AGENDA

COUNCIL MEETING

Tuesday 22 July 2025
6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

TO BE LIVE STREAMED ON THE CITY'S WEBSITE:
www.geelongaustralia.com.au/meetings

COUNCIL:

Cr S Kontelj (Kardinia Ward) - Mayor
Cr R Nelson (Barrabool Hills Ward) - Deputy Mayor
Cr E Sinclair (Charlemont Ward)
Cr M Cadwell (Cheetham Ward)
Cr E Wilkinson (Connewarre Ward)
Cr A Aitken (Corio Ward)
Cr A Katos (Deakin Ward)
Cr E Kontelj (Hamlyn Heights Ward)
Cr T Sullivan (Leopold Ward)
Cr R Story (Murradoc Ward)
Cr C Burson (You Yangs Ward)

CITY OF GREATER GEELONG

1. PROCEDURAL MATTERS 3
1.1. Acknowledgement of Country 3
1.2. Apologies 3
1.3. Leaves of Absence 3
1.4. Declarations of Conflicts of Interest 3
1.5. Confirmation of Minutes 3
1.6. Public Question and Submission Time 3
1.7. Petitions 3
2. REPORTS 4
2.1. Council Plan 2025-29 4
2.2. Community Health and Wellbeing Strategy 2025-29 43
2.3. 2025-26 Community Grants Guidelines 92
2.4. Draft Fair Play Policy 245
2.5. Draft Long-Term Financial Plan 2025-2035 287
2.6. Draft Asset Plan 341
2.7. Draft Municipal Road Management Plan 363
2.8. Draft Coastside Drive Recreation Reserve Master Plan 401
2.9. Proposed Road Discontinuance and Sale of Land De Stefano Drive North Geelong 440
2.10. Asbury Street West, Ocean Grove - Finalisation of Special Rates and Charge Scheme SRC 364 444
2.11. Planning Authorisation - Council to Staff 451
3. RECORD OF INFORMAL MEETINGS OF COUNCILLORS 455
4. CONFIDENTIAL 459
4.1. Elcho Road West PSP and DCP 459
4.2. T2500096 - Windsor Park Pavilion Upgrade Construction 459
4.3. T2500029 - Environment Land and Wetland Management Services 2025-30 459
4.4. CEO Employment and Remuneration Committee - Schedule of Dates 460
4.5. Audit & Risk Committee June meeting Minutes and the Strategic Internal Audit Plan 460
4.6. Appointment of an Independent Member to the Audit & Risk Committee 460

1. PROCEDURAL MATTERS

1.1. Acknowledgement of Country

Council acknowledges the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

1.2. Apologies

1.3. Leaves of Absence

That Leave of Absence be granted to Cr C Burson from 28 July 2025 to 30 July 2025, inclusive.

1.4. Declarations of Conflicts of Interest

1.5. Confirmation of Minutes

That the Minutes of the Council Meeting held on 24 June 2025 be confirmed.

1.6. Public Question and Submission Time

1.7. Petitions

2. REPORTS

2.1. Council Plan 2025-29

Source: **Corporate Services**
Executive Director: **Troy Edwards**

Purpose

1. To seek Council adoption of the *Greater Geelong: A Clever and Creative Future* the 30-year vision for the Greater Geelong region (**Attachment 1)** and the Council Plan 2025-29 (**Attachment 2**).

Background

2. In accordance with section 88 the *Local Government Act 2020* (the Act) Council must develop or review the Community Vision within twelve months of the election. The Community Vision, *Greater Geelong: A Clever and Creative Future* expires in 2047.

3. Section 90 of the Act requires Council to prepare and adopt a Council Plan for a period of at least four years after a General Election. It is proposed the new Council Plan will come into effect from 23 July 2025.

4. The Council Plan 2025-29 includes:

    4.1. the strategic direction of Council;

    4.2. objectives for achieving that direction;

    4.3. initiatives for achieving the objectives;

    4.4. indicators for monitoring achievement;

    4.5. any other matters prescribed by the regulations.

5. A deliberative engagement process that commenced in July 2024 helped shape the Council Plan 2025-29 focusing on financial sustainability, equitable access to critical services, and planning for our growing region.

Key Matters

6. The community survey and deliberative community panel were asked questions relating to the ongoing relevance of the Community Vision, *Greater Geelong: A Clever and Creative Future*. Responses indicated that the Community Vision remains relevant and does not require updating at this time. As required by the Act, the Community Vision will be reviewed post the next general election.

7. The Council Plan 2025-29:

    7.1. is the key strategic direction setting document for Councillors and the City;

8. contains Council's strategic direction, with six strategic objectives each with outcomes and indicators; and

    8.1. supports the Community Vision, *Greater Geelong: A Clever and Creative Future*.

9. The Act requires the preparation of a Community Vision, a Council Plan and other strategic plans in accordance with strategic planning principles.

Recommendation

That Council:

1. **Adopt the Community Vision (Attachment 1) and Council Plan 2025-29 (Attachment 2); and**

2. **Acknowledge and thank the community for their feedback on the Community Vision and Council Plan 2025-29.**

Financial Sustainability

10. The delivery of the Council Plan is aligned to the Long-Term Financial Plan, Asset Plan, and Workforce Plan and is enabled by the Council's annual Budget (1 plus 3 years).

Community Engagement

11. The Council Plan 2025-29 has been developed in accordance with Council's deliberative engagement practices, as prescribed by the Act.

12. The City's deliberative engagement on development of the Council Plan 2025-29 included:

    12.1. 13 face-to-face community pop up conversations in July and September 2024;

    12.2. 192 community contributions through an online survey via Have Your Say; and

    12.3. A deliberative community panel of 48 participants representative of the Greater Geelong community.

13. The Council Plan 2025-29 and Community Vision was available for feedback on the Have Your Say engagement page on Council's between 27 May 2025 and 24 June 2025.

    13.1. The Have your Say page received over 1,200 views from 676 individual visitors.

14. Additional contributions regarding the Council Plan 2025-29 were received through the online survey via Have Your Say page.

    14.1. A total of 44 submissions were received via the survey

    14.2. One additional submission was received via email.

Social Equity and Sustainability

15. The Council Plan has been developed with consideration of the adopted social equity principles. Partnerships with key agencies and services have informed the planning and will continue to be fostered throughout the implementation period.

Relevant Law/Policy/Legal Implications

16. The Community Vison has been reviewed and the Council Plan 2025-29 has been prepared in accordance with the Act.

Alignment to Community Plan and Vision

17. This report articulates the priorities for the Council Plan 2025-29.
18. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspirations.

Conflict of Interest

19. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

20. The Council Plan 2025-2029 and Community Vision is provided to the July 2025 Council meeting to mitigate the risk of failure to adopt the plan prior to the legislated deadline of October 2025

Environmental Sustainability

21. The Council Plan 2025-29 outlines the strategic objective of the Council and the associated outcomes relating to Environmental Sustainability.

Attachments

1. Clever and Creative 2025 [**2.1.1** - 14 pages]
2. Council Plan 2025-29 [**2.1.2** - 21 pages]

GREATER GEELONG

A CLEVER and CREATIVE FUTURE

3rd edition (2025)



CITY OF GREATER GEELONG

THE COMMUNITY'S VISION

By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment.





CLEVER and CREATIVE

CONTENTS

The community's vision	2
Creating a vision	4
Clever and creative	4
Foundations for a clever and creative future	5
Community aspirations	6
Municipal Indicators	7
Thanking our partners	13

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.

Artwork: *"Wadawurrung Country and Connection"* 2019, Billy-Jay O'Toole

CREATING A VISION

From September 2016 to May 2017, over 16,000 people have told us what they value about the region, how they rate it against the recognised elements of a successful community, and shared ideas about how to address challenges now and in the future.

Through the process, they have listened to opinions, debated alternatives, analysed possible futures and compared ideas. Importantly, they have deliberated and, in the process, learnt more about each other's aspirations, values and goals. The result is this, a community-led blueprint for Greater Geelong to be recognised regionally, nationally and internationally, as a clever and creative city-region.

The ideas for being clever and creative expressed in this document have been sourced from the Greater Geelong community and focus on economic prosperity, tourism and employment, enhancing and protecting its environment, social and economic equity, culture and art, transport and internet connectivity, and future leadership.

The diversity of the people involved and their commitment and passion for Greater Geelong makes this document a strong and durable platform to guide future decision-makers, establish their planning requirements and hold them accountable.



Greater Geelong: A clever and creative future is an important first step along a journey to transform our community's aspirations into reality.

FOUNDATIONS FOR A CLEVER AND CREATIVE CITY-REGION

A snapshot of Greater Geelong's existing strengths

ECONOMIC ASSETS

- Proximity to Western Victoria and Melbourne provides two-way access to markets and investment
- Established business associations, community groups and networks
- An emerging cluster of start-ups
- Capabilities in advanced manufacturing, industrial design and technology
- Scientific facilities and expertise in health and infectious diseases
- A growing population
- Strong leadership in education, healthcare, social insurance and social investment sectors
- Regional food production and agribusiness
- Exciting destinations that attract local and international visitors

INFRASTRUCTURE

- A diverse range of education facilities
- Port, rail, airport and freight infrastructure
- Available commercial and industrial land
- Established sporting and cultural infrastructure
- A variety of relatively affordable housing options
- Established cultural and arts facilities

NATURAL ASSETS

- A diverse and unique natural environment
- Networks of open space, reserves and parks
- Spectacular rural and coastal landscapes
- Internationally significant natural areas
- The city's location in relation to the bay and northerly aspect

COMMUNITY ASPIRATIONS

This document is a guide for future councils, all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to our city-region.

At its heart are a series of aspirations developed by the community that are focused on our region's economy and employment, the environment, arts and culture, transport connections, tourism, efficient and equitable digital access, and good governance.

For a city-region to be successful, it must be connected, prosperous, creative, sustainable and resilient, and designed for people. The community's aspirations support these elements helping us become a clever and creative city-region.



MUNICIPAL INDICATORS

The municipal level indicators below, aligned with Geelong's Clever and Creative community vision, provide insights into the city's progress against community aspirations.

Progress of these indicators depends on various external factors, including actions from other levels of government, non-government organisations, the private sector, institutions, community groups, and residents.



GROSS REGIONAL PRODUCT

Wealth generated by businesses, organisations and individuals working in the municipality



SELF-RATED HEALTH OF RESIDENTS

Percentage of residents reporting their health and wellbeing as very good or excellent



ACCESS TO REGULAR PUBLIC TRANSPORT

Percentage of journeys to work made by public transport, walking or cycling.



VISITORS TO THE CITY-REGION

Total number of visitors to the city-region per annum



URBAN TREE CANOPY

Percentage of urban tree canopy cover



WORKFORCE PARTICIPATION

Percentage of Geelong's population in the labour force



COMMUNITY CARBON EMISSIONS

Tonnes of CO2–emissions for the municipality



LEVELS OF SOCIO-ECONOMIC DISADVANTAGE

Number of Greater Geelong suburbs in the bottom 20% of the Index of Relative Socio-economic Disadvantage

A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

Success will be achieved by:

- supporting local business resilience and recovery from the impacts of COVID-19
- urban and residential infrastructure to support a diverse, prosperous community and a healthy environment and lifestyle
- an open-minded approach and a willingness to take risks
- partnerships between educators and industry to ensure business skill needs are addressed, and people can adapt and learn
- a highly skilled and diverse workforce, which will be a competitive advantage for local business
- well-connected and diverse businesses that grow the local economy
- spaces and support for start-ups to interact and network
- attract businesses with a carbon neutral and circular economy focus.

The Greater Geelong community values:

- business diversity, education and employment opportunities for all
- thriving local economy
- people who are willing to create new and diverse business opportunities
- working hard, diligence and personal motivation
- training, research and education institutions that support economic participation and catering for all skill levels.

A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY

Success will be achieved by:

- a variety of affordable and accessible technologies providing digital access to information on demand
- attracting innovative and high-technology businesses
- a community and workforce with the capacity to use digital technology
- training in future digital jobs
- assistive technologies embedded into infrastructure
- free connectivity throughout public places
- growth in smart home automation.



The Greater Geelong community values:

- opportunities enabled by technology
- internet availability and speed
- assistive technology seamlessly embedded into the environment
- environmentally sustainable technology.

CREATIVITY DRIVES CULTURE

Success will be achieved by:

- investment in a diverse range of local community festivals and events
- development of creative industries and a culture of creative design thinking
- attracting creatively oriented and artistic industries to the region
- creative re-use of heritage assets
- proactively celebrating and promoting Wadawurrung culture.



The Greater Geelong community values:

- the contribution of the arts to community vibrancy, diversity, and inclusiveness
- spaces that support and celebrate local artists through public exhibitions
- modern facilities that allow the region to host world-class events
- start-ups and innovation
- involvement with local art, music, heritage, contemporary culture and Wadawarrung culture
- preserving our heritage and encouraging creative design.

A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK

Success will be achieved by:

- a pedestrian and cycling network that covers the whole municipality
- accessible transport options connecting people within the city-region
- development of Greater Geelong as Victoria's major logistics and freight centre
- diversion of road traffic around urban centres
- cycling becoming a credible and safe on-road commuter option.



The Greater Geelong community values:

- sustainable, connected and networked walking, cycling and public transport services that allow all abilities access into and across the city-region
- fast access to Melbourne and other parts of Victoria.

A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

Success will be achieved by:

- a diverse range of accommodation options for visitors
- a locally-based international airport
- capacity for large ships to dock in Corio Bay
- the ability to host large conventions
- securing world-class events and entertainment.



The Greater Geelong community values:

- the city-region's potential to be a destination that attracts local and international visitors
- sharing and promoting Greater Geelong's unique location and natural assets.

PEOPLE FEEL SAFE WHEREVER THEY ARE

Success will be achieved by:

- an active street culture involving student and café precincts
- urban design that encourages activity and comfortable open public areas in all seasons
- clean streets and public open spaces
- early intervention programs that promote positive community attitudes and interactions
- establishing security infrastructure.



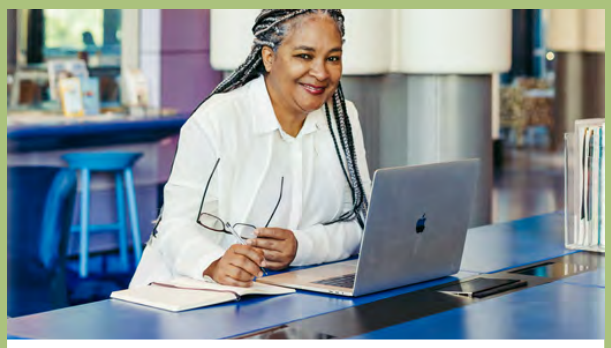
The Greater Geelong community values:

- clean, safe and accessible public spaces for everyone
- feeling safe on the streets day and night
- safety and support for people experiencing family violence
- minimising the community impacts of alcohol and drug use
- resourced and responsive emergency services.

AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

Success will be achieved by:

- young people connected to local decision-making
- public areas and local services that are accessible to all levels of ability
- a variety of affordable options for people to rent or buy a home
- support for the most vulnerable community members
- local participation opportunities for all life stages, that encourage and enable a diverse and inclusive city-region
- equity in the provision of community infrastructure
- support for Wadawurrung leaders to ensure their connections to the city-region are maintained, and their connection to the community is strengthened.



The Greater Geelong community values:

- access to quality, affordable health care including mental health services and specialists
- access to affordable and social housing
- a strong sense of community connection
- a diverse and inclusive community
- support for vulnerable community members
- access to quality education and employment opportunities for all.

SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

Success will be achieved by:

- revitalisation of Central Geelong
- meeting the housing needs for projected population growth and future households
- renewal of underutilised urban areas and buildings
- preserving, enhancing and growing our natural areas
- creation of urban forests throughout streets and parks
- new models of higher density sustainable living with access to public green space.

The Greater Geelong community values:

- green spaces and corridors, including farmland and recreational space, between urban areas
- easy access to open space and parkland near homes
- the uniqueness and significance of natural bushland, coastlines, wetlands, rivers and beaches
- sustainable development that pro-actively addresses climate change
- design that makes best use of technology for better and more sustainable living
- development that enhances the identity of diverse neighbourhoods
- design excellence and innovation in new buildings and public spaces
- creating high amenity neighbourhoods that are well-connected and sustainable.

DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS

Success will be achieved by:

- investment in renewable energy industries and research
- plan and deliver a reduction of carbon emissions
- community education about the local impacts of climate change
- assist new and existing business to adapt to clean technology
- identify new best-practice standards for water efficiency and management
- moving to a zero-waste community
- encourage economically viable, environmentally sound and socially responsible business practices.



The Greater Geelong community values:

- economically healthy and environmentally responsible businesses
- clean energy solutions
- attracting renewable energy industries to the region
- easy access to recycling
- pro-active, innovative and immediate responses to climate change
- the community adopting sustainable practices.



ACKNOWLEDGING OUR PARTNERS

The City of Greater Geelong thanks the following partners who have continued to provide invaluable advice and guidance in developing and implementing the community-led vision.

- Avalon Airport
- Barwon Health
- Barwon Regional Partnerships
- Committee for Geelong
- Deakin University
- Department of Environment, Land, Water and Planning
- Geelong Arts Centre
- Geelong Chamber of Commerce
- Geelong Manufacturing Council
- Geelong Sustainability
- Give Where You Live
- G21 Geelong Region Alliance
- The Gordon
- Tourism Greater Geelong and the Bellarine
- Wadawurrung Traditional Owners Aboriginal Corporation.

We would also like to thank the many other individuals, organisations and schools that helped shape the original vision in 2017, including:

- Tim Orton and Nous Group, who donated an immense amount of time and expertise to the delivery of the Our Future Assembly
- Bernie Kruger for his invaluable guidance in data science and analysis
- the 100 City of Greater Geelong employees who volunteered their time and expertise to the process.

Finally, and most importantly, we remain indebted to the 16,000 Greater Geelong people who contributed their ideas and enthusiasm in 2017 and 2021 and help put us on our clever and creative path.

CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

© City of Greater Geelong 2025 (3rd edition)
First published in 2017
ISBN: 978-0-9586947-9-7

LATEST NEWS:

CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

#clevercreative

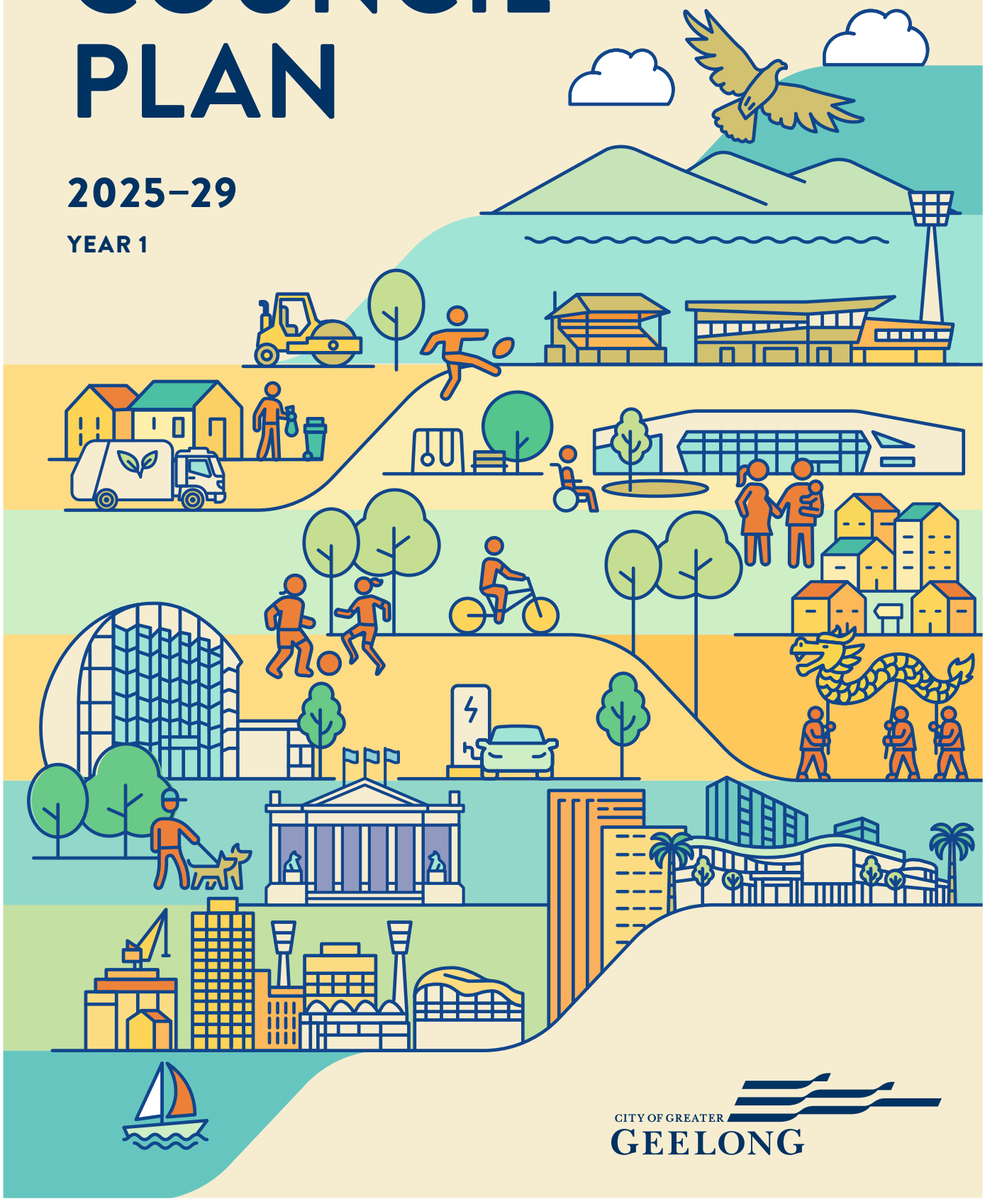
CITY OF GREATER GEELONG

THE CITY OF GREATER GEELONG

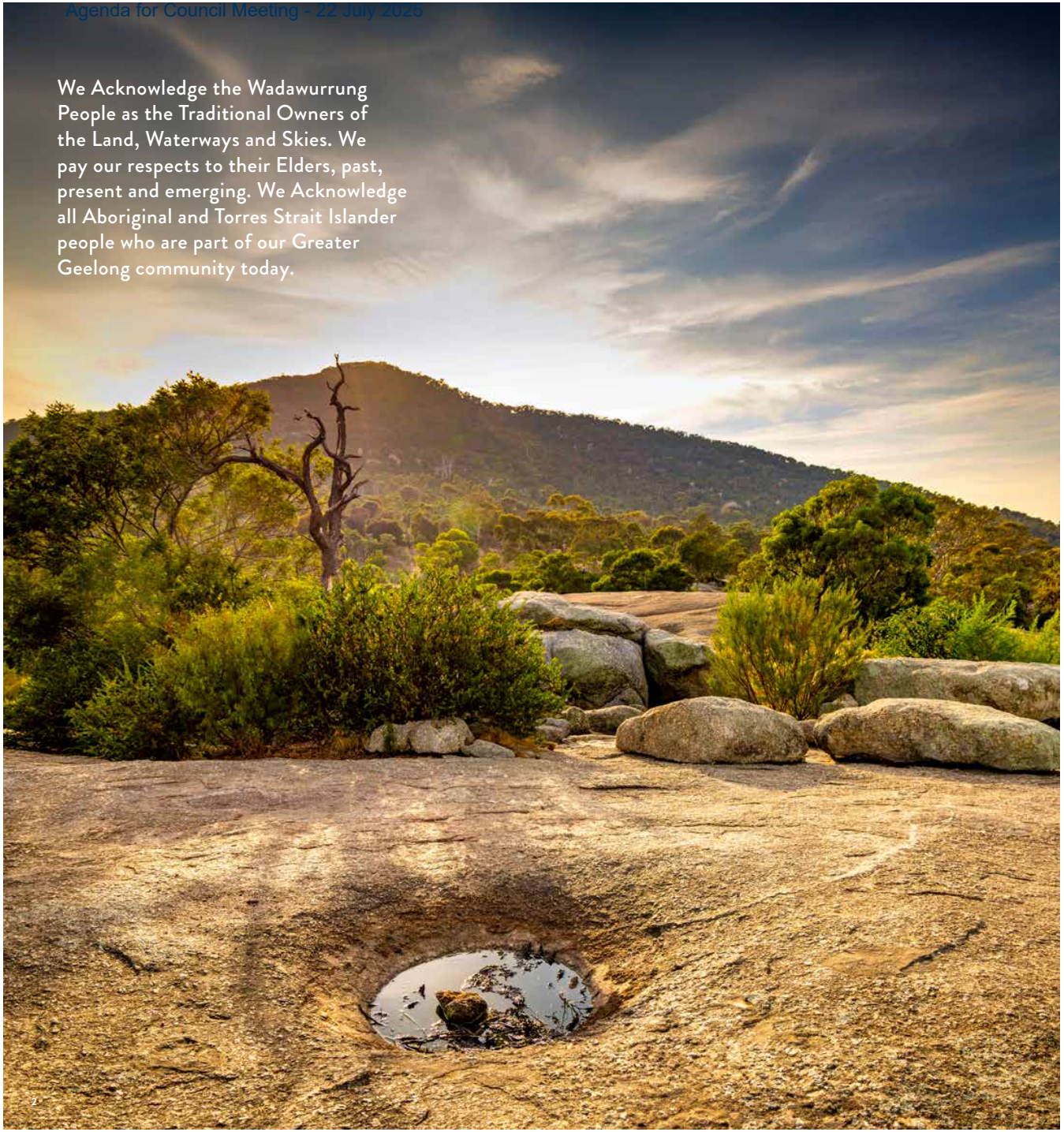
COUNCIL PLAN

2025–29

YEAR 1



CITY OF GREATER GEELONG



We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

CONTENTS

MAYOR AND CEO MESSAGE 4

OUR COUNCIL 6

OUR REGION 7

OUR ORGANISATION 8

HOW WE ADVANCE COMMUNITY OUTCOMES 10

POLICY CONTEXT 11

OUR SERVICES 12

OUR CHALLENGES AND OPPORTUNITIES 13

HOW TO READ THIS DOCUMENT 15

GEELONG UNESCO CITY OF DESIGN 16

PLANNING AND REPORTING FRAMEWORK 17

COMMUNITY VISION 18

VISION INDICATORS 19

COUNCIL PLAN 2025–29 20

- CORE AND CRITICAL INFRASTRUCTURE 22
- HEALTHY AND CARING COMMUNITY 24
- ECONOMIC DEVELOPMENT 26
- HERITAGE AND CULTURE 28
- ENVIRONMENT AND CIRCULAR ECONOMY 30
- GOVERNANCE AND INTEGRITY 32

APPENDIX 1: HOW THIS PLAN WAS DEVELOPED 34

APPENDIX 2: SERVICE CATALOGUE 36

APPENDIX 3: STRATEGY & PLAN CATALOGUE 37

MAYOR AND CEO MESSAGE

Greater Geelong is one of Australia's fastest growing regions, and managing this expansion will be crucial to our success over the coming decades.

We have all the key ingredients for a bright future: our coastal lifestyle and metropolitan feel – without the big city congestion – bustling ports and airports on our doorstep, world class sporting facilities, a burgeoning advanced manufacturing sector and a thriving arts and cultural scene.

But our region faces many challenges too.

As a Council, we need to find the right balance between new growth areas and developing our CBD and other established suburbs.

To secure our region's future prosperity, we must transform our CBD into a vibrant hub, enhancing its culture and fostering a sense of community and belonging.

We need to provide high quality infrastructure for our growing population, amid cost-of-living pressures, inflation and rising building costs.

Delivery of core services like roads, footpaths, curbs and drains must still be maintained to build a strong community foundation.

We need to do all this while reducing our organisation's debt and ensuring long-term financial sustainability, creating capacity to adapt to future economic challenges and opportunities.

This requires close collaboration between the City of Greater Geelong and our community to find new and innovative ways to provide essential services more efficiently and effectively.

Our Council Plan 2025-29 sets our strategic direction over the next four years to achieve these aims by delivering on our key objectives:

- Plan, deliver, manage and optimise core and critical infrastructure across our growing region
- Promote, advocate and deliver healthy, caring and equitable outcomes for our communities
- Lead efforts to revitalise and grow our diverse economic precincts.
- Champion our unique heritage and cultural identity
- Protect and enhance our unique and beautiful natural environment
- Commit to the highest levels of integrity, financial stewardship and meaningful community engagement

The plan provides Council with a framework to guide and enhance decision-making, to ensure we maximise the effectiveness of every dollar to achieve the best outcomes for our community.

It also outlines the leadership role the City of Greater Geelong must play to bring together stakeholders to drive progress and innovation, ensuring Greater Geelong prospers.

The Council Plan 2025-29 sets a clear path forward for the next four years and beyond for advancing community outcomes to create a thriving and vibrant Greater Geelong.

Cr Dr Stretch Kontelj OAM
Mayor
City of Greater Geelong

Ali Wastie
CEO
City of Greater Geelong



OUR COUNCIL

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation. Collectively, we work together to serve our community.

The Council sets the strategic direction for the municipality and make decisions on behalf of the community they've been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the community it serves. This means:

- considering the diverse needs of the local community in decision-making, including future generations
- establishing strategic objectives and monitoring achievements
- managing resources in a responsible and accountable manner
- advocating local community needs to other communities and governments
- giving everyone the opportunity to participate in the democratic process and decision-making that shapes the community.

As well as performing these roles, our Council provides valuable support to key partner organisations and advocates for projects, programs and initiatives that benefit the region.

In August 2023, a review was undertaken by an independent electoral structure review panel that recommended to the Minister for Local Government that the City of Greater Geelong move from four multiple member wards to eleven single councillor wards. This recommendation was accepted by the Minister and the October 2024 election was held under this structure.

Our Council is made up of eleven elected representatives, called councillors. Each of the eleven councillors represents a different area of Greater Geelong, called a ward. Our current Council was elected for a four-year term on 25 October 2024.



CR DR STRETCH KONTELJ OAM
Mayor
Kardinia Ward



CR RON NELSON
Deputy Mayor
Barrabool Hills Ward



CR EMMA SINCLAIR
Charlemont Ward



CR MELISSA CADWELL
Cheetham Ward



CR ELISE WILKINSON
Connewarre Ward



CR ANTHONY AITKEN
Corio Ward



CR ANDREW KATOS
Deakin Ward



CR EDDY KONTELJ
Hamlyn Heights Ward



CR TRENT SULLIVAN
Leopold Ward



CR ROWAN D. STORY AM, RFD
Murradoc Ward



CR CHRIS BURSON
You Yangs Ward

OUR REGION

With a population of over 280,000 people, the City of Greater Geelong is Victoria's largest regional municipality.

Located 75 kilometres south-west of Melbourne, the municipality covers an area of 1,252 km2, comprising suburban, coastal and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliff in the east, and Surf Coast Shire and Golden Plains Shire in the west.

The City of Greater Geelong operates on the traditional lands of the Wadawurrung people.

289,565
ESTIMATED RESIDENT POPULATION (2024)

3,562
(1.3%) ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE, INCREASED FROM 2,407 (1%)

39
MEDIAN AGE

82%
WORKFORCE LIVE IN GREATER GEELONG

47.4%
FORECAST POPULATION CHANGE (2025-46)

17.7%
POPULATION BORN OVERSEAS

2.41
AVERAGE HOUSEHOLD SIZE

133 KM
OF COASTLINE

12%
SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME UP FROM 11%

22,874
THERE ARE 22,874 BUSINESSES

$20.51B
GROSS REGIONAL PRODUCT (2023/24)

1,466.64 HECTARES
PROTECTED NATURAL HABITAT



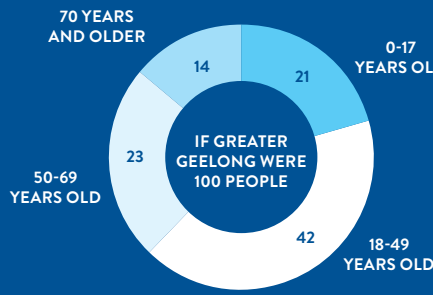


Figure 1 – Greater Geelong Statistics

OUR ORGANISATION



We are an inclusive and flexible organisation and one of the largest employers in the region. We are responsible for:

- Delivering services and programs that benefit the whole community, such as waste management and roads.
- Delivering services and programs for specific communities, such as maternal child health and youth services.
- Providing support and professional expertise to assist the council in developing policies and making decisions.
- Building and maintaining infrastructure, such as local roads and community hubs.
- Protecting our natural environment, while supporting sustainable development and honouring traditional owner cultural values.
- Supporting economic development that will benefit the whole community.
- Enforcing legislation that has a local community impact, such as food safety and planning legislation.
- Engaging with the local community and significant stakeholders to make sure council decisions are in line with community expectations.
- Helping our community to plan for, and recover from, natural disasters and other emergencies.



TENNILLE BRADLEY
Executive Director,
Placemaking



TROY EDWARDS
Executive Director,
Corporate Services



ANTHONY BASFORD
Executive Director,
City Life



JAMES STIRTON
Executive Director,
City Infrastructure



HOW WE ADVANCE COMMUNITY OUTCOMES

DELIVER

Council directly funds and delivers services or infrastructure. Council provides 30 services that help achieve our strategic objectives. Examples include our leisure and recreation facilities, applying our local laws, and our management of civil infrastructure.

PARTNER

Council has a strong collaborative approach and facilitates outcomes for its community and future generations through creating, building, and maintaining partnerships, promoting opportunities, and building the capacity and capability of community members and organisations. Examples include providing support for local businesses and community groups or the delivery of major events.

ADVOCATE

Council advocates to State and Federal Governments on behalf of the Greater Geelong community for funding and delivery of equitable services or accessible infrastructure. Examples include funding for the Armstrong Creek Sports Centre and major road links such as a "Bellarine Link" to enhance east-west travel.



POLICY CONTEXT

The Council Plan guides local decision making and resource allocation for community services, infrastructure, and economic development. Understanding the roles of government ensures local councils:

- Advocate effectively for funding and policy support from higher levels of government.
- Align local priorities with state and federal initiatives for economic growth, sustainability, and public services.
- Empower residents with clear expectations about government responsibilities, what is within the level of government's sphere of control, and service delivery.

A well-informed Council Plan strengthens community engagement, strategic planning, and long-term development by aligning priorities to other levels of government.

LEVEL	ROLE	KEY FUNCTIONS AND RESPONSIBILITIES	REVENUE SOURCES
Federal	Established by the Australian Constitution, responsible for national and international affairs. It enacts laws through parliament and oversees economic policy, trade, defence, and welfare.	• **National Security:** Defence, Border Protection, Foreign Policy, Trade Agreements • **Communications and Infrastructure:** Telecommunications (NBN, Media), National Highways, Airports • **Economy and Finance:** Banking Regulations, Taxation, Centrelink (Welfare and Pensions) • **Health and Social Services:** Medicare, NDIS, Aged Care • **Environment and Energy:** Climate Policy, Water Management, National Parks • **Justice and Lawmaking:** Immigration, Consumer Protection, Copyright.	**Primary:** Income Tax, GST **Secondary:** Customs Duties, Excise Taxes (Alcohol, Fuel), Import Tariffs, Government Bonds
State	Operates under State Constitutions with legislative power over health, education, transport, emergency services, and natural resources.	• **Law and Order:** State Police, Courts, Prisons, Emergency Services • **Transport and Infrastructure:** Public Transport, Highways, Vehicle Registration • **Health and Education:** Public Hospitals, Community and Women's Health Agencies, Schools, Universities, TAFE • **Environment and Resources:** Water Supply, Forestry, Mining Regulation • **Business and Consumer Affairs:** Licensing, Fair Trading, Workplace Safety. Supports regional economic development.	**Primary:** Payroll Tax, Stamp Duty, GST Distribution **Secondary:** Land Tax, Gambling Taxes, Vehicle Fees, Fines
Local	Created under State Government legislation, responsible for local services, infrastructure, and urban planning.	• **Community Services:** Libraries, Childcare, Aged Care • **Community Inclusion:** Leads and supports programs that empower communities and foster social cohesion • **Waste and Environment:** Garbage Collection, Recycling, Local Parks • **Urban Planning:** Building Permits, Local Roads, Traffic Management • **Public Spaces and Recreation:** Parks, Sports Facilities, Public Pools • **Animal Services:** Pet Registration, Food Safety Inspections • **Economic Development:** Supports small business, tourism, and community economic development. • **Art and Culture:** Invests in supporting art, heritage and culture within each community.	**Primary:** Property Rates **Secondary:** Developer Contributions, Fees and Charges, State and Federal Grants

OUR SERVICES



We currently deliver 30 services to support the achievement of the *Council Plan 2025-29* strategic objectives:

- Arts, Culture and Heritage
- Asset and Infrastructure Maintenance
- Business Services
- Civil Infrastructure Management
- Community Wellbeing and Development
- Strategy and Performance
- Customer Service
- Diversity, Equity and Inclusion
- Economic Development and Performance
- Events
- Family and Children
- Financial Management
- Governance and Risk
- Government Relations and Advocacy
- Health and Safety
- Information Technology Management
- Legal and Integrity
- Leisure and Recreation
- Local Laws
- Major Projects
- Marketing and Communications
- Parks and Natural Assets
- People and Culture
- Pets and Animals
- Planning and Building
- Positive Ageing
- Strategic Asset Management
- Tourism
- Waste Management
- Youth Development

OUR CHALLENGES AND OPPORTUNITIES



FINANCIAL SUSTAINABILITY

Local governments around the country are facing significant financial sustainability challenges – Greater Geelong included. A few years of extraordinarily high inflation coupled with relatively stagnant income from Victorian government rate caps has created ongoing financial pressure on the city's operations. We continuously look for ways to create financial efficiencies as part of our annual business cycle.



CBD REVITALISATION

Investment in central Geelong will unlock significant economic growth, enhance urban liveability, and attract private sector investment. This will transform the city into a vibrant, thriving hub for residents and visitors alike. Issues such as decreasing occupancy of Market Square and the attraction of businesses to central Geelong, while outside of Council's direct control, are a priority of our advocacy efforts.



LACK OF AVAILABLE AND AFFORDABLE HOUSING

Like all parts of Australia, Greater Geelong is suffering from a lack of housing as well as a lack of affordable housing. Insufficient stock of housing as well as a lack of variety of housing stock can stifle future growth. Additionally, a lack of affordable housing can make it difficult for some workers to move or stay in Greater Geelong, impeding future workforce growth.



COST OF LIVING

Cost of living challenges in Victoria are significant, with rising housing costs leading to mortgage and rental stress for some, especially in our most vulnerable communities. Inflation has increased the average household's annual expenses, while the living wage has risen to keep up with essential costs. Additionally, higher energy and transport costs have further strained household budgets. These issues underscore the need for advocacy for affordable housing initiatives, resilient food systems, financial assistance programs, and policies to control inflation.



POCKETS OF HIGH SOCIO-ECONOMIC DISADVANTAGE

Greater Geelong has some of the most disadvantaged postcodes in Australia. Socio-economic disadvantage can impact educational and employment outcomes, living standards, health outcomes, social isolation and civic participation. Future economic development must be inclusive, addressing the needs of marginalised communities to ensure growth doesn't reinforce existing disadvantage.



TRAFFIC, CONGESTION AND A LACK OF PUBLIC TRANSPORT

Strong growth, traffic and congestion are emerging as issues for our community. Additionally, a lack of public transport has been cited as a growing concern. As the region continues to grow in population, ensuring that residents can access life's essentials will be increasingly important and public transport can provide a solution that can also reduce traffic, congestion and greenhouse gas emissions.



CLIMATE CHANGE AND SUSTAINABILITY

Climate change and sustainability are on-going challenges for everyone. As Greater Geelong continues to grow, efforts need to be made across the municipality to embrace circular economy principles, the transition to renewable energy and sustainable practices.



CORE AND COMMUNITY INFRASTRUCTURE

Rapid population growth continues to strain our current infrastructure. Maintaining ageing infrastructure and increased community demand for enhanced services in existing areas adds complexity. Securing adequate funding and investment for large-scale infrastructure projects remains a significant challenge, requiring coordination between local, state, and federal governments.

GEELONG UNESCO CITY OF DESIGN

Geelong has a long and proud history as a creative city and a leader in design. In October 2017 Geelong was designated a member of the UNESCO Creative Cities Network (UCCN).

Geelong has a long and proud history as a creative city and a leader in design. In October 2017, Geelong was designated a member of the UNESCO Creative Cities Network (UCCN).

The City of Design designation is about using creativity and inclusive communities. It fits perfectly with our Community's 30-year Clever and Creative Vision to be internationally recognised as a clever and creative city-region. Geelong is one of 48 Cities of Design in the world.

Our designation opens opportunities to showcase and celebrate our achievements on an international stage. We will learn from and share knowledge to improve our industrial and commercial activities, our urban form, future investment attraction, and our ongoing development into a clever and creative international city. To fully realise our potential and be celebrated as a globally recognised city of design, we must embed design thinking across the entire organisation and lead the region in taking ownership and driving this success.



