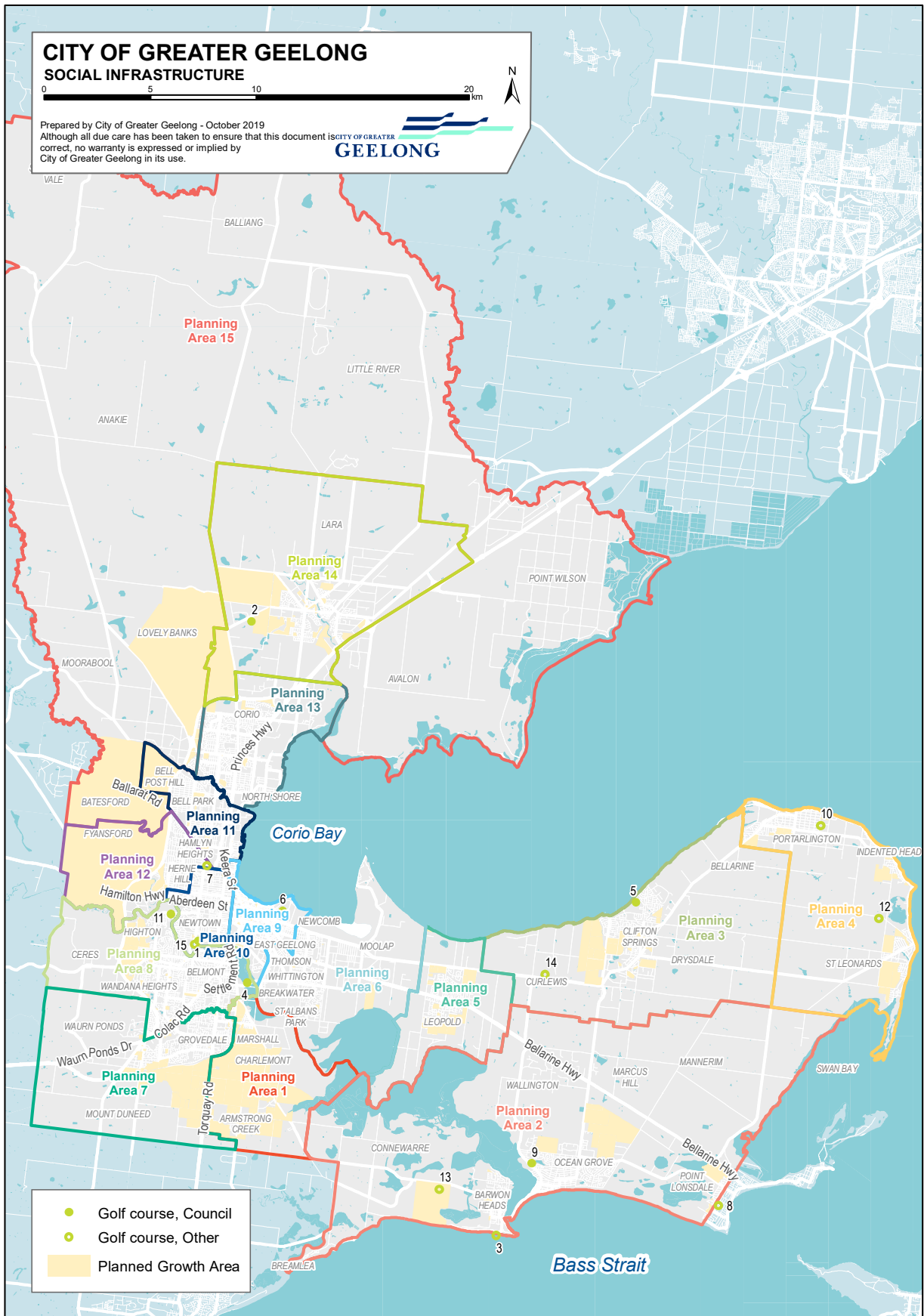
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## MAP 18 – GOLF

MAP REFERENCE	NAME
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1	Balyang Par 3 Golf Course
2	Elcho Park, Lara
3	Barwon Heads Golf Course
4	Barwon Valley Golf Course
5	Clifton Springs Golf Club
6	East Geelong Golf Course
7	Geelong Golf Club
8	Lonsdale Golf Club
9	Ocean Grove Golf Club
10	Portarlington Golf Club
11	Queens Park Golf Club
12	St Leonards Golf Club
13	Thirteenth Beach Golf Club
14	Curlewis Golf Club
15	Bellarine Lakes Golf Resort

# MAP 18 - GOLF



# GOLF

## Golf Courses.

BUILDINGS & OWNERSHIP



SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
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Golf Course	No parameters	14	N/A	-
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Data Notes:

### DISTRIBUTION

**EQUITY**

GOOD DISTRIBUTION OF SITES AND ACCESS TO COURSES

PUBLIC ACCESS TO AFFORDABLE GOLF COURSES IS CURRENTLY WELL PROVIDED ACROSS THE MUNICIPALITY.