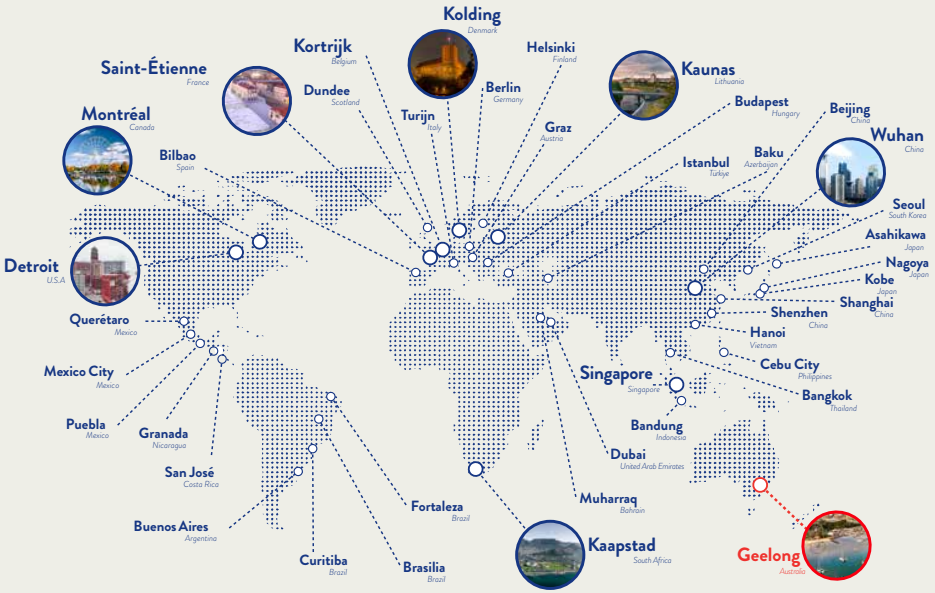


Figure 3: Cities with a UNESCO City of Design designation

PLANNING AND REPORTING FRAMEWORK

We have developed an integrated, long-term and transparent approach to planning, performance monitoring and reporting that is aligned with our Clever and Creative Vision.

The framework has been informed by best practice[1] and helps us set goals, make decisions, prioritise our workload, allocate resources, monitor how we're going and adapt to changing circumstances that might challenge our progress. As Figure 4 shows, the top layer of this framework is most relevant to our council plan process.

Integrated Strategic Planning and Reporting Framework (ISPRF)

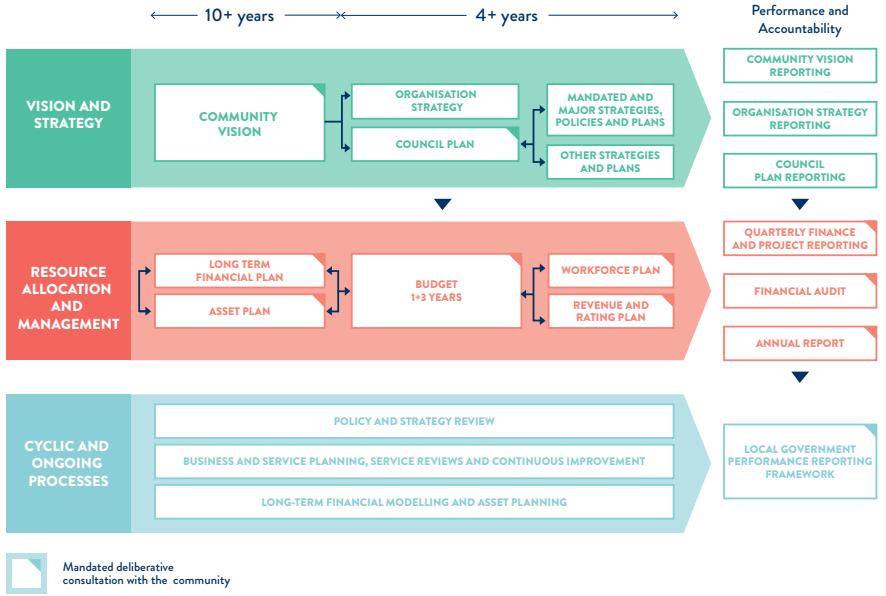


Figure 4: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

[1] Informed by: Victorian Government. (2024). Model Budget 2024-25: Better Practice Guide. Retrieved from https://www.localgovernment.vic.gov.au/__data/assets/pdf_file/0021/205725/Model_Budget_2024-25_Better_Practice_Guide_.pdf.



HOW TO READ THIS DOCUMENT

This document contains three main components: the 30-year Clever and Creative Community Vision, four-year Council Plan, and a list of key initiatives. They are presented here as a single integrated document because they are linked and have a cascading relationship.

30-YEAR COMMUNITY VISION

Vision statement and **vision aspirations** - Describe the community's 30-year vision for the future of Greater Geelong and guides the Council in planning for the municipality.

Vision Indicators - High-level measures that show if the municipality is achieving the community aspirations. Council has a low level of influence on these indicators.

FOUR-YEAR COUNCIL PLAN

Strategic direction - Guides the work Council does over the next four years.

Objectives - Describe the key areas of focus of the Council Plan.

Outcomes - Detail what is expected to be delivered as a part of achieving an objective.

Indicators - Define how we measure our success.

ONE-YEAR KEY INITIATIVES

Major initiatives - Detail work that is critical to deliver on the Council's objectives and outcomes.

Activities - Detail the work undertaken to achieve a major initiative.

Role - Describes how we are involved in the action, either directly **(deliver),** working with others **(partner)** or appealing to others for help **(advocate).**

COMMUNITY VISION

In 2017, 16,000 members of our community helped to develop a Community Vision that outlined their aspirations for a thriving Greater Geelong:

"By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment."



Figure 2 – Community Vision Aspirations

VISION INDICATORS

The municipal level indicators below, aligned with Geelong's Clever and Creative Community Vision, provide insights into the progress against community aspirations.

Progress of these indicators depends on various external factors, including actions from other levels of government, non-government organisations, the private sector, institutions, community groups, and residents.

GROSS REGIONAL PRODUCT

Wealth generated by businesses, organisations and individuals working in the municipality

SELF-RATED HEALTH OF RESIDENTS

Percentage of residents reporting their health and wellbeing as very good or excellent

METHOD OF TRAVEL TO WORK

Percentage of journeys to work made by public transport, walking or cycling

VISITORS TO THE CITY-REGION

Total number of visitors to the city-region per annum

URBAN TREE CANOPY

Percentage of urban tree canopy cover

WORKFORCE PARTICIPATION

Percentage of Geelong's population in the labour force

COMMUNITY CARBON EMISSIONS

Tonnes of CO^2–emissions for the municipality

LEVELS OF SOCIO-ECONOMIC DISADVANTAGE

Number of Greater Geelong suburbs in the bottom 20 per cent of the Index of Relative Socio-economic Disadvantage



COUNCIL PLAN 2025–29

"We are committed to advancing community outcomes for a thriving Greater Geelong"

CORE AND CRITICAL INFRASTRUCTURE

Plan, deliver, manage and optimise core and critical infrastructure across the region, ensuring:

- Responsible and sustainable growth and development.
- Community facilities and public spaces are accessible and fit for purpose.
- Multi-modal transport networks are well-connected and accessible.

HEALTHY AND CARING COMMUNITY

Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities, ensuring:

- A community that is fair, compassionate and inclusive.
- Services and facilities that enhance health and wellbeing are accessible to all.
- A community with the resources and capacity to control their health and wellbeing.

ECONOMIC DEVELOPMENT

Lead efforts to strengthen our diverse economy and workforce to enhance prosperity across our community, ensuring:

- New businesses, events and investments are attracted to the region.
- Local businesses and industries are supported to thrive.
- Greater Geelong attracts, retains and develops workforce capacity and capability.
- Sufficient land supply to enable sustainable growth, business expansion and attraction.

HERITAGE AND CULTURE

Champion our unique heritage and culture, ensuring:

- Increased engagement in arts, culture and heritage experiences across Greater Geelong.
- Increased investment in our creative, cultural and sporting activity hubs.
- Greater Geelong's diverse culture is shared and celebrated.

ENVIRONMENT AND CIRCULAR ECONOMY

Protect and enhance our unique natural environment and surrounds, ensuring:

- Natural habitat and areas of important biodiversity are identified, protected, connected and restored.
- Significant reductions in emissions and increased community resilience to climate change impacts.
- Minimise waste and manage effective recovery of resources.

GOVERNANCE AND INTEGRITY

Commit to the highest levels of leadership, integrity, financial stewardship, and meaningful community engagement, ensuring:

- **Public** funds and assets are used equitably and efficiently.
- Decision making is evidence-based, transparent and strategically aligned.
- Community engagement, strong partnerships and effective advocacy delivers value and impact.



CORE AND CRITICAL INFRASTRUCTURE

Plan, deliver, manage and optimise core and critical infrastructure across the region.



OUTCOMES

- Responsible and sustainable growth and development.
- Community facilities and public spaces are accessible and fit for purpose.
- Multi-modal transport networks are well-connected and accessible.

INDICATORS

- Increase the kilometres of transport infrastructure.
- Asset renewal and upgrade expense compared to depreciation above 85%.
- Increase the provision of open space.
- Increase the proportion of housing construction within existing urban areas.

SERVICES SUPPORTING OUR CITY'S INFRASTRUCTURE OBJECTIVE

- Asset and Infrastructure Maintenance
- Civil Infrastructure Management
- Planning and Building
- Major Projects
- Strategic Asset Management

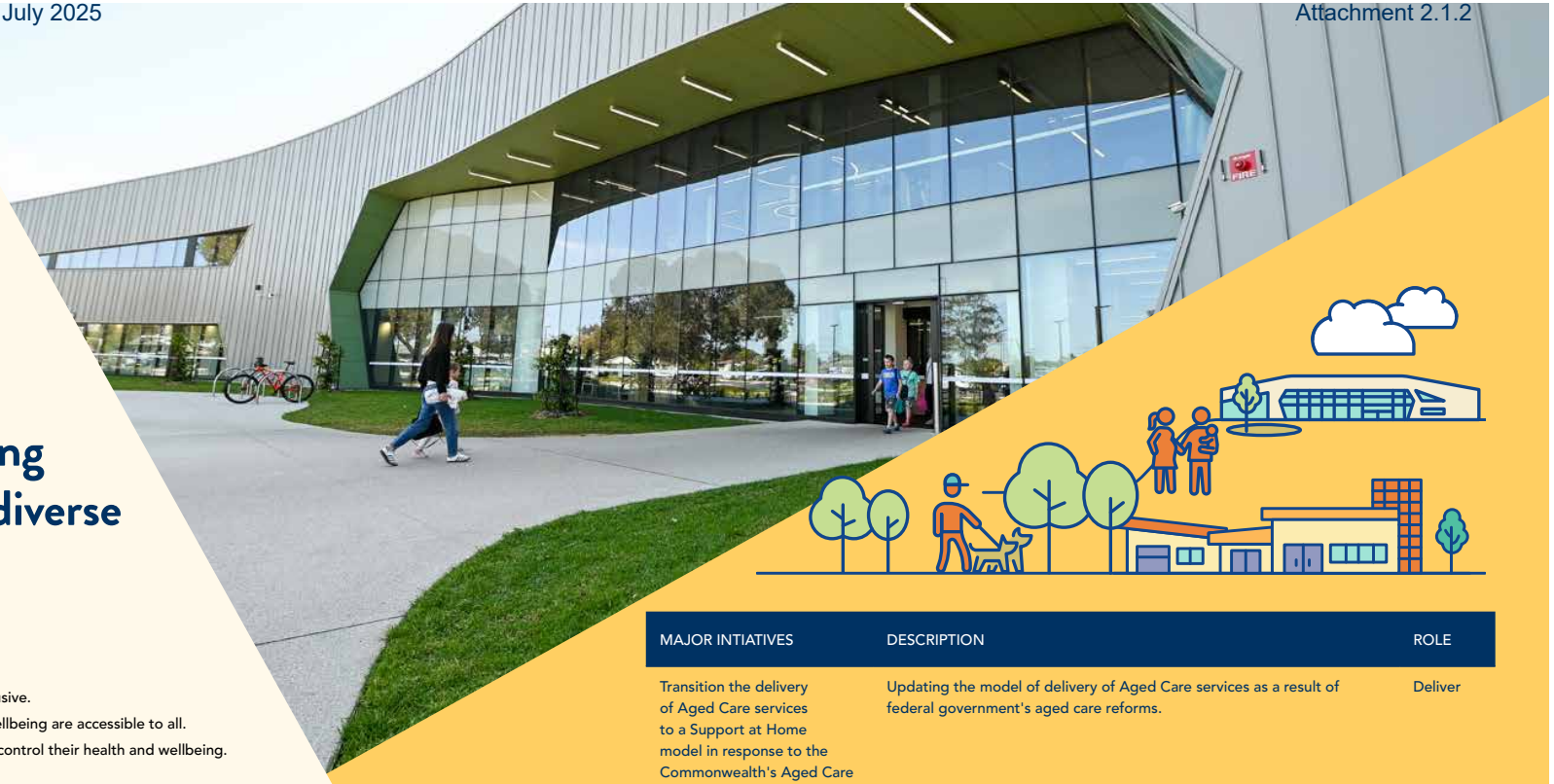
HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- Sustainable development that supports population growth and protects the natural environment
- Development and implementation of sustainable solutions
- A fast, reliable and connected transport network
- People feel safe wherever they are

MAJOR INTIATIVES	DESCRIPTION	ROLE
Accelerate planning for housing, employment land and major infrastructure development in response to the Plan for Victoria	Continue delivery of key strategic plans to guide the future land use and infrastructure development within both existing urban (infill) and new growth (greenfield) areas across Greater Geelong.	Deliver Partner Advocate
Develop and implement the Public Realm Strategy to guide the landscape character, transport and economic outcomes of key streets	Develop and implement urban design frameworks to guide Geelong's growth, development, and character, including built form outcomes, streetscape design, movement, and access.	Deliver
Develop and commence implementation of a new Integrated Transport Strategy	Develop and commence implementation of the new Integrated Transport Strategy to guide Council's transport planning, decision making and advocacy priorities.	Deliver Advocate
Upgrade and develop community, sports, and active recreation infrastructure to enhance access and participation in local sports and activities	Continue to advocate for, invest in, and deliver community, sport, and recreation infrastructure across Greater Geelong.	Deliver Advocate
Improve and expand regional sporting facilities as part of the Regional Sports Infrastructure Program	Oversee the delivery of regional sporting facilities including Armstrong Creek Sports Centre, Waurn Ponds Sports Precinct and Stead Park to help increase sports participation and attract more elite sport to Geelong.	Delivery
Invest in flood management and mitigation initiatives across Greater Geelong	Mitigate the risk and impact of flooding on communities by investing in and managing stormwater infrastructure.	Deliver Advocate

HEALTHY AND CARING COMMUNITY

Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities



OUTCOMES

- A community that is fair, compassionate and inclusive.
- Services and facilities that enhance health and wellbeing are accessible to all.
- A community with the resources and capacity to control their health and wellbeing.

INDICATORS

- Maintain participation rates in City-operated community services.
- Increase utilisation of the City's swim, sport and leisure facilities.
- Increase the number of Gender+ Impact Assessments completed.

SERVICES SUPPORTING OUR CITY'S HEALTHY AND CARING COMMUNITY OBJECTIVE

Diversity, Equity and Inclusion · Local Laws · Family and Children · Health and Safety · Positive Ageing · Pets and Animals · Leisure and Recreation · Youth Development · Community Wellbeing and Development

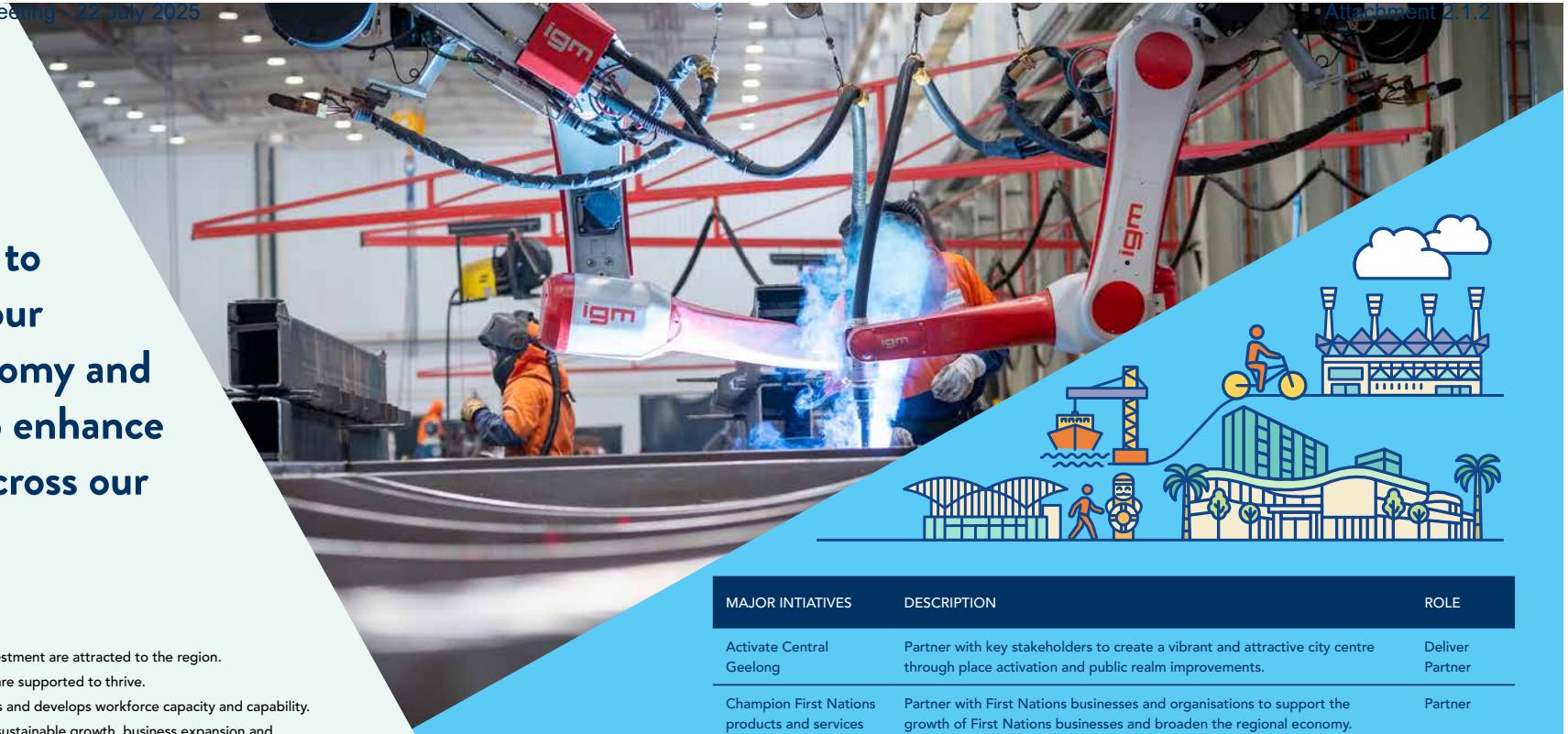
HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- A prosperous economy that supports jobs and education opportunities
- An inclusive, diverse, healthy and socially connected community
- People feel safe wherever they are

MAJOR INTIATIVES	DESCRIPTION	ROLE
Transition the delivery of Aged Care services to a Support at Home model in response to the Commonwealth's Aged Care reforms	Updating the model of delivery of Aged Care services as a result of federal government's aged care reforms.	Deliver
Develop and implement the *Domestic Animal Management Plan 2026-29*	Implement the *Domestic Animal Management Plan 2026-29* which outlines our approach to animal management and within the municipality.	Deliver
Implement the *Community Health and Wellbeing Strategy 2025-29*	Implement the Municipal Public Health & Wellbeing Plan which provides direction for how we will work to help improve the health and wellbeing of the Greater Geelong community over the next four years.	Deliver Partner
Ensure equitable access to open space, community sport and recreation facilities and assets across Greater Geelong	Review current and future open space provision and hierarchy across the municipality to ensure equitable open space outcomes for existing and future populations.	Deliver
Support participation of women, girls and diverse groups in community sport and recreation	Ensure that women, girls and diverse groups can fully participate in and enjoy the benefits of community sport, with fair opportunity and equitable access to their local facilities.	Deliver

ECONOMIC DEVELOPMENT

Lead efforts to strengthen our diverse economy and workforce to enhance prosperity across our community.



OUTCOMES

- New businesses, events and investment are attracted to the region.
- Local businesses and industries are supported to thrive.
- Greater Geelong attracts, retains and develops workforce capacity and capability.
- Sufficient land supply to enable sustainable growth, business expansion and attraction.

INDICATORS

- Increase the economic benefit of major events funded by the City.
- Maintain the supply of employment land.
- Increase the number of businesses supported through the City's Business Concierge service.

SERVICES SUPPORTING OUR CITY'S ECONOMIC DEVELOPMENT OBJECTIVE

Business Services

Economic Development and Performance

Tourism

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- Sustainable development that supports population growth and protects the natural environment
- A leader in developing and adopting technology
- A destination that attracts local and international visitors
- A prosperous economy that supports jobs and education opportunities

MAJOR INTIATIVES	DESCRIPTION	ROLE
Activate Central Geelong	Partner with key stakeholders to create a vibrant and attractive city centre through place activation and public realm improvements.	Deliver Partner
Champion First Nations products and services	Partner with First Nations businesses and organisations to support the growth of First Nations businesses and broaden the regional economy.	Partner
Increase visitation to Greater Geelong and The Bellarine	Increase visitation to Geelong and The Bellarine through a focus on marketing and targeted campaigns, leveraging existing and new partnerships, and sector support to help attract both domestic and international tourists.	Deliver Partner Advocate
Attract, support and deliver major events across the region	Host major events that align with community values, attract visitors, drive economic activity, and enhance Geelong's reputation as a world-class destination.	Deliver Partner
Support the growth of Greater Geelong businesses	Support the growth of Geelong-based businesses through a mix of target event delivery and sponsorship, strategic partnerships and a multifaceted advocacy approach.	Deliver Partner Advocate
Grow Geelong's cruise tourism sector	Stimulate growth in the regional cruise sector through facilitating targeted infrastructure investment, coordinated destination development, and strategic partnerships that improve the visitor experience and enhance economic outcomes for the region.	Deliver Partner Advocate
Increase capacity and capability of Greater Geelong's workforce	Promote Geelong's lifestyle and liveability to attract and retain talent, ensure workforce development and facilitate business growth.	Partner Advocate
Ensure appropriate supply of industrial land across Greater Geelong	Review the availability and suitability of industrial zoned land to meet current use and development patterns and future needs, and adjust the supply and zoning distribution accordingly.	Deliver Advocate

HERITAGE AND CULTURE

Champion our unique heritage and culture.



OUTCOMES

- Increased engagement in arts, culture and heritage experiences across Greater Geelong.
- Increased investment in our creative, cultural and sporting activity hubs.
- Greater Geelong's diverse culture is shared and celebrated.

INDICATORS

- Increase visitation to our arts and culture facilities/venues in person and online.
- Maintain the number of artists, groups and organisations supported by the City (*Community Grants Program).*
- Increase Aboriginal and Torres Strait Islander cultural projects and participation.



SERVICES SUPPORTING OUR CITY'S HERITAGE AND CULTURE OBJECTIVE

Arts, Culture and Heritage

Events

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

Creativity drives culture

A destination that attracts local and international visitors

MAJOR INTIATIVES	DESCRIPTION	ROLE
Strengthen Geelong's artists, arts and cultural organisations and creative enterprises	Grow the arts by supporting individuals, organisations and creative enterprises through funding, professional development and networking opportunities, and provision of creative spaces.	Partner
Celebrate Geelong's unique culture of art and design	Showcasing the region's culture of art and design through the funding and enabling of cultural programs and events.	Deliver Partner
Protect the cultural heritage of Greater Geelong through review of the *Geelong Heritage Strategy*	Update heritage overlay information and development guidelines to provide increased certainty for owners and developers.	Deliver

ENVIRONMENT AND CIRCULAR ECONOMY

Protect and enhance our unique natural environment and surrounds.



OUTCOMES

- Natural habitat and areas of important biodiversity are identified, protected, connected and restored.
- Significant reductions in emissions and increased community resilience to climate change impacts.
- Minimise waste and manage effective recovery of resources.

INDICATORS

- Decrease the volume of greenhouse gas emissions from City-managed operations.
- Increase the amount of hectares of natural habitat on City-managed land.
- Decrease the amount of (kerbside) waste produced each year per household.



SERVICES SUPPORTING OUR CITY'S ENVIRONMENT AND CIRCULAR ECONOMY OBJECTIVE

Parks and Natural Assets

Waste Management

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

Creativity drives culture

A destination that attracts local and international visitors

Development and implementation of sustainable solutions

MAJOR INTIATIVES	DESCRIPTION	ROLE
Develop and implement the Geelong Growth Areas Strategic Assessment	Design a strategic approach to how biodiversity in the Northern and Western Geelong Growth Areas can be protected.	Deliver
Implementation of the *Environment Strategy Action Plan 2024-26*	Implement the Environment strategy to achieve the our environmental sustainability goals.	Deliver Partner Advocate
Upgrade existing resource recovery facilities to prepare for new Food Organics and Green Organics (FOGO) and glass kerbside collection services	Upgrade our existing facilities to meet state government legislative requirements to introduce food organics and glass collection services by 2030 and 2027 respectively.	Deliver
Design, deliver, and renew resource recovery and waste recycling infrastructure for the region	Design and deliver new Resource Recovery and Waste Recycling infrastructure to better manage waste and decrease the amount of material going to landfill by exploring innovative resource recovery methods.	Deliver

GOVERNANCE AND INTEGRITY

Commit to the highest levels of leadership, integrity, financial stewardship, and meaningful community engagement.



OUTCOMES

- Public funds and assets are used equitably and efficiently.
- Decision making is evidence-based, transparent and strategically aligned.
- Community engagement, strong partnerships and effective advocacy delivers value and impact.

INDICATORS

- Delivery of capital project program.
- Increase the number of grants secured that support strategic initiatives.
- Increase community engagement and participation opportunities.

SERVICES SUPPORTING OUR CITY'S GOVERNANCE AND INTEGRITY OBJECTIVE

Customer Service · Financial Management · Information Technology Management · Governance and Risk · Legal and Integrity · Marketing and Communications · People and Culture · Strategy and Performance · Government Relations and Advocacy

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- Sustainable development that supports population growth and protects the natural environment
- A leader in developing and adopting technology
- A destination that attracts local and international visitors
- A prosperous economy that supports jobs and education opportunities
- Creativity drives culture
- Development and implementation of sustainable solutions
- A fast, reliable and connected transport network
- People feel safe wherever they are

MAJOR INTIATIVES	DESCRIPTION	ROLE
Enhance customer service experience	Enhance the experience of all customers and community members to whom we provide customer service through process improvements and the use of technology to deliver more personalised, convenient, and engaging customer interactions.	Deliver
Strengthen the Council's long term financial sustainability	Improve financial sustainability in the areas of operating performance, liquidity, asset management and debt servicing capacity through responsible financial management and stewardship.	Deliver
Deliver the Service Review Program	Conduct a review of all Council services to ensure that services meet community needs and expectations whilst providing good value as required by the *Local Government Act 2020* service performance principles.	Deliver
Drive good governance and a strong safety culture	Continue the organisation's efforts on strengthening our governance practices and fostering a positive workplace culture.	Deliver
Increase opportunities for community engagement and contribution in Council decision-making	Identify and implement improvements to enhance our engagement practices and processes to support informed decision-making.	Deliver Partner

APPENDIX 1

HOW THIS PLAN WAS DEVELOPED

The development involved a series of key activities to ensure the document was underpinned by a robust evidence base, shaped by deliberative community engagement, and aligned with key legislative requirements.

PHASE ONE: UNDERSTANDING CONTEXT

Review of the Community Vision and its Aspirations:

Our community's 30-year Clever and Creative Vision "By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment."

- A prosperous economy that supports jobs and education opportunities.
- A leader in developing and adopting technology.
- Creativity drives culture.
- A fast, reliable and connected transport network.
- A destination that attracts local and international visitors.
- People feel safe wherever they are.
- An inclusive, diverse, healthy and socially connected community.
- Sustainable development that supports population growth and protects the natural environment.
- Development and implementation of sustainable solutions.

Review of key legislation and policy, including:

- *Public Health and Wellbeing Act 2008.*
- *Local Government Act 2020.*
- *Victorian Public Health and Wellbeing Plan 2023–2027.*
- *Gender Equality Act 2020.*
- Audit of existing City of Greater Geelong strategies and plans.
- See Appendix 1 for a complete list of the City of Greater Geelong's strategies and plans.
- Audit of past community engagements from our Have Your Say platform.
- Analysis of 15 planning area profiles.

PHASE TWO: DELIBERATIVE COMMUNITY ENGAGEMENT (AUGUST 2024) AND COMMUNITY SURVEY (JULY TO SEPTEMBER 2024)

We hosted a range of deliberative engagement activities to ensure that the Council Plan was informed by a real mix of voices in a supported and empowered environment.

- 48 people participated in in-person workshops.
- The deliberative panel aimed to recreate the demographic profile of Greater Geelong.
- Four workshops were held for the panel to deliberate on what their priorities for the next four years should be.
- The community survey was supported by pop-ups across the four electoral wards (prior to the change to 11 wards).
- The survey asked respondents to order their priorities for the next Council Plan period.
- An additional 'Fund it' exercise asked the community how they would prioritise spending the City's budget using a fictional $100 limit. This exercise challenged the community to make 'trade off' decisions around how they would allocate funds across our services.

PHASE THREE: INTEGRATING COMMUNITY INSIGHTS AND DEVELOPING COUNCIL PRIORITIES (FEBRUARY TO MARCH 2025)

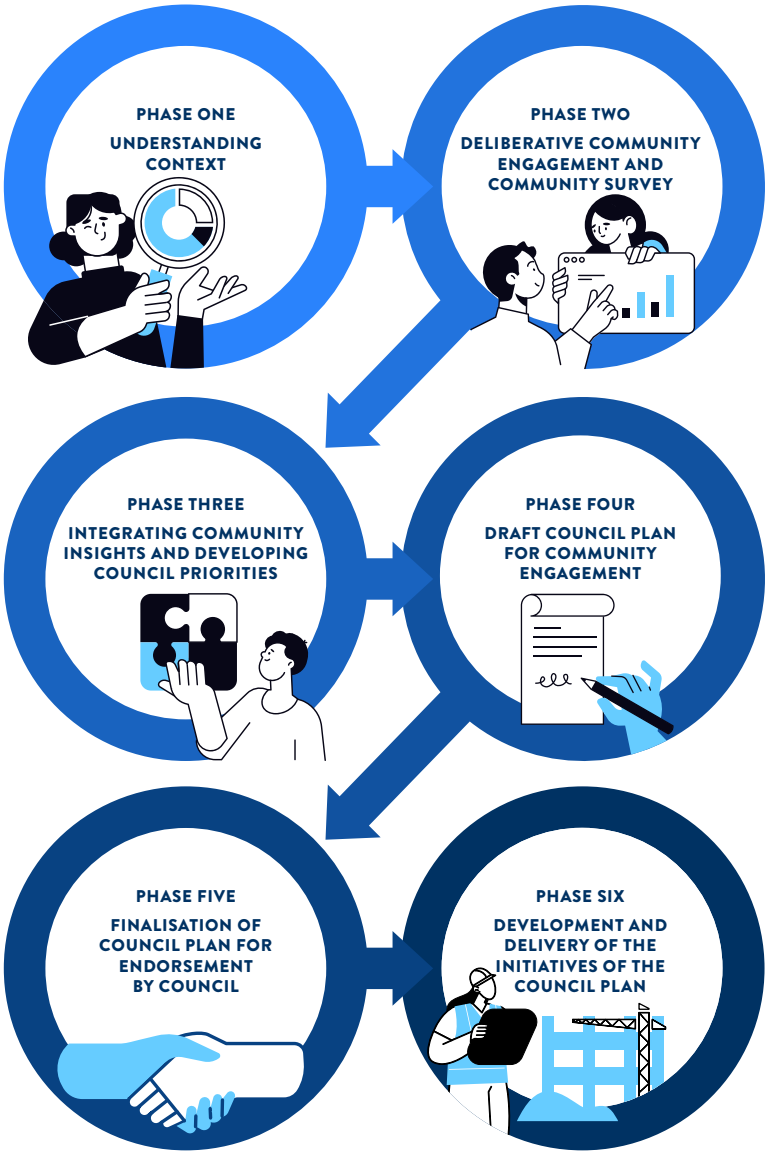
The deliberative engagement process and community survey identified a series of community priorities for the future of the City. These inputs, as well as our existing strategic commitments, and information gathered by Councillors through speaking with community members, informed the strategic direction, objectives, and outcomes of the draft Council Plan.

PHASE FOUR: DRAFT COUNCIL PLAN FOR COMMUNITY ENGAGEMENT (JUNE 2025)

The draft *Council Plan 2025-29* was released for further community engagement allowing an opportunity for community feedback in May 2025 for a period of four weeks. This provided the community with the opportunity to reflect on how their insights informed the objectives and priorities of the draft Council Plan.

PHASE FIVE: FINALISATION OF COUNCIL PLAN FOR ENDORSEMENT BY COUNCIL (JULY 2025)

PHASE SIX: DEVELOPMENT AND DELIVERY OF THE INITIATIVES OF THE COUNCIL PLAN



APPENDIX 2

SERVICE CATALOGUE



APPENDIX 3

STRATEGY AND PLAN CATALOGUE

CORE AND CRITICAL INFRASTRUCTURE

- *Armstrong Creek East Precinct District Sport Reserve Master Plan*
- *Armstrong Creek Town Centre Precinct Structure Plan*
- *Armstrong Creek Town Centre Precinct Sustainable Management Plan*
- *Avalon Corridor Strategy & Framework Plan*
- *Barwon Heads Structure Plan*
- *Barwon Heads Urban Design Framework*
- *Barwon Heads Village Park Master Plan 2021*
- *Belmont Common North Master Plan*
- *Central Geelong Framework Plan*
- *Central Geelong Public Realm Framework*
- *Central Geelong Structure Plan 2007*
- *Central Geelong Waterfront Masterplan 2011*
- *Corio Norlane Structure Plan 2012*
- *Corio North Community Services Infrastructure Plan*
- *Drysdale Clifton Springs Structure Plan 2010*
- *Drysdale Sporting Precinct Master Plan*
- *Drysdale Town Centre Urban Design Framework*
- *Geelong Port Structure Plan 2007*
- *Geelong Road Safety Strategy 2022-27 (Vision Zero)*
- *Geelong Station Precinct Urban Design Framework*
- *Geelong Waterfront Safe Harbour Precinct, Public Access and Infrastructure Development Project Masterplan*
- *Greater Geelong Open Space Strategy*
- *Highton Village Urban Design Framework*
- *Indented Head Structure Plan*
- *Integrated Comprehensive Transport Plan*
- *Jetty Road Neighbourhood Activity Centre Master Plan*
- *Jetty Road Urban Growth Plan*
- *Johnstone Park Master Plan*
- *Lara Recreation Reserve Master Plan*
- *Lara Structure Plan 2011*
- *Lara Urban Design Framework*
- *Leopold Memorial Recreation Reserve Master Plan*
- *Leopold Structure Plan 2011*
- *Market Square Masterplan*
- *Mercer, Bayley and Gheringhap Street Streetscape Masterplan*
- *Northern and Western Geelong Growth Areas Framework Plan*
- *Ocean Grove Structure Plan*
- *Ocean Grove Town Centre Urban Design Framework*
- *Pakington Street (Geelong West) & Gordan Avenue Urban Design Framework*
- *Pakington Street and Gordan Avenue Urban Design Framework*
- *Pakington Street and Gordon Avenue Urban Design Framework- Pakington North Precinct*
- *Pakington Street North Urban Design Framework*
- *Point Lonsdale Structure Plan*
- *Portarlington Recreation Reserve Master Plan 2021*
- *Portarlington Structure Plan*
- *Portarlington Urban Design Framework*
- *Priority Stormwater Projects Masterplan*
- *Public Library Buildings Development Strategy*
- *Rural Land Use Strategy*
- *Saleyards precinct infrastructure plan*
- *Saleyards Precinct Plan*
- *Saleyards Precinct Plan - June 2021*
- *Settlement Strategy 2020*
- *Social Infrastructure Plan 2020-2023 (Our Community Places, Spaces and Services)*
- *South Geelong Urban Design Framework*
- *Sovereign Drive Master Plan*
- *Sparrovale-Nubitj yoorree Wetlands Master Plan*
- *St Leonards Lake and Charles McCarthy Reserve Master Plan*
- *St Leonards Structure Plan 2015*
- *St Leonards Urban Design Framework*
- *Stormwater Services Strategy 2020-2030*
- *Sustainable Destination Master Plan*
- *West Fyans Structure Plan*
- *Windsor Park Master Plan*

HEALTHY AND CARING COMMUNITIES

- *Aldershot Reserve Master Plan 2021*
- *Armstrong Creek Sports Development Plan*
- *Arts and Cultural Precinct Masterplan*
- *Ba-gurrk Gender Equity Framework - Foundational Implementation Plan 2019-2022*
- *Beacon Point Reserve Master Plan*
- *Community Strengthening Strategy*
- *Corio Community Park - Shell Reserve Masterplan*
- *Disability Access & Inclusion Plan 2024-28*
- *Domestic Animal Management Plan 2022-2025*
- *Fair Play Strategy*
- *G21 and AFL Barwon - 'Towards 2030 Strategy'*
- *Geelong Indoor Recreation Facilities Strategy Vol 1*
- *Geelong Indoor Recreation Facilities Strategy Vol 2*
- *Geelong On The Rise: A Clever and Creative International City - Greater Geelong Economic Development Plan 2024–2034*
- *Geelong Play Strategy Vol 1*
- *Geelong Play Strategy Vol 2*
- *Golf Facilities Strategy*
- *Graffiti Management Strategy 2017-2022*
- *Greater Geelong Cycle Strategy*
- *Hamlyn Park Recreation Reserve Master Plan*
- *Herne Hill Reserve Master Plan*
- *Hume Reserve Master Plan*
- *Kardinia Park Master Plan 1996*
- *King Lloyd Reserve Master Plan*
- *Leopold Sub-Regional Activity Centre - Urban Design Framework*
- *LGBTIQA+ Action Plan*
- *Multicultural Action Plan 2018-2022*
- *Myers Reserve Landscape Master Plan*
- *Ocean Grove Sporting Infrastructure Plan*
- *Positive Ageing Strategy 2021-47 - Respected, connected and thriving*
- *Positive Ageing Strategy 2021-47 - Respected, connected and thriving 2-year Action Plan*
- *Queens Park Master Plan*
- *Reflect Reconciliation Action Plan*
- *Shared Trails Masterplan*
- *Social Equity Action Plan 2022-2024*
- *Social Housing Plan 2020 - 2041*
- *Stead Park Master Plan*
- *The City's Inclusion & Diversity Roadmap 2021*
- *Thomson Recreation Reserve Master Plan*
- *West Oval Master Plan*

ECONOMIC DEVELOPMENT

- *City of Greater Geelong Retail Strategy 2020-2036*
- *Geelong City Deal Implementation Plan*
- *Geelong Major Events Strategy 2024-29*
- *Geelong On The Rise: A Clever and Creative International City - Greater Geelong Economic Development Plan 2024–2034*
- *Laneways Action Plan*
- *Live Music Strategy*
- *Live Music Strategy Action Plan*
- *Revitalising Central Geelong Action Plan 2016*
- *Smart City Implementation and Action Plan*

ENVIRONMENT AND CIRCULAR ECONOMY

- *Aldershot Reserve Master Plan 2021*
- *Biodiversity Strategy 2022*
- *Blue Waters Lake Master Plan*
- *Central Geelong Waterfront Masterplan 2011*
- *Climate Change Response Plan*
- *Coastal Climate Adaptation Strategy*
- *Environment Strategy 2020-2030*
- *Environment Strategy Action Plan 2020-2022*
- *Hooded Plover Conservation Action Plan*
- *Indented Head Woodland Nature Reserve Master Plan*
- *Integrated Water Management Strategy*
- *Myers Reserve Landscape Master Plan*
- *Plastic Wise Program Action Plan*
- *Rabbit Control Plan 2021-2026*
- *Southeast Bellarine Coastal Strategy*
- *Sparrovale-Nubitj yoorree Wetlands Master Plan*
- *St Leonards Lake and Charles McCarthy Reserve Master Plan*
- *Stormwater Services Strategy 2020-2030*
- *Urban Forest Strategy 2015 – 2025*
- *Waste and Resource Recovery Strategy 2020-2030*

ARTS, CULTURE AND HERITAGE

- *Arts and Cultural Strategy 2020-31*
- *Arts and Cultural 4 Year Action Plan 2021-25*
- *Connecting People, Place and Environment - A Public Art Strategy for the City of Greater Geelong*
- *Municipal Heritage Strategy*
- *National Wool Museum 30 Year Vision*

GOVERNANCE, INTEGRITY AND TRANSPARENCY

- *Ba-gurrk: A Gender Equity Framework*
- *Greater Geelong Vision: A Clever and Creative Future 2nd Edition*
- *Long-term Financial Plan*
- *Organisation Strategy 2024-29*
- *Revenue and Rating Plan 2021-2025*





CITY OF GREATER GEELONG
Wadawurrung Country
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

© City of Greater Geelong 2025

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

2.2. Community Health and Wellbeing Strategy 2025-29

Source: **City Life**
Executive Director: **Anthony Basford**

Purpose

1. To seek Council adoption of the finalised Community Health and Wellbeing Strategy 2025-29 (attachment 1) following a period of public exhibition and subsequent amendments to the draft.