### CONDITION

1 100% COMPLETED

CONDITION AUDITS CITY OF GREATER GEELONG CENTRES ONLY

AVERAGE SCORE: 2.1 - GOOD

### TRAVEL ACCESSIBILITY

**ACCESSIBILITY**

ON AVERAGE 3% OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY  
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY  
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY  
Meaning that less than half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

### USAGE / OCCUPANCY

**SUSTAINABILITY**

MANAGEMENT / SERVICE DELIVERY

50% COGG

AVERAGE VISITATIONS EXACT USAGE AND VISITATION IS UNKNOWN

### FELT NEED

Ensure affordable community access to golf within the network.

# GOLF



IN THE NEXT 3 YEARS WE WILL FOCUS ON:

## RE-IMAGINING THE NETWORK

### STRATEGIC FOCUS AREAS



#### PERFORMANCE AND PARTICIPATION

Improve understanding of participation and performance of golf courses.



#### MAINTENANCE AND RENEWAL PROGRAMS

Ensure clubs are addressing the challenges and opportunities of the contemporary golf facility.



#### WORKING IN COLLABORATION AND PARTNERSHIPS

Continue to work in collaboration with clubs and key stakeholders in the delivery of golf.



#### SUPPORT SUSTAINABLE DELIVERY

Safeguard facility quality through maintenance while also protecting the environment.



### DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	<p>Continue to work in collaboration with golf club representatives, service contractors, members and Council staff to ensure that Council's golf facilities continue to provide valuable social, community, environmental and economic benefits to our community.</p> <p>Ensure the ongoing provision of publicly accessible golf courses.</p>	<p>In response to the need for strong partnerships and a focus on community benefit.</p> <p>In response to ensuring reasonable access to golf facilities and programs across the municipality.</p> <p>In response to the need for greater engagement across all infrastructure and service planning.</p>
2.	<p>Improve overall governance, management and sustainability of community golf courses. Engage clubs to set governance standards, offer support and monitor performance of these clubs with a focus on ensuring clubs are addressing the challenges and opportunities of the contemporary golf club and facility.</p> <p>Transition the management and operations of the facility to a club model, where appropriate.</p>	<p>In response to the need for sustainability and viability of all Council's facilities.</p> <p>In response to the need for contemporary golf facility provision, programming and management.</p>
3.	<p>Obtain accurate performance data to enable transparency and better inform long-term decision making.</p>	<p>In response to the need for equity, accessibility and sustainability of golf courses through understanding of asset performance and needs.</p>
4.	<p>Safeguard facility quality through appropriate maintenance programs while also supporting the conservation and protection of the environment.</p>	<p>In response to the need for sustainability and viability of all Council's facilities.</p> <p>In response to ensure equity of access to quality facilities.</p>

## IDENTIFIED PROJECTS

### SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

#### GOLF

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	RENEW	MAINTENANCE	PLANNING	SERVICES / PEOPLE
<p><b>New:</b></p>	<p><b>Minor refurbishment:</b> As required.</p> <p><b>Major Refurbishment:</b> Irrigation upgrade at Queens Park Golf Club - Stage 1 (3-year, staged project)</p>	<p>Based on the Asset Management Plan – develop annual maintenance program(s).</p>	<p>Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.</p> <p>Consider future operating model, considering both club and 3rd party operator models, and transition requirements for:</p> <ul style="list-style-type: none"> <li>• Balyang Golf Course</li> <li>• Lara Golf Club (the resident club)</li> <li>• Queens Park Golf Club</li> </ul> <p>Conduct a management and governance review, and set new governance standards for:</p> <ul style="list-style-type: none"> <li>• Ocean Grove Golf Course</li> <li>• Clifton Springs Golf Course</li> <li>• East Geelong Golf Club</li> <li>• Barwon Valley Golf Course</li> <li>• Lara Golf Club (the resident club).</li> </ul>	<p>Work in collaboration with clubs, private and not-for-profit service providers to ensure reasonable access to golf facilities and programs across the municipality.</p> <p>Collaborate with clubs and service providers in all facility planning.</p> <p>Understand usage and performance of Council managed golf courses.</p>

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**CUSTOMER SERVICE CENTRE**

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Geelong VIC 3220

8.00am – 5.00pm

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