Background

2. The draft Community Health and Wellbeing Strategy 2025-29 (the Strategy) was released for public exhibition for a period of four weeks from 23 April to 25 May 2025.

3. A survey was launched on the City's Have Your Say (HYS) page inviting community input, with contributors also having the opportunity to upload documents to share additional feedback.

4. The engagement was promoted to community and stakeholders via social media, news articles and direct email to community and stakeholder networks.

5. Community members were also engaged during a Community Conversation event at the Nest Youth Hub on 14 May 2025, and Youth Council were consulted at their meeting on 26 May 2025.

6. The HYS page received over 1,000 views from 501 individual visitors. A total of 27 submissions were received from community members (18) and stakeholder organisations (9).

7. The Community Health and Wellbeing Strategy – Phase 2 Engagement Report (Attachment 2) outlines the engagement process and summarises this feedback. Phase 1 of the engagement process involved input from a deliberative panel representative of the Geelong community, Youth Council, Neighbourhood Houses and the City's Health and Wellbeing Partners Network.

Key Matters

8. The following amendments were made to the draft Strategy to address the feedback received:

    8.1. Created the Community Health and Wellbeing Strategy 2025-29 – Summary Version (Attachment 3) to provide a more simplified and accessible document;

    8.2. Added community voice into the framework for action as a way of listening to all 'voices' in the community in a deliberate manner and have clarified opportunities for engaging with the community in annual reviews;

    8.3. Expanded on some of the co-benefits within each priority area to demonstrate their interconnected nature;

8.4. Included references to passive recreation opportunities to broaden the focus from organised sport;

8.5. Strengthened references to First Nations communities and added a strategic objective to align our work;

8.6. Incorporated Child Safe Standards as a key policy for consideration in developing actions; and

8.7. Included libraries as important settings where the community access initiatives and services that improve health and wellbeing.

9. Whilst there was a strong preference for prioritising basic services and local initiatives, the areas of focus of the Municipal Public Health and Wellbeing Plan are determined under State legislation, Public Health and Wellbeing Act 2008 and reflect the changing role of local government.

10. Officers will create an evaluation framework for the Strategy and will continue to work with the Barwon Southwest Public Health Unit on intermediate indicators for the priority areas.

11. The feedback also highlighted key initiatives and actions, including enhancing digital literacy for older people, collaborating with schools to promote active travel, and improving the bus system—all of which will be considered in the action planning process. We will work to ensure actions to implement the Strategy are evidence-based.

12. The finalised Strategy is attached for Council adoption (Attachment 1).

13. A summary version of the Strategy, along with three companion documents providing the data and evidence informing the Strategy (Health and Wellbeing Profile, Policy and Legislative Context and a Consultation Report) will be made available on the City's website following the Strategy's adoption.

Recommendation

That Council:

1. Adopt the final Community Health and Wellbeing Strategy 2025-29 at Attachment 1; and

2. Acknowledge and thank the community for their feedback on the draft Community Health and Wellbeing Strategy 2025-29.

Financial Sustainability

14. The Strategy will be implemented within the existing budget. Annual action plans will be developed using organisational business planning, where the work of individual departments will be aligned to the health and wellbeing priorities.

15. We will collaborate with our partners across the region on aligned priorities and seek grant funding opportunities to respond to emerging community needs.

Community Engagement

16. Community and stakeholders have been consulted throughout the development of this Strategy through the Council Plan deliberative panel and community survey, Youth Council, stakeholder networks and community conversations.

17. Feedback during the public exhibition process sought stronger representation of community voice in the Strategy. We added community voice into the framework for action to reflect this critical way of working and have clarified opportunities for engaging with the community in annual reviews.

Social Equity and Sustainability

18. Social and health equity is central to the Strategy, with a strong focus on achieving more equitable health outcomes for priority population groups.

Relevant Law/Policy/Legal Implications

19. The Community Health and Wellbeing Strategy 2025-29 fulfils the City's legal requirement for a municipal public health and wellbeing plan under the Public Health and Wellbeing Act 2008

20. The Strategy's six health and wellbeing priorities align with the Victorian Government's Public Health and Wellbeing Plan 2023-27 as well as the Barwon South West Public Health Unit's Catchment Plan 2023-29.

21. The Victorian Charter of Human Rights and Responsibilities Act 2006 has been an important consideration in the Strategy's development to ensure it is compatible with human rights. Upholding the rights of freedom, respect, equality and dignity is fundamental to health and wellbeing.

Alignment to Community Plan and Vision

22. This report aligns with Our Community Plan 2021-2025 strategic priority:

    Healthy, caring and inclusive community.

23. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:

    An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

24. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

25. Adopting the Community Health and Wellbeing Strategy 2025-29 allows the City to comply with relevant legislation and helps to mitigate any risks to the community associated with a lack of strategic direction concerning their health and wellbeing.

Environmental Sustainability

26. Addressing the health impacts of climate change is one of six priority areas within the Strategy. This provides the strategic direction for more collaborative approaches between City departments responsible for environmental sustainability, parks, natural assets, emergency management, community strengthening, health equity and environmental health.

Attachments

1. Community Heath and Wellbeing Strategy 2025-29 Final (002) [**2.2.1** - 23 pages]
2. Community Health and Wellbeing Strategy Phase 2 Engagement Report [**2.2.2** - 13 pages]
3. Community Health and Wellbeing Strategy - Summary [**2.2.3** - 9 pages]

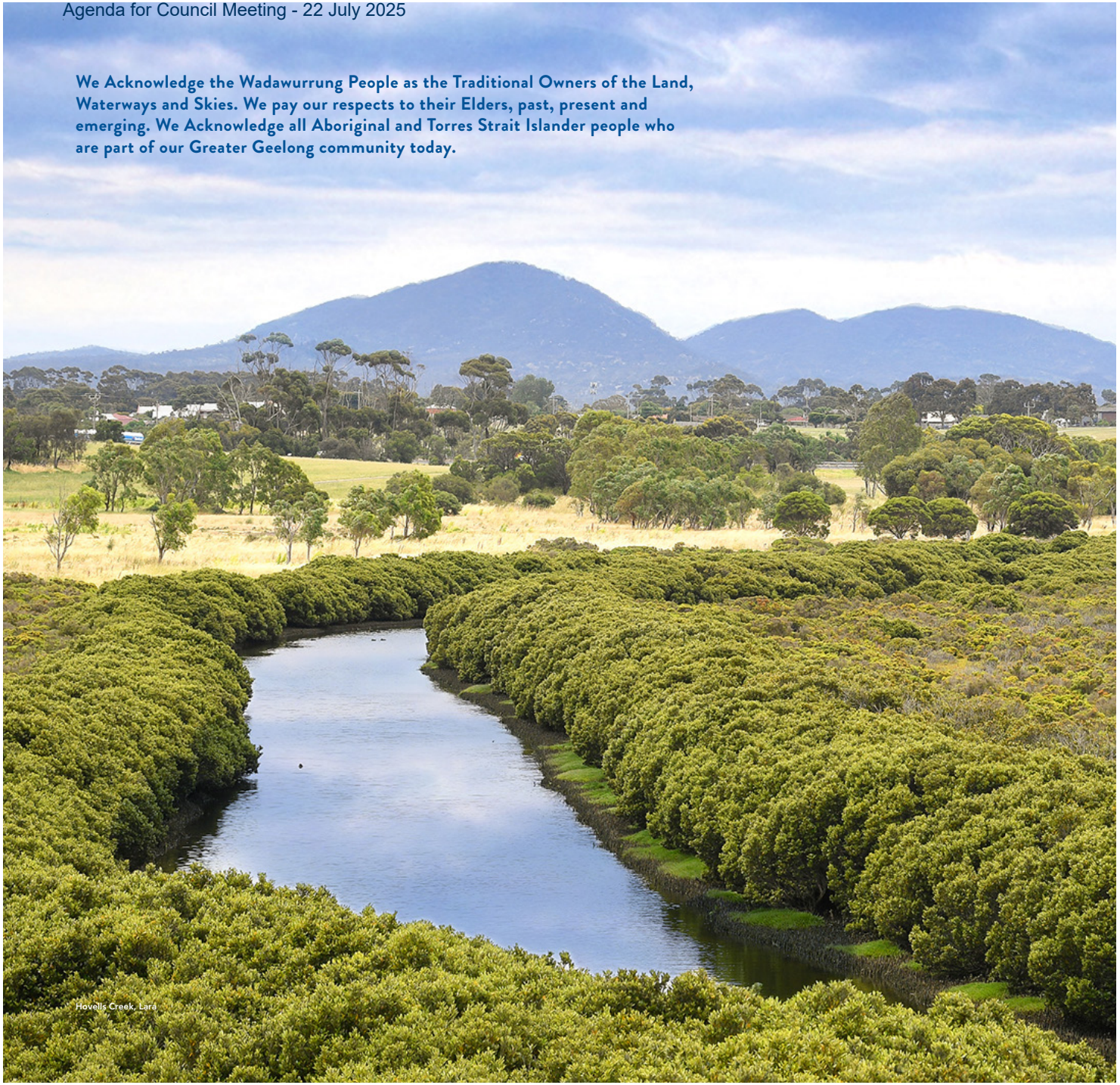
THE CITY OF GREATER GEELONG

COMMUNITY HEALTH AND WELLBEING STRATEGY 2025–29



CITY OF GREATER GEELONG

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.



Hovells Creek, Lara

CONTENTS

MESSAGE FROM THE MAYOR AND CEO	4
INTRODUCTION	5
OUR ROLE IN HEALTH AND WELLBEING	6
HEALTH EQUITY	10
LEGISLATIVE AND POLICY CONTEXT	13
COMMUNITY ENGAGEMENT	14
STRATEGY ROADMAP	17
PRIORITY 1: MENTAL WELLBEING AND SOCIAL INCLUSION	18
PRIORITY 2: EQUITABLE ACCESS TO SAFE, HEALTHY, AND SUSTAINABLE FOOD	22
PRIORITY 3: PHYSICAL ACTIVITY AND ACTIVE LIVING	26
PRIORITY 4: GENDER EQUITY AND PREVENTION OF VIOLENCE	30
PRIORITY 5: CLIMATE CHANGE AND HEALTH IMPACTS	34
PRIORITY 6: HARM MINIMISATION	38
IMPLEMENTATION, EVALUATION, GOVERNANCE	41
GLOSSARY	42
REFERENCES	43

MESSAGE FROM THE MAYOR AND CEO

We believe that everyone in Greater Geelong should have access to the resources and opportunities necessary to lead a healthy and fulfilling life. As our city continues to evolve, so too do the needs of our community.

That's why we have developed the Community Health and Wellbeing Strategy – a comprehensive four-year vision designed to enhance the health and wellbeing of our entire municipality.

Greater Geelong is a vibrant and diverse region, and this strategy is committed to addressing health inequities so that nobody gets left behind on our journey to becoming a healthier, happier community.

The six Health and Wellbeing priorities outlined in this document will shape our efforts over the next four years, laying the foundation for long-term improvements in health outcomes across our region.

We are fortunate to have a strong network of health providers, community organisations, and essential services. This strategy will help us strengthen these partnerships and ensure collaboration that drives meaningful change and the best possible outcomes for everyone.

Most importantly, this strategy was shaped by you – our community. Your invaluable insights and feedback have played a crucial role in helping us understand and address the diverse health needs and challenges across Greater Geelong. We are deeply grateful for your contributions.

Thank you for being a part of this journey toward a healthier, happier City of Greater Geelong.



Cr Dr Stretch Kontelj OAM

Mayor
City of Greater Geelong



Ali Wastie

CEO
City of Greater Geelong

INTRODUCTION

Our health and wellbeing are crucial resources for living full and productive lives, especially in today's fast-paced and often stressful world.

The City of Greater Geelong's *Community Health and Wellbeing Strategy* 2025-29 outlines the health and wellbeing priorities for us over the next four years. It is a key strategic roadmap to maintain and improve public health and wellbeing at a local level. The strategy recognises the pivotal role of local government in shaping the social, environmental, and economic factors that influence health, known as the social determinants of health.

We shape these factors through leadership, municipal planning, delivering services and programs, partnering with others, providing support and resources, and advocating on behalf of our community.

In accordance with the *Public Health and Wellbeing Act 2008*, which mandates councils to protect, improve, and promote public health and wellbeing the *Community Health and Wellbeing Strategy 2025-29* aims to address health, ensuring that all individuals, regardless of their background and socioeconomic status, have the environments, resources and opportunities they need to live healthy and fulfilling lives.

The strategy has been informed by evidence outlined in Figure 1.



Figure 1: Inputs into the *Community Health and Wellbeing Strategy 2025-29*

Based on this evidence, the six adopted Health and Wellbeing priorities are:

1. Mental wellbeing and social inclusion.
2. Equitable access to safe, healthy, and sustainable food.
3. Physical activity and active living.
4. Gender equity and prevention of violence.
5. Climate change and health impacts.
6. Harm minimisation (tobacco, vaping, alcohol misuse and gambling).

These priorities are also aligned to the Victorian Public Health and Wellbeing Plan 2023-27, providing opportunities for collaboration with other organisations for collective impact. The interrelationship between these priority areas means addressing one priority often requires considering and potentially impacting other priorities as well. This interrelationship is referred to as co-benefits.

This strategy will be implemented through annual actions plans and will be reviewed annually to track our progress towards our strategic objectives. Annual reports will be made available for the community.

We are committed to leading this strategy and implementing it in partnership with the community and partner organisations. Through collaborative leadership, we aim to ensure that everyone in our community has the opportunity to live a healthier, more fulfilling life.

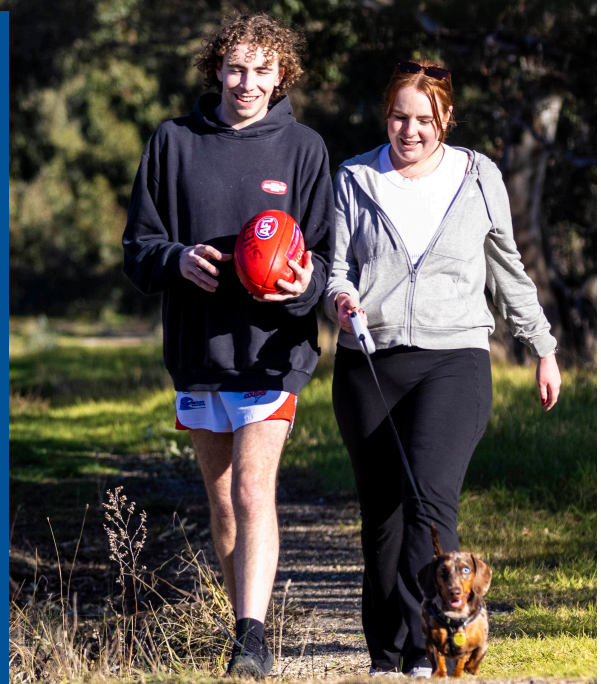
OUR ROLE IN HEALTH AND WELLBEING

Local governments play a vital role in promoting and safeguarding the health and wellbeing of our communities. We do this by:

- Leading, facilitating and role modelling.
- Developing public health policies.
- Collaborating with partner organisations and government agencies to address the social determinants of health, and health and wellbeing priorities.
- Advocating for, securing, and allocating funding for health and wellbeing initiatives.
- Collecting and analysing data to identify trends and make evidence informed decisions.
- Providing resources such as grants to support community organisations and initiatives.
- Delivering and funding community programs and services such as Early Years, Maternal and Child Health and immunisation.
- Protecting public health by enforcing regulations and standards.
- Delivering public awareness and education campaigns.

All departments within the organisation have a role to play in promoting health and wellbeing.

The *Environments for Health Framework* is used to help demonstrate how each sector or area of expertise influences health and wellbeing.



Sparrowvale Wetlands, Charlemont

DOMAIN	BUILT	SOCIAL	ECONOMIC	NATURAL
LANGUAGE	Liveable	Equitable	Viable	Sustainable
DETERMINANTS OF A HEALTHY COMMUNITY	Roads Transport Housing Footpaths Lighting Parks Playgrounds Sports facilities	Arts and culture Community hubs, neighbourhood houses, libraries Early years services Care services Sense of place, community, belonging and safety.	Employment Resources Tourism Economic development Economic policy	Climate change Natural disasters Air and water quality Native vegetation Food production and farming practices.

Figure 2: Environments for Health Framework.

OUR APPROACHES

Health and wellbeing needs can differ depending on a variety of factors, and this will influence our approach to promoting health and wellbeing.

Life course approach

This approach is adopted when health differences are influenced by age or life stage. We may focus our efforts on a particular age group such as the early years or older people.

Place-based approach

This approach is adopted when there are health inequities based on geographic location. This acknowledges that not all communities are the same, and some will have better access to assets which promote health and wellbeing, such as green spaces, healthy food outlets or transport.

Strengths-based approach

Communities which might be facing challenges, also have innate strengths. We adopt a strengths-based approach to ensure these strengths are further maximised and community assets are valued.

Community Voice

We amplify the voices of priority population groups during the planning and design of specific projects and initiatives.

Collective Impact

We are working with our partners to develop indicators for demonstrating collective impact. This will help to evaluate the combined efforts of us and multiple partner organisations working together towards a common goal.

Aligning our health and wellbeing priorities with those in the *Barwon South West Local Public Health Unit Population Health Catchment Plan 2023-29* will provide some opportunities for collective impact over the next four years.

Alignment with the Council Plan

The strategy has been developed alongside our *Council Plan 2025-29* as part of an integrated strategic planning and reporting framework.

This framework describes how the objectives of the community's vision and aspirations flow to operational delivery. With clear strategic alignment to the strategic directions of our council plan, we can ensure the more efficient and valuable use of resources to deliver for the community.

Integrated Strategic Planning and Reporting Framework (ISPRF)

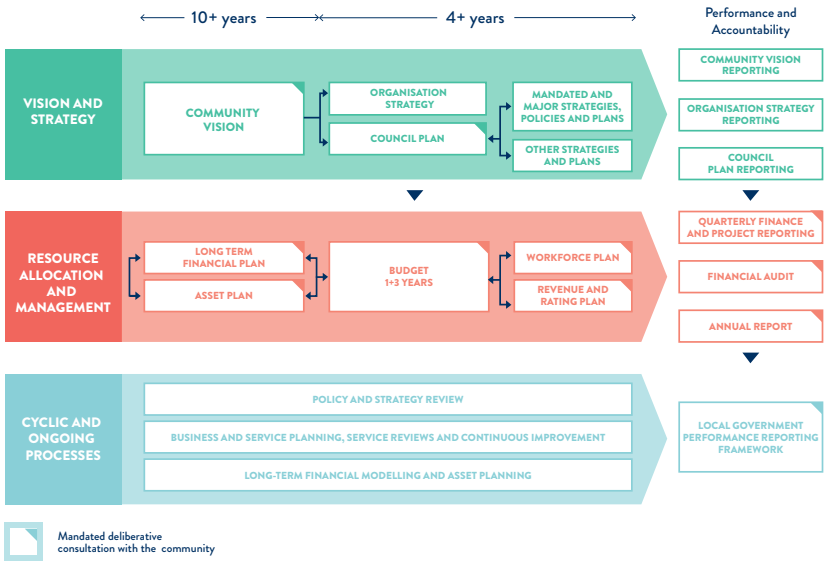


Figure 3: Integrated Planning Cycle.

FRAMEWORK FOR ACTION

Community Vision	By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment. **Pillar:** An Inclusive, diverse, healthy and socially connected community					
Council Plan 2025–29	**Strategic Direction:** We are committed to advancing community outcomes for a thriving Greater Geelong ***Healthy and caring community*** **Strategic Objective:** Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities *Outcome 1: A community that is fair, compassionate and inclusive.* *Outcome 2: Services and facilities that enhance health and wellbeing are accessible to all.* *Outcome 3: A community with the resources and capacity to control their health and wellbeing.*					
Organisation Strategy	We will be an extraordinary employer.	With innovation at our core.	Delivering a sustainable future.	Side-by-side with our partners.	Committed to delivering for our customers and community.	And for our sector.
Principles	Affirm that health is everyone's core business.	Research and evidence-led.	Promote health equity and social justice.	Work in partnership.	Include all ages, abilities, genders, cultures and sexualities.	Share our learnings.
Our Approach	Environments for Health.	Systems Thinking.	Social Determinants of Health.	Collective Impact.	Place-Based, Strengths-Based, Life Course Focus. Community voice	Monitoring and Evaluation.
Supports	Shared leadership and governance.	Capability building.	Financing and resource allocation.	Community groups and organisations.	Responsive services, accessible facilities, effective programs.	Data, evidence and learnings from others.

HEALTH EQUITY

"Health is a fundamental human right. Health equity is achieved when everyone can attain their full potential for health and wellbeing" (World Health Organisation, 2025)

Globally, health and illness follow a social gradient, meaning those with the lowest socioeconomic status suffer the poorest health (World Health Organisation, 2025). A person's position on this social gradient is influenced by their income, education, occupation, gender, cultural background, and other factors also known as the social determinants of health. These factors affect the conditions in which people are born, grow, live, work and age. Using a social model of health, these determinants greatly influence health and wellbeing.

Health and health equity are determined by the distribution of power, money and resources which provide greater or lesser access to living conditions that promote health.

Our Community

An estimated 282,809 residents (ABS, 2021) call Greater Geelong home. There are population groups within Greater Geelong who experience health inequities, which are the unfair and avoidable differences in health status within and between population groups. Placing equity at the heart of everything we do, means we will build a healthy, thriving community where everyone is welcomed and valued. Some of these population groups are outlined in the diagram below.

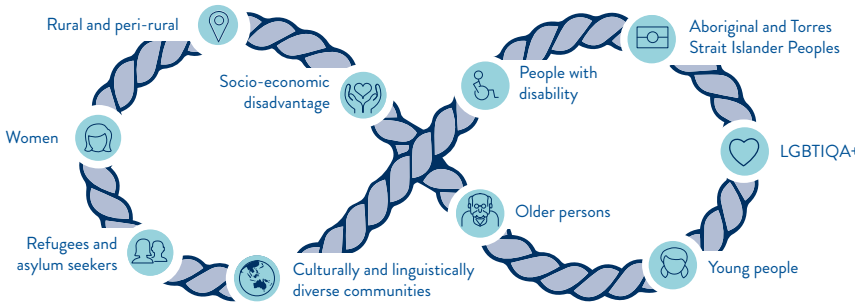


Figure 4: Intersectionality (*Social Equity Framework 2022-25*)

We strive towards an equitable approach to health and wellbeing, which means greater attention is given to the needs of the following priority population groups:

First Nations

First Nations communities comprise 1.3 per cent of the population, or 3,562 people, which is a higher proportion than Victoria (1.0 per cent) or Greater Melbourne (0.7 per cent). This signals the need for support tailored to the needs of First Nations communities in Greater Geelong. Their health concerns include:

- 20 per cent have a diagnosed mental health condition (including depression or anxiety)
- 16.6 per cent have asthma
- 4.3 per cent have diabetes.
- 10.8 per cent have other long term health conditions (ABS, 2021).
- First Nations women experience poorer health outcomes compared to non-Indigenous women and are 32 times more lively to be hospitalised due to family violence (Women's Health Victoria, 2024).

Multicultural communities

17.7 per cent of residents were born overseas which is the highest proportion in the G21 region. Between 2016 and 2021, most migrants were from India, and 11.7 per cent of residents speak a language other than English at home.

Gender

More women (17 per cent) than men (14 per cent) have experienced discrimination (City of Greater Geelong, 2024).

More women (14 per cent) in Greater Geelong experience severe or moderate psychological distress than men (10 per cent) (City of Greater Geelong, 2024) and women are also more likely to seek professional help.

Gender impacts feelings of safety with more women (9 per cent) than men (3 per cent) feeling unsafe or very unsafe in the area where they live (City of Greater Geelong, 2024).

In relation to family violence, women are more often victims than men. Women in Greater Geelong are also more likely to be stalked, harassed or threatened (6.64 per 10,000) than their male counterparts (2.58 per 10,000) (Women's Health Victoria, 2024).

Men (23 per cent) are more at risk of lifetime harm due to alcohol consumption than women (12 per cent) (City of Greater Geelong, 2024).

Financial insecurity (being unable to raise $2000 in an emergency) is more common for women (16 per cent) than men (13 per cent).

Older women are the fastest growing homelessness cohort. More women (95.22 per 10,000) than men (86.88 per 10,000) in Greater Geelong were assisted by Specialist Homelessness Services in 2021-22 (Women's Health Victoria, 2024).

Children and families

37.9 per cent of households in Greater Geelong have children. Greater Geelong has a higher proportion (21.7 per cent) of single parent families with young children when compared to the Victorian average (18.2 per cent). More children in Greater Geelong (11.1 per cent) compared to Victoria (9.6 per cent) reported to have been diagnosed with asthma (Department of Education and Training, 2021).

Young people

17.8 per cent of residents are aged between 10 and 24 years which is on par with the G21 region. Mental health and loneliness are key issues for young people in Greater Geelong.

Greater Geelong also has a higher proportion of young people aged 15 to 24 years reporting a long term mental health condition (14.2 per cent) when compared to the population as a whole (11.15 per cent) (Western Victoria PHN Dashboard, 2024).

Older people

Our population is ageing, with 31.5 per cent aged 55 years and over, an increase from 30.9 per cent in 2016. The City currently has a slightly higher proportion of residents aged over 60 (25.6 per cent) when compared to Victoria (22.4 per cent), and by 2041, most of the population growth will be amongst adults over 70 years of age.

Greater Geelong has a higher proportion of older people (over 65 years) living in triple jeopardy (i.e.

living alone, with disability, low income) (3.24 per cent) when compared to the WVPHN region (2.66 per cent) (PHN Dashboard, 2024).

A higher proportion of people aged 65 and over in Greater Geelong (29.24 per cent) live with two or more chronic diseases when compared to Victoria (27.81 per cent) (Western Victoria PHN Dashboard, 2024).

There is a higher rate of dementia amongst women in Greater Geelong (110.27 per 10,000) when compared to men (71.37 per 10,000). The rates for both sexes are higher in Greater Geelong than regional and state estimates (Women's Health Victoria, 2024).

People with disabilities

22.1 per cent of people in Greater Geelong have a disability, with 6.5 per cent of residents having a severe or profound disability and need assistance with day to day living.

A higher proportion of the Greater Geelong population are NDIS participants (3.2 per cent) when compared to the Western Victoria PHN catchment (2.8 per cent) and Victoria (2.19 per cent) (Western Victoria PHN Dashboard, 2024).

A significant proportion of residents over 15 years of age in Greater Geelong (13.5 per cent) provide unpaid care to someone because of disability, old age, or a long term illness. This is an increase since 2016 (12.5 per cent) and a similar proportion to the G21 region (13.7 per cent).

LGBTQIA+ communities

9.6 per cent of residents in Greater Geelong identify as LGBTQIA+ which is lower than the Victorian average of 11 per cent. However, 3.1 per cent of people preferred not to say, so the actual percentage may be higher (Department of Health, 2023a)

LGBTQIA+ communities face poorer health and wellbeing outcomes due to discrimination, isolation, and marginalisation (VLGA, 2020).

Socio-economic disadvantage

Disadvantage in Greater Geelong is characterised by a high percentage of residents who are unemployed, renting, receiving rent assistance, and living in social housing. Pockets of disadvantage in Geelong include Corio, Norlane, Whittington, Newcomb, and Breakwater (Western Victoria PHN, 2023).

Residents experiencing socio-economic disadvantage for a variety of reasons (e.g., hold a health care card, single parent families and those with lower levels of education) are more vulnerable to circumstances which impact their health and/or unhealthy behaviours such as:

- More likely to be at increased risk of short term alcohol harm.
- More likely to be in psychological distress.
- More likely to be lonely.
- More likely to experience financial insecurity.
- More likely to experience food insecurity.
- More likely to smoke/vape (City of Greater Geelong, 2024).

For a full health and wellbeing profile of the Greater Geelong community, please refer to the *Health and Wellbeing Profile – Companion Document 1* available on the City's website.

LEGISLATIVE AND POLICY CONTEXT

Our *Community Health and Wellbeing Strategy 2025-29* fulfils our legislative requirement for a municipal public health and wellbeing plan under the *Public Health and Wellbeing Act 2008*.

Under this Act, the strategy must:

- include an examination of data about health status and health determinants in the municipality,
- identify goals and strategies based on evidence for improving health and wellbeing,
- specify measures to prevent family violence and respond to the needs of victims,
- involve the community in its development, implementation, and evaluation, and
- specify how we will work in partnership with other agencies to accomplish the goals of the plan.

Legislation also requires the strategy to:

- Be consistent with the Council Plan.
- Have regard to the *Victorian Public Health and Wellbeing Plan*.
- Have regard to the:
  - *o Climate Change Act 2017*
  - *o Gender Equality Act 2020*
  - *o Local Government Act 2020.*

The strategy has been guided by international, federal, state, regional and local policies and strategies, some of which are shown in table one.

Actions to improve community health and wellbeing are informed by our regulatory responsibilities under legislation and funding or partnership opportunities that arise from commitments within these strategies and plans.

For the broader policy and legislative context, including the context for the health and wellbeing priorities and our priority population groups, refer to the *Policy and Legislative Context - Companion Document 2* to this strategy on our website.

INTERNATIONAL
United Nations 2030 Agenda
Geneva Charter for Wellbeing 2021
FEDERAL
National Preventive Health Strategy 2021-30
National Agreement on Closing the Gap 2020
STATE
Victorian Public Health and Wellbeing Plan 2023-27
VicHealth Strategy 2022-33
Charter of Human Rights and Responsibilities Act 2006
REGIONAL
G21 2050 Regional Plan
Barwon South West Local Public Health Unit (LPHU) Catchment Plan 2023-29
Barwon Health and Bellarine Community Health's Integrated Health Promotion Plans
LOCAL
City of Greater Geelong Community Health and Wellbeing Strategy 2025-29
Wadawurrung Healthy Country Plan 2020–30

Table 1: Policy Context

COMMUNITY ENGAGEMENT

In developing the *Community Health and Wellbeing Strategy 2025-29*, the community and stakeholders provided input in a number of ways.

DELIBERATIVE ENGAGEMENT

A group of 48 community members who live, work or study in the Greater Geelong region came together across four sessions in August and September 2024, to identify the key challenges and opportunities, high level focus areas, guiding principles and key priorities and for the community's health and wellbeing.

The panel identified the following key focus areas:

- Community connectedness – including considering needs across the lifespan, supporting community groups and volunteers, and ensuring equitable access to Council assets for all people.
- Health and wellbeing – including community connectedness, social interaction, focusing on prevention and ensuring health and wellbeing is part of everything we do.

These key areas were considered in developing the Community Health and Wellbeing Strategy 2025-29 and alignment with the *Council Plan 2025-29*.

COMMUNITY SURVEY

The community was asked to consider which top five of the Victorian Government's health and wellbeing priority areas (from the *Victorian Public Health and Wellbeing Plan 2023-27*) are also a concern for the Greater Geelong community.

Figure 5 shows that preventing all forms of violence, increasing active living and improving wellbeing were ranked the highest priorities.

The survey also asked for ideas about how we could make places in Greater Geelong healthier. The feedback reflected a strong desire for a sustainable, healthy, and green urban environment that fosters community wellbeing and protects natural resources.

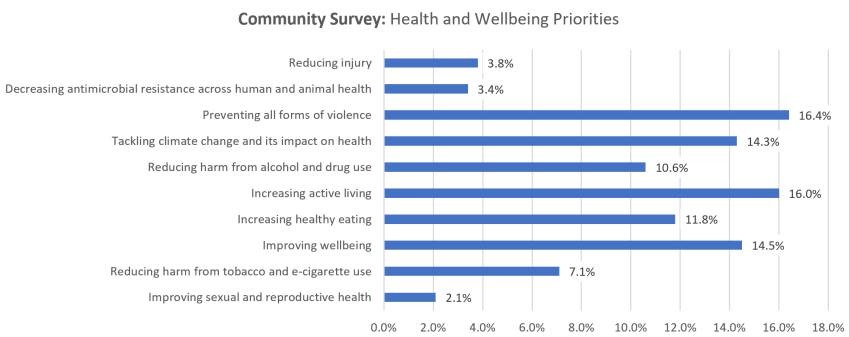


Figure 5: Community survey results.

YOUTH COUNCIL

The 2025 Youth Council highlighted the impacts of bullying on mental wellbeing, vaping and accessing sexual and reproductive health services.

HEALTH AND WELLBEING PARTNERS NETWORK

This network of community and health agencies across the Greater Geelong region highlighted the rising cost of living, and how this influences access to basic needs such as housing, healthy food, and access to health services. The increasing pressure placed on families as a result, can fuel an increase in violence. Agencies also highlighted the increased uptake of vaping in young people as a precursor to smoking tobacco later in life.

NEIGHBOURHOOD HOUSES

Neighbourhood houses have close ties with local communities and a real time understanding of community needs. They highlighted social isolation, complex mental health issues, food insecurity, homelessness, digital literacy for older adults, the rising cost of living and recovery from emergency events as key concerns impacting on their communities.

WATHAURONG ABORIGINAL COOPERATIVE

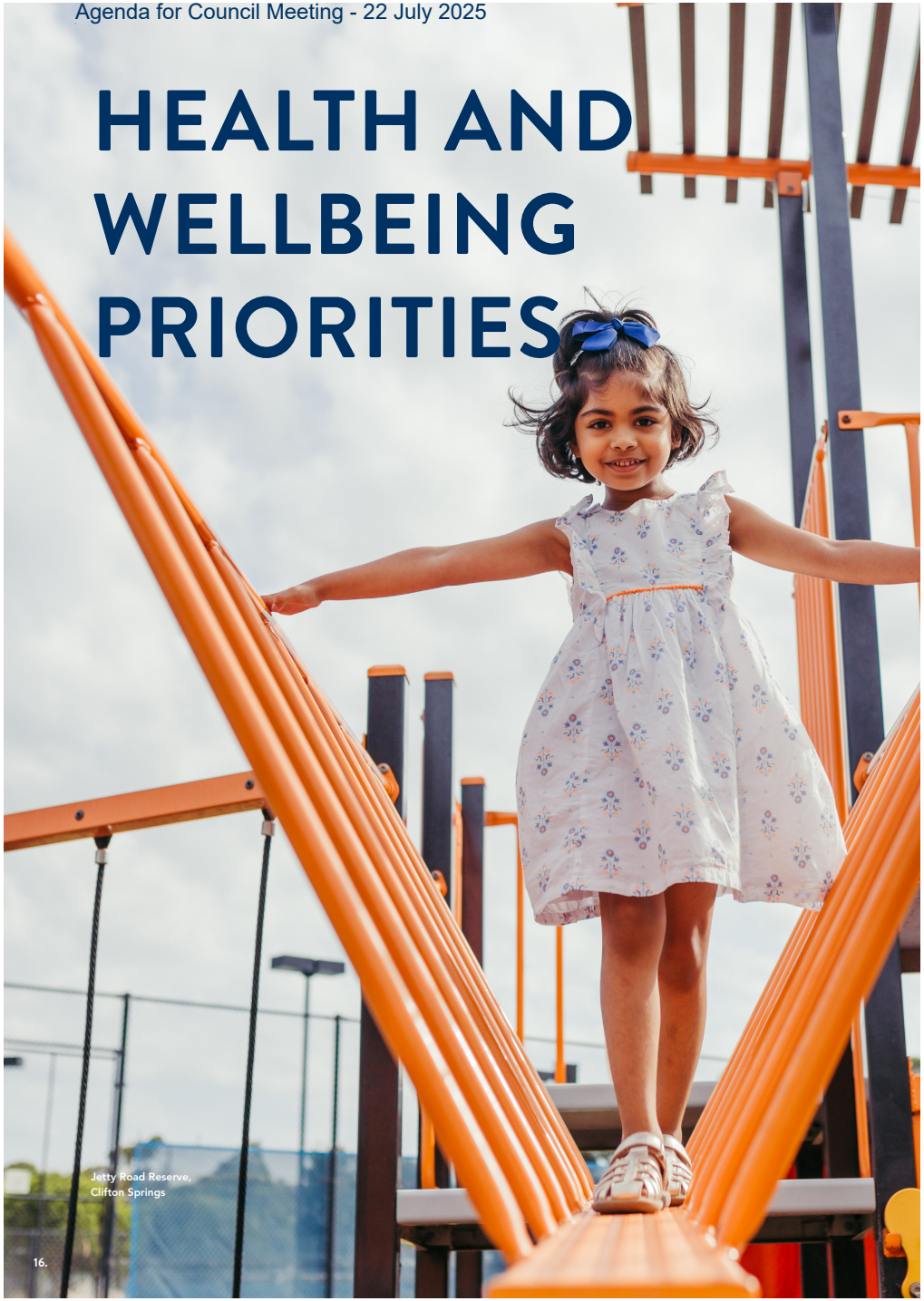
Wathaurong Aboriginal Cooperative provides culturally appropriate health services, family services, activities to help strengthen community and connection to culture to achieve self-determined outcomes.

They have indicated that the primary health concerns of First Nations communities in Greater Geelong pertain to mental health issues, including anxiety, as well as the health effects associated with complex chronic conditions and disease management.

For further information about consultation activities, please refer to the *Consultation Report – Companion Document 3* on our website.


Eastern Beach, Geelong

HEALTH AND WELLBEING PRIORITIES



Jetty Road Reserve, Clifton Springs

STRATEGY ROADMAP

The health and wellbeing priorities below are of equal importance and are not ranked in any particular order.

COMMUNITY HEALTH AND WELLBEING STRATEGY					
Priority 1: Mental wellbeing and social inclusion	Priority 2: Equitable access to safe, healthy, and sustainable food	Priority 3: Physical activity and active living	Priority 4: Gender Equity and prevention of violence	Priority 5: Climate change and health impacts	Priority 6: Harm minimisation
Goals: The community experiences lower levels of psychological distress. All community members feel connected and included in community life and have appropriate access to community facilities and services. All community members have access to housing that is affordable and in a community that is stable, supportive, and safe.	Goals: The community has equitable access to safe, healthy, and sustainable food, and the food system is more resilient to shocks and emergencies. There are higher rates of breastfeeding and healthy eating among the community.	Goals: There are more opportunities for the community to be physically active. The community reports higher levels of physical activity and lower levels of sedentary behaviour. There are more liveable neighbourhoods which provide access to every day needs such as food, jobs, places for community interaction and open space.	Goal: People of all genders feel safe and live a life free from violence and discrimination.	Goals: The community is equipped to adapt to the adverse health effects of climate change and is capable of bouncing back from climate-related challenges. We encourage well designed public realm and public spaces which create a cooler, greener more liveable city.	Goal: The harm associated with alcohol and tobacco use, vaping, and gambling is reduced.
Goals: The population health and wellbeing outcomes we are striving towards beyond the life of this strategy.					
Strategic Objectives: Our role in the health and wellbeing priority area over the next four years.					
Strategic Actions: Commitments to areas of focus over the next four years					
Annual Action Plans: Evidence-based projects and initiatives that deliver on the strategic actions, objectives, and work towards progress in the six health and wellbeing priority areas. These will be developed annually, and progress reported to the community each year.					



Geelong Botanic Gardens, East Geelong

PRIORITY 1: MENTAL WELLBEING AND SOCIAL INCLUSION

To experience mental wellbeing, we need to have our basic needs met (such as access to housing and food), feel safe and respected, feel connected to our communities and culture, be resilient enough to navigate our way through life's ups and downs, and to feel we have meaning and purpose to our lives (Victorian Government, 2025).

Latest data shows a quarter (25 per cent) of Greater Geelong adults are classified as lonely (higher than the Victorian average of 23 per cent) and 13 per cent experience severe or moderate levels of psychological distress, up from 10 per cent in 2017 (City of Greater Geelong, 2017 and 2024).

Certain population groups may be more at risk, such as those navigating life transitions such as leaving school, divorce, parenthood, retirement, chronic illness or the death of a loved one. Socio economic disadvantage is also an influencing factor.

Having a stable home is critical, and some people in Greater Geelong are experiencing or vulnerable to homelessness. 6.2 per cent of Greater Geelong households are in mortgage stress (spending more than 30 per cent of their income on mortgage repayments or rent) and over one in four (28 per cent) households are in rental stress (ABS, 2021). More households in Greater Geelong (5.3 per cent) need affordable housing compared to 4.5 per cent for regional Victoria (ABS, 2021). Older women are the fastest growing homelessness cohort (Women's Health Victoria, 2024).

Service providers are also seeing a significant increase in complex vulnerability, including mental health issues and social isolation, across all areas of the municipality, not just in locations of socio-economic disadvantage. Taking a life course approach and a place-based approach to promoting mental wellbeing are therefore both important considerations.

We have an important role in providing places and spaces such as neighbourhood houses, libraries, community centres and hubs, youth spaces and seniors centres as focal points for community activity and safe, welcoming places for people to meet and connect.

During consultation, the community identified several focus areas for improving mental wellbeing such as:

- reducing social isolation through creating inclusive and welcoming spaces and programs
- increasing social support for young people, families and older people
- promoting participation in arts and culture initiatives and events
- working with libraries and community centres.

CO-BENEFITS

Action to address mental wellbeing and social inclusion also works towards progress in other priority areas within this strategy:

- **Equitable access to safe, healthy, and sustainable food** – having a healthy diet and sharing food with family and friends improves mental wellbeing and inclusion.
- **Physical activity and active living** – physical activity is a protective factor for mental wellbeing across all age groups. Increasing physical activity and active transport, accessing parks and green spaces that encourage outdoor activities and affordable exercise programs can all help to improve mental wellbeing.
- **Gender equity and the prevention of violence** – gender equity promotes social inclusion and improved mental wellbeing, especially for LGBTQIA+ communities and women from diverse backgrounds.
- **Climate change and its impact on health** – evidence links access to green spaces with improved mental wellbeing and taking climate action has been shown to decrease eco-anxiety especially for young people.
- **Harm minimisation** – issues such as alcohol abuse and problem gambling can impact mental wellbeing.

1. MENTAL WELLBEING AND SOCIAL INCLUSION			
OUR GOALS:	**OUR COMMITMENTS:**		**POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:**
	Strategic Objectives	Strategic Actions	
The community experiences lower levels of psychological distress. All community members feel connected and included in community life and have appropriate access to community facilities and services. All community members have access to housing that is affordable and in a community that is stable, supportive, and safe. **COMMUNITY INDICATORS:** **Psychological distress:** Proportion (per cent) of community members experiencing moderate to high levels of psychological distress (GPHS) Proportion (per cent) of community members with a mental health condition (GPHS) Incidence of hospital admissions for self- harm and suicide (Hospital data; GPHS) Proportion (per cent) of community members accessing mental health services (Hospital data) **Loneliness** Proportion (per cent) of community members experiencing loneliness (GPHS) Ability to call on someone outside the household in an emergency (GPHS)	**1.1Provide access to initiatives and infrastructure that create opportunities for social connection.**	*1.1.1 Provide a variety of community grants to support local initiatives that respond to community needs.* *1.1.2 Provide residencies and spaces to help local creatives grow and share their craft with the community.* *1.1.3 In partnership with cultural industries, ensure the community have free or low- cost access to creative events and programs.* *1.1.4 Build the capability of community members to create resilient and connected communities that can address and advocate for their own needs.* *1.1.5 Provide opportunities for priority population groups to have shared experiences through events, festivals, arts, and culture.* *1.1.6 Establish and facilitate the Social Inclusion Action Group and associated social investment fund with both First Nations and mainstream funding streams.* *1.1.7 Partner with businesses, training providers, and social enterprises to create inclusive job opportunities for diverse community members, including First Nations, young people, older people, and people with disabilities.* *1.1.8 Support social enterprises and inclusive hiring.* *1.1.9 Support families to connect with other families in their local community* *1.1.10 Work with neighbourhood houses, libraries and community centres to provide opportunities for social connection.*	*National Mental Health & Suicide Prevention Plan* *National Children's Mental Health Strategy* *National Quality Standards (Element 6.2)* *Victorian Early Years Learning and Development Framework (Outcome 1, 2 and 3)* *Victorian Child Safe Standards* *Suicide Prevention and Response Strategy 2024-2034* *G21 2050 Regional Plan* **City of Greater Geelong:** *Advocacy Framework 2024-27* *Arts and Culture Strategy 2021-31* *Disability Access and Inclusion Plan 2024-28* *Geelong on the Rise: A Clever and Creative International City 2024-2034* *Greater Geelong Planning Scheme* *Public Realm Strategy (under development)* *Positive Ageing Strategy 2021–47* *Open Space Strategy (under development)*

1. MENTAL WELLBEING AND SOCIAL INCLUSION			
OUR GOALS:	**OUR COMMITMENTS:**		**POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:**
	Strategic Objectives	Strategic Actions	
Homelessness: Number of community members estimated to be experiencing homelessness (ABS Census) **OUR MEASURES:** Advocacy through submissions and grant applications. Participation in Council run programs. Number of grants provided to the community. Provision of Council assets in line with the City's Social Infrastructure Planning and Investment Policy. Monitor employment rates for priority population groups. Number of local businesses attending capacity building sessions and engaging with social procurement initiatives. Strength of partnerships with stakeholders (e.g. Homelessness Working Group).	**1.2 Encourage and provide well designed and located buildings, public realm, and open spaces.**	*1.2.1 Plan for housing close to transport and services in line with our Settlement Strategy.* *1.2.2 Provide and maintain social infrastructure in line with the Social Infrastructure Planning and Investment Policy.*	*Rainbow Action Plan 2025–29* *Settlement Strategy 2020* *Social Equity Framework 2022-25* *Social Housing Plan 2021–41* *Social Infrastructure Planning and Investment Policy; Social Procurement Policy (under development)*
	1.3 Increase opportunity for social and affordable housing access for lower income households in the community.	*1.3.1 Use City-owned land which is identified as surplus, for social housing.* *1.3.2 Negotiate with private developers for the inclusion of affordable housing in new private developments.* *1.3.3 Work with our partners to coordinate responses to homelessness in the City.*	
	1.4. Support advocacy to improve the protective factors for mental wellbeing	*1.4.1 Encourage community members from diverse backgrounds to provide advice to Council through our advisory committees and reference groups.* *1.4.2 Advocate for the reorientation of services towards prevention.* *1.4.3 Advocate for and amplify the voices of priority population groups.*	
	1.5 Support reconciliation outcomes for First Nations communities.	*1.5.1 Strengthen partnerships with Reconciliation Australia, and local First Nations organisations* *1.5.2 Foster a deeper appreciation of First Nations culture in the Greater Geelong community.*	



PRIORITY 2: EQUITABLE ACCESS TO SAFE, HEALTHY, AND SUSTAINABLE FOOD

Food is an important part of our daily life. A nutritious diet supports healthy growth and development in childhood, reduces the risk of chronic disease in adulthood, and contributes to mental wellbeing at every stage of life. Food also plays a key role in Greater Geelong's economic prosperity, environmental sustainability, mitigation of and adaptation to climate change, and the recognition of First Nations sovereignty and knowledge. It brings cultures, histories and communities together (City of Greater Geelong, 2021a).

The food system encompasses all people, processes, and interactions involved in producing, processing, distributing, consuming, and disposing of food (Burlingame & Dernini 2012). A sustainable food system ensures that everyone has access to nutritious food while maintaining the economic, social and environmental conditions needed to support food security for future generations (Nguyen 2018).

However, many Greater Geelong community members are unfairly excluded from the benefits of a healthy, equitable and more sustainable food system. Many households have poor access to nutrient-rich fresh foods like vegetables and fruits, and rely instead on highly processed, energy dense foods which are comparatively easy to access, prepare, store and consume.

With increasing cost of living pressures, food environments in which the most affordable foods are predominantly processed foods (low in fibre, high in sugar, salt and fat) put people at greater risk of developing chronic health conditions and co-morbidities, impacting their health and quality of life.

Lower quality diets are also associated with a higher carbon footprint through higher carbon associated with production, higher food miles, environmental degradation, land use changes and waste.

Food security

- The proportion of people experiencing food insecurity has doubled from 4 per cent in 2021 to 8 per cent in 2024 but could be much higher due to underreporting and challenges with measuring the extent of the issue (City of Greater Geelong 2021; City of Greater Geelong, 2024).
- Most households in Greater Geelong are closer to a fast-food outlet (1153m) than to a healthy food outlet (1294m). Residents in North Shore (2984m) are among the furthest from healthy food outlets, while residents in Newcomb (891m), Whittington (953m) and Norlane (981m) live closest to fast food outlets (AUO 2024).

Healthy eating

- 50 per cent of Greater Geelong adults meet fruit consumption guidelines (2 pieces a day), while 14 per cent meet vegetable consumption guidelines (5+ serves a day). Not meeting guidelines is primarily due to personal preference and lack of time, although in 2024 cost has emerged as having more of an impact on people not meeting guidelines (12 per cent, 3 per cent in 2021). (City of Greater Geelong 2021; City of Greater Geelong, 2024).
- 29 per cent of adults drink sugar sweetened beverages more than once a week, compared to 37 per cent in 2021 (City of Greater Geelong 2021; City of Greater Geelong, 2024).
- 16 per cent of adults eat takeaway meals more than weekly, down from 20 per cent in 2021 (14 per cent in 2017) (City of Greater Geelong 2021; City of Greater Geelong, 2024).

CO-BENEFITS

Action to ensure equitable access to safe, healthy, and sustainable food also works towards progress in other priority areas within this strategy:

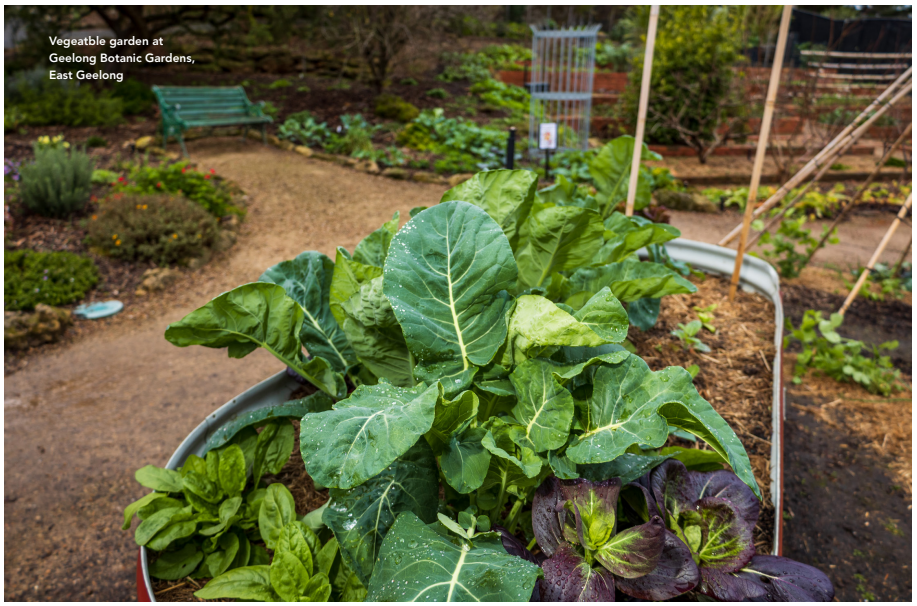
- **Mental wellbeing and social inclusion** – healthy eating and mental wellbeing are linked via the gut-brain connection. The evidence base linking mental wellbeing with what and how we eat is growing.
- **Physical activity and active living** – growing food at home provides opportunities for incidental exercise.
- **Gender equity and prevention of violence** – women and men's nutritional needs are different.
- **Climate change and health impacts** – encouraging local food production and reducing food miles, reducing food waste, encouraging composting.
- **Harm minimisation** – a healthy diet is also one which limits alcohol intake.

2.0 EQUITABLE ACCESS TO SAFE, HEALTHY AND SUSTAINABLE FOOD

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
The community has equitable access to safe, healthy, and sustainable food, and the food system is more resilient to shocks and emergencies. There are higher rates of breastfeeding and healthy eating among the community. **COMMUNITY INDICATORS:** **Food security and food systems** Proportion (per cent) of community members experiencing food insecurity (GPHS) Average distance to healthy and unhealthy food retail outlets (AUO) Amount of food waste diverted from landfill (Waste) **Healthy eating** Proportion (per cent) of community members meeting fruit and vegetable guidelines (GPHS) Proportion (per cent) of community members consuming sugar sweetened drinks every day (GPHS) Proportion (per cent) of community members who eat takeaway meals or snacks (GPHS) Proportion (per cent) of infants breastfeeding at 6 months of age (MCH)	Strategic Objectives	Strategic Actions	*WHO Action Framework for Public Food Procurement and Service Policies* *NHMRC Australian Dietary Guidelines* *National Quality Standards (Elements 2.1.3, 6.1 and 7)* *Victorian Government Healthy Choices Guidelines* ***City of Greater Geelong:*** *Catering Policy* *Food Policy (Under review)* *Social and Environmental Procurement Policy (under development)* *Social Infrastructure Plan* *Social Infrastructure Planning and Investment Policy*
	2.1 Strengthen the City's leadership on equitable access to healthy and sustainable food	*2.1.1 Develop a policy framework and action plan that embeds equitable access to safe, healthy and sustainable food across Council operations, guided by internal governance mechanisms.* *2.1.2 Implement healthy and sustainable food procurement practices across Council-operated services, programs and events.* *2.1.3 Partner with private and community leaseholders to adopt healthy and sustainable food procurement in Council-owned facilities and venues.*	
	2.2 Design built and service environments that support healthy and sustainable food access	*2.2.1 Incorporate features into Council infrastructure that promote healthy food access (e.g. community kitchens, breastfeeding facilities, community gardens, edible landscaping).* *2.2.2 Support early childhood services to provide nutritious meals and educate families on healthy food choices.* *2.2.3 Promote breastfeeding and healthy eating from infancy.* *2.2.4 Monitor and support food safety compliance across Greater Geelong.*	

2.0 EQUITABLE ACCESS TO SAFE, HEALTHY AND SUSTAINABLE FOOD

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
OUR MEASURES: Compliance with Management Procedure Strategy/policies endorsed by Council. Participation in early years services where healthy eating is prioritised and part of funded breakfast clubs. Number of facilities and services compliant with Healthy Choices guidelines	Strategic Objectives	Strategic Actions	
	2.3 Enable collective action to build a healthy, sustainable and fair local food system	*2.3.1 Build and maintain partnerships to strengthen the local food system through a collective impact approach.* *2.3.2 Strengthen the capacity and coordination of the food relief sector.* *2.3.3 Support community-led initiatives that address food insecurity and build food literacy.* *2.3.4 Collaborate with Wathaurong Aboriginal Cooperative to support access to culturally appropriate, healthy food and strengthen food knowledge systems.*	



Vegeatble garden at Geelong Botanic Gardens, East Geelong



Barwon River, Belmont

PRIORITY 3: PHYSICAL ACTIVITY AND ACTIVE LIVING

Active living supports everyone, at all stages of life, to live healthier lives. Low levels of exercise are a major risk factor for chronic conditions such as heart disease, type 2 diabetes, and dementia (AIHW, 2024).

Almost two thirds (65 per cent) of Greater Geelong residents meet the daily guidelines for physical activity. However, activity levels in children have been steadily declining since 2013, and older adults over the age of 55 years do not get as much physical activity as other age groups.

In addition to this, 20 per cent of Greater Geelong residents are classified as sedentary, that is, sitting for 8 hours or more on a weekday or weekend and reporting no physical activity (City of Greater Geelong, 2024).

Our region is home to several sporting facilities, recreational areas as well as parks and open spaces that provide opportunities for both organised sport and passive recreation. Equitable access to these spaces encourages everyone to participate.

Overall, Greater Geelong has a below average walkability index at -0.7 (0 is average) (AUO, 2021). However, almost 40 per cent (39.9 per cent) of residents live in dwellings within 400m of public transport with a regular 30-minute weekday service (7.00am to 7.00pm). Research shows this encourages walking and reduces car dependence.

On average, 2.3 per cent of employed persons aged 15 and over, use public transport to travel to work (AUO, 2021).

The community voted increasing active living as the second highest health and wellbeing priority for Greater Geelong.

We have a role in the following key areas:

- **Safe active transport infrastructure** – safe bike paths, separated bike lanes, dedicated walking paths, connected routes, public transport improvements, traffic calming, lighting, and better walkability.
- **Accessible and affordable active spaces** – reducing cost barriers for those on a low income, pensioners and families for sport and recreation facilities, more open spaces, parks with more accessible and inclusive facilities and features, walking tracks and spaces that are accessible to all ages and abilities.
- **Community engagement and support** – work with local sporting clubs and community organisations to promote active living and help those experiencing barriers to access active living programs.
- **Environmental sustainability** – active living reduces car dependence and promotes lower to no emissions options such as public transport, walking or cycling.
- **Education** – raising awareness of the benefits of active living and encouraging sustainable modes of transport.

CO-BENEFITS

Action to address physical activity and active living also works towards progress in other priority areas within this strategy:

- **Climate change and health impacts** – active transport reduces emissions.
- **Gender equity and prevention of violence** – encouraging female participation in sport and recreation.
- **Mental wellbeing and social inclusion** – evidence links physical activity with improved mental wellbeing.
- **Equitable access to safe, healthy, and sustainable food** – activities such as growing vegetables and gardening are great opportunities to be physically active.

3.0 PHYSICAL ACTIVITY AND ACTIVE LIVING

OUR GOALS:

There are more opportunities for the community to be physically active.

The community reports higher levels of physical activity and lower levels of sedentary behaviour.

There are more liveable neighbourhoods which provide access to every day needs such as food, jobs, places for community interaction and open space.

COMMUNITY INDICATORS:

Active transport:

Modes of travel, walkability, distance to public transport (AUO)

Physical activity:

Proportion (per cent) of community members across all age groups meeting physical activity guidelines (GPHS)

Sedentary behaviour:

Proportion (per cent) of adults who are sedentary (GPHS)

OUR COMMITMENTS:

Strategic Objectives	Strategic Actions
3.1 Design liveable, walkable neighbourhoods that promote active living.	*3.1.1 Invest in and upgrade infrastructure to promote active living for all ages and abilities.* *3.1.2 Promote and encourage safe, active travel by providing appropriate infrastructure and facilities, and connecting residential areas to key destinations.* *3.1.3 Increase opportunities for passive recreation and incidental exercise in our streetscapes and open spaces.* *3.1.4 Encourage a diversity of housing close to everyday needs.*
3.2 Increase and promote opportunities for active living	*3.2.1 Design play spaces and programs that encourage physical activity for children of all abilities.* *3.2.2 Support major sporting and community events that encourage community participation.*

POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:

Australian Physical Activity Guidelines

Sport 2030 National Sports Plan

National Quality Standards (Element 2.1.3)

Urban Design Guidelines for Victoria

Active Victoria 2022-2026

Victorian Cycling Strategy 2018-2028

G21 2050 Regional Plan

Vision Zero Geelong: Safe Local Travel 2022-2027

City of Greater Geelong:

Disability Access and Inclusion Plan 2024-28

Fair Play Strategy

Fair Access Policy

Geelong Major Events Strategy 2024-29

Greater Geelong Planning Scheme

Integrated Transport Strategy (under development)

Open Space Strategy (under development)

3.0 PHYSICAL ACTIVITY AND ACTIVE LIVING

OUR GOALS:

OUR MEASURES:

Participation in / attendance at programs for priority populations

New membership tiers for priority populations in the City's Leisure facilities

Number of partnership initiatives for physical activity

Progress towards 50 per cent of trips to work being made by active travel and public transport by 2047.

OUR COMMITMENTS:

Strategic Objectives	Strategic Actions
3.3 Increase participation in sport and recreation, especially for groups who face barriers.	*3.3.1 Provide equitable access and targeted programming for priority population groups at the City's aquatic, leisure and recreation facilities.* *3.3.2 Work with our partners to promote inclusive and all abilities participation in sport and recreation.*

POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:

Plan for Nature (under development)

Positive Ageing Strategy 2021-47

Public Realm Strategy (under development)

Shared Trails Masterplan

Social Infrastructure Planning and Investment Policy





PRIORITY 4: GENDER EQUITY AND PREVENTION OF VIOLENCE

Gender equality occurs when people of all genders have equal rights, responsibilities, and opportunities. Evidence shows gender equity helps to prevent violence against women and girls (Our Watch, 2025).

Preventing all forms of violence and promoting community safety were key health and wellbeing concerns identified by the community in developing this Strategy.

Latest data shows that the rate of police recorded family violence incidents in Greater Geelong is increasing. In 2022-23 there was a 10.8 per cent increase in the number of incidents and in most cases, the affected family member was female. First Nations women and residents of lower socio-economic areas within the municipality are also more affected.

Gender inequities are also present in other areas of community life, for example:

- Women are more likely than men to feel unsafe in the area where they live (City of Greater Geelong, 2024).
- More women (14 per cent) in Greater Geelong suffer from severe or moderate psychological distress than men (10 per cent) (City of Greater Geelong, 2024).
- Women (38 per cent) are more likely to experience discrimination based on their gender when compared with men (18 per cent) (City of Greater Geelong, 2024).
- The proportion of those providing informal care / unpaid help to another person is higher for women (13.3 per cent) than men (8.8 per cent) in Greater Geelong (Women's Health Victoria, 2024).
- The burden of domestic work is still largely gendered in Greater Geelong, the Barwon Southwest region and in Victoria. Of those who worked full time, more women (25.5 per cent) than men (9.9 per cent) also completed 15 hours or more per week of unpaid domestic work (Women's Health Victoria, 2024).
- Forty-two per cent of people presenting to homelessness were survivors of domestic and family violence (DFFH data published by Barwon South West Homelessness Network, 2022)
- Older women are the fastest growing homelessness cohort. More women (95.22 per 10,000) than men (86.88 per 10,000) in Greater Geelong were assisted by Specialist Homelessness Services in 2021-22 (Women's Health Victoria, 2024).
- LGBTQIA+ communities face poorer health and wellbeing outcomes due to discrimination, isolation, and marginalisation (VLGA, 2020). Levels of psychological distress and loneliness are also higher for the LGBTQIA+ population, and social isolation is concern for older LGBTQIA+ community members.

We promote gender equity and the prevention of violence against women through a whole-of-community approach. This involves:

- Raising awareness of the drivers of gender inequality in the community.
- Celebrating women in leadership (past and present).
- Planning and designing community infrastructure to reflect the needs of all people, considering use and potential use; and
- Collaborating with our partners. Respect 2040 provides the City with a platform for a coordinated regional approach. Collaboration ensures that resources are maximised, and services are not duplicated.

CO-BENEFITS

Action to address gender equity and prevention of violence also works towards progress in other priority areas within this strategy:

- **Mental wellbeing and social inclusion** – gender equity promotes social inclusion and improved mental wellbeing, especially for LGBTQIA+ communities and women from diverse backgrounds.
- **Physical activity and active living** – safe and inclusive environments encourage women and gender diverse people to participate in physical activity.
- **Climate change and its impact on health** – evidence shows that violence escalates in extreme weather conditions, so action to reduce emissions and adapt to the health impacts of climate change can help prevent violence.
- **Harm minimisation** – issues such as alcohol abuse and problem gambling can fuel violence within the community.

4.0 GENDER EQUITY AND PREVENTION OF VIOLENCE

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
	Strategic Objectives	Strategic Actions	
People of all genders feel safe and live a life free from violence and discrimination. **COMMUNITY INDICATORS:** **Family Violence:** Family violence incidents reported to the Police (Victoria Police). **Feelings of Safety:** Feelings of safety in the local area, and no significant difference is detected based on gender (GPHS).	**4.1 Promote gender equity and equality within the community.**	*4.1.1 Raise awareness of gender equity and violence prevention within the community.* *4.1.2 Implement programs that educate young children about gender equity and respectful relationships.*	*National Quality Standards (Element 5.1.1 and 5.1.2)* *Victorian Early Years Learning and Development Framework (Outcome 1)* *Victorian Child Safe Standards* *Our Equal State: Victoria's Gender Equality Strategy and Action Plan 2023-27* *Free from Violence: Victoria's Strategy to prevent family violence and all forms of violence against women* *G21 2050 Regional Plan* *Respect 2040 Regional Partnership* ***City of Greater Geelong:*** *Community Safety Framework 2022- 26* *Fair Access Policy 2024* *Gambling Harm Minimisation Policy*
	4.2 Increase opportunities for prevention of violence.	*4.2.1 Support inclusion for the LGBTIQA+ community.* *4.2.2 Build capability for our community-facing workforce to identify and respond to incidents of family violence.* *4.2.3 Work with our regional partners to prevent violence against women*	

4.0 GENDER EQUITY AND PREVENTION OF VIOLENCE

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
	Strategic Objectives	Strategic Actions	
OUR MEASURES: Number of community events which promote gender equity. Strength of partnerships with stakeholders (e.g. Respect 2040). Confidence of staff to identify family violence in the community. Gender equity assessments are completed for all significant recreation infrastructure design projects as per the Gender Equality Act, 2020. Number of women and trans and gender diverse people nominating for Council elections. Equal gender split in senior leadership positions.	**4.3. Foster gender inclusive leadership, policies, and workforce development.**	*4.3.1 Work to improve gender balance in Community Services workforces that are predominately dominated by one gender.* *4.3.2 Develop and implement the Gender Equality Action Plan 2026-29.*	*Gender Equality Action Plan 2022-25* *Neighbourhood Amenity Local Law 2024* *Open Space Strategy (under development)* *Positive Ageing Strategy 2021-47* *Public Realm Strategy (under development)* *Rainbow Action Plan 2025-29* *Smart Cities Strategic Framework and Implementation Action Plan*
	4.4. Ensure the community feels safe in public places.	*4.4.1 Work with our partners to promote community safety initiatives and monitor local hot spots.* *4.4.2 Embed gender equity principles into infrastructure planning, masterplans, and urban design frameworks.* *4.4.3 Design and activate public spaces to promote community safety (e.g., lighting, passive surveillance).*	



Rainbow crossing, Geelong



Fyansford

PRIORITY 5: CLIMATE CHANGE AND HEALTH IMPACTS

Climate change is a significant threat to health, and the Geelong municipality is facing the same issues as many other parts of Australia and around the world (City of Greater Geelong, 2021).

The majority (71 per cent) of the Greater Geelong community are concerned about climate change, with 42 per cent of those concerned about the impact of climate change on their health (City of Greater Geelong, 2024).

Climate change has both direct and indirect impacts on health.

Climate change **directly affects health** through exposure to extreme weather events such as heatwaves, bushfires, storms, and floods which impact our basic requirements for clean air, safe drinking water, sufficient food and secure shelter. Direct health impacts include heat stress and heat related illness, injury, physical and mental trauma and possibly death (DHHS, 2020). Anecdotally, there is also a risk of heightened stress or prolonged depression due to the increased frequency of extreme events, in that people do not have time to fully recover before the next emergency.

Indirect impacts are due to changes to the environmental conditions on which human health depends (DEA, 2021). Indirect impacts include shifting patterns of vector borne disease, risks to food safety and food security, increasing cardiovascular and respiratory disease caused by air pollution, psychological distress as well as damage to infrastructure (DHHS, 2020).

The Geelong region is facing a drier, warmer future. Some predictions suggest that by the 2050s, Geelong's climate will be more like the current climate of Shepparton. The frequency of extreme weather events, such as droughts, bushfires, heavy rain, and heatwaves, are also expected to increase (CSIRO, 2019).

The effects of climate change are already impacting on the health and wellbeing of communities. As our greenhouse gas emissions continue and our climate continues to change, these impacts are set to continue and worsen, especially for those who are most vulnerable, such as children experiencing asthma, older people and people with disabilities and chronic health conditions.

However, climate change also presents an opportunity. A key aspect of addressing the health effects of climate change is recognising that, whilst support and leadership at all tiers of government are required, smaller actions contribute to global outcomes, and that Geelong and its community are part of this broader picture.

Addressing climate change and its health impacts relies on partnering with the community, building on the strong grassroots foundations of action and working with businesses and other organisations such as First Nations Traditional Owners who provide valuable insights on sustainability and caring for country.

This priority area allows us to add a health lens to our climate change mitigation and adaptation policies, strategies, and actions to ensure that vulnerable members of our community will not be adversely affected and experience even greater health impacts as a result.

CO-BENEFITS

Action to address climate change and its health impacts also works towards progress in other priority areas within this strategy:

- **Mental wellbeing and social inclusion** – action to address climate change, can also ease feelings of eco-anxiety.
- **Equitable access to safe, healthy, and sustainable food** – sustainable diets, such as those rich in plants from locally produced fruits and vegetables can reduce livestock production, lead to fewer methane emissions, and also improving community health and wellbeing (DHHS, 2020).
- **Physical activity and active living** – active transport can help to decrease emissions, improve air quality and also provide opportunities for exercise. Increasing canopy cover and shade in our public spaces helps to support community resilience to climate change by providing relief from extreme heat and UV protection against skin cancer.
- **Gender equity and prevention of violence** – evidence shows that violence escalates in extreme weather conditions.

5.0 CLIMATE CHANGE AND HEALTH IMPACTS

OUR GOALS:

The community is equipped to adapt to the adverse health effects of climate change and is capable of bouncing back from climate-related challenges.

The City encourages well designed public realm and public spaces which create a cooler, greener more liveable city.

COMMUNITY INDICATORS:

Community attitudes:

Proportion (per cent) of residents concerned about the impact of climate change on their health (GPHS)

Community resilience:

Proportion (per cent) of homes where the temperature is always uncomfortable (GPHS)

Vulnerability:

Lower incidence of heat related illness (Hospital data)

Lower incidence of thunderstorm asthma (Hospital data)

OUR MEASURES:

Progress towards planting one million new trees in Greater Geelong by 2030.

Progress towards 50 per cent of work trips being made by active travel or public transport by 2047.

OUR COMMITMENTS:

Strategic Objectives	Strategic Actions
5.1. Foster improved access to green spaces and the natural environment.	*5.1.1 Promote Greater Geelong's natural assets to the community, highlighting the health and wellbeing benefits of being in nature.* *5.1.2 Increase tree canopy cover and create shady pedestrian streetscapes to reduce urban heat island effects and UV exposure.*
5.2. Increase community resilience to the health impacts of climate change and extreme weather events.	*5.2.1 Develop a communications strategy to raise awareness of the health impacts of climate change and promote climate actions that improve health.* *5.2.2 Raise community awareness of the risks associated with the increase in frequency and severity of extreme weather events.* *5.2.3 Identify opportunities to create climate resilient local food systems.* *5.2.4 Support partnerships and programs that engage the community in environmentally sustainable initiatives.* *5.2.5 Build multi agency partnerships to effectively respond to emergency events and support community recovery.*

POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:

National Health and Climate Strategy Implementation Plan 2024-28

National Quality Standards (Element 3.2.3)

Victoria's Climate Change Strategy

Victorian State Emergency Management Plan (SEMP)

Victorian Emergency Management Planning Toolkit for People most at risk

G21 2050 Regional Plan

Barwon Southwest Regional Climate Adaptation Strategy 2020-25

City of Greater Geelong:

Climate Change Response Plan 2024-28

Environment Strategy 2020-30

Integrated Transport Strategy (under development)

Mosquito Management Program

Municipal Emergency Management Plan

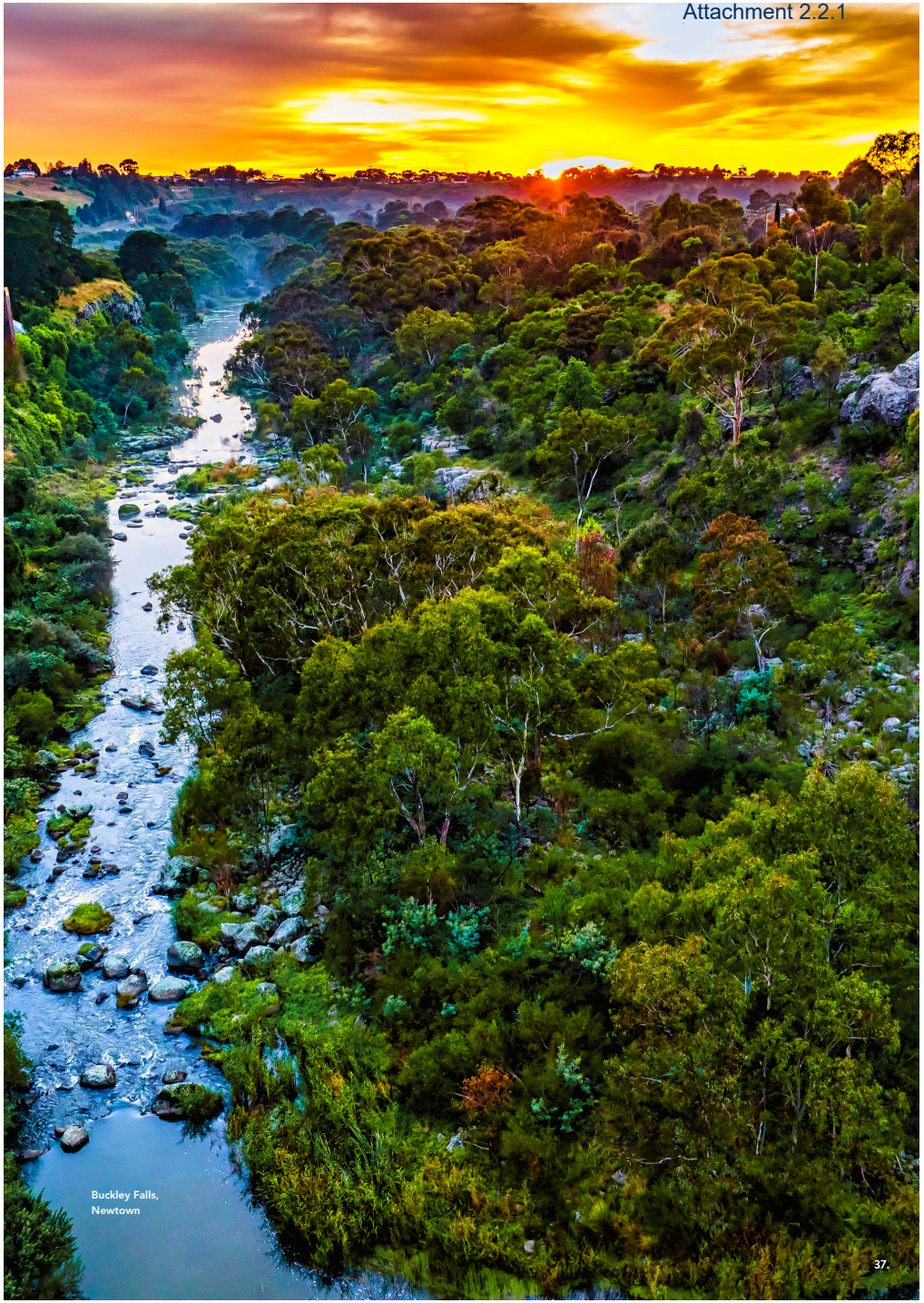
Open Space Strategy (under development)

Plan for Nature (under development)

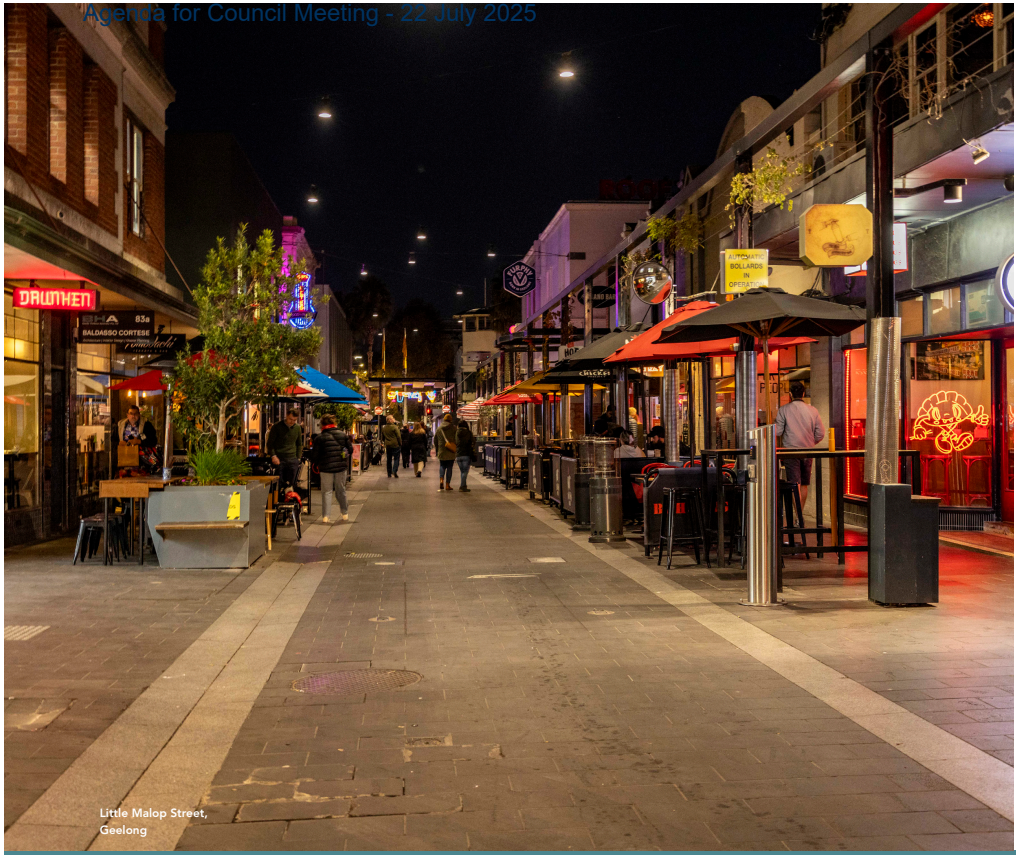
Public Realm Strategy (under development)

Urban Forest Strategy 2015-25

Waste and Resource Recovery Strategy 2020-30



Buckley Falls, Newtown



Little Malop Street, Geelong

PRIORITY 6: HARM MINIMISATION

Our community experiences the harms associated with tobacco use and vaping, harmful alcohol use and gambling. Harm minimisation is a complex issue and the role of local government in this space is varied and evolving.

Smoking and vaping

- 10 per cent of Greater Geelong residents are current smokers (of tobacco and/or vapes) (City of Greater Geelong, 2024). This rate is relatively unchanged since 2017 and is below the current Victorian average of 18.5 per cent (Department of Health, 2023a).
- Vaping (e-cigarette use) is of great concern for young people. 22 per cent of smokers use vapes, and this increases to 42 per cent amongst 18-34 year old smokers (City of Greater Geelong, 2024).
- 6 per cent of all young people (18-34 years) in Greater Geelong use e-cigarettes, with most using nicotine (City of Greater Geelong, 2024).
- 81 per cent of vape users aged 18 to 34 years use nicotine in their vapes either all the time (59 per cent) or sometimes (22 per cent). This indicates a lack of awareness as to the content of vapes, as all vapes contain nicotine.

Alcohol

- Risk of lifetime harm is calculated based on those who have more than 10 drinks per week, and risk of short term harm is based on those who ever consume more than 4 drinks in a single session.
- 18 per cent of adults in Greater Geelong are at a risk of lifetime harm due to alcohol consumption. This is a greater concern for men (23 per cent) than women (12 per cent).
- 11 per cent of adults in Greater Geelong are at risk of short term harm due to alcohol consumption. This is also a greater concern for men (17 per cent) than women (6 per cent) (City of Greater Geelong, 2024).

Gambling

- Losses to electronic gaming machines (EGMs) in Greater Geelong exceed $100 million annually, which is one of the highest levels in Victoria.
- Geelong has the highest losses in regional Victoria, with over double the number of losses in Ballarat or Bendigo and is within the top 5 Victorian local government areas with the highest annual losses.

We contribute to harm minimisation through:

- Raising community awareness of alcohol, tobacco, vaping and gambling related harms.
- Assessing planning permits electronic gaming machines (EGMs).
- Managing the amenity around licensed premises.
- Enforcing tobacco legislation.
- Designing environments that reduce harm and promote safety.
- Challenging social norms and promoting culture change.
- Developing collaborative local partnerships.
- Engaging with the community to understand their needs.

The community highlighted the need for a focus on prevention through education and awareness campaigns that promote healthy behaviours, promoting alcohol and smoke free social spaces, events and activities, limiting access to tobacco, alcohol and gambling, shifting community attitudes, and youth focused vaping prevention programs.

By working collaboratively with various stakeholders and implementing comprehensive strategies, local governments can significantly reduce the harm caused by alcohol, tobacco, vaping and gambling in the community.

CO-BENEFITS

Action to minimise harm from tobacco, vaping, alcohol misuse and gambling also works towards progress:

- **Mental wellbeing and social inclusion** – reducing harmful behaviours can promote better mental wellbeing and connections with others.
- **Equitable access to safe, healthy, and sustainable food** – money and time spent on harmful behaviours can be redirected to a healthy diet.
- **Physical activity and active living** – reducing harmful behaviours can provide time and energy for physical activity and active living.
- **Gender equity and prevention of violence** – creating environments that minimise harm can also reduce the risk of violence and promote community safety.

6.0 HARM MINIMISATION			
OUR GOALS:	**OUR COMMITMENTS:**		**POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:**
The harm associated with alcohol and tobacco use, vaping, and gambling is reduced. **COMMUNITY INDICATORS:** **Alcohol harm:** Fewer community members are at increased risk from alcohol use, and no significant difference is detected by gender (GPHS) **Vaping prevalence:** Decrease in proportion (%) of residents who vape (GPHS) **OUR MEASURES:** Number of Electronic Gaming Machines (EGM) applications opposed. Positive outcomes from enforcement activities. Strength of partnerships with stakeholders (e.g. Victoria Police).	Strategic Objectives	Strategic Actions	*National Alcohol Strategy 2019-28* *National Drug Strategy 2017-26* *National Tobacco Strategy 2023-30* *Victorian Tobacco Act 1987* *G21 2050 Regional Plan* ***City of Greater Geelong:*** *Neighbourhood Amenity Local Law 2024* *Community Safety Framework 2022-26* *Gambling Harm Minimisation Policy*
	6.1 Collaborate with partner organisations to increase opportunities for prevention.	*6.1.1 Increase community awareness of the harms associated with alcohol and tobacco use, vaping, and gambling.* *6.1.2 Explore partnership opportunities to identify and promote smoke/vape-free areas within Greater Geelong.*	
	6.2 Create supportive environments for health promoting behaviours.	*6.2.1 Actively support community or sporting clubs, groups, or organisations to divest themselves of Electronic Gaming Machines (EGMs).* *6.2.2 Monitor the sale of tobacco and the provision of smoke free dining areas.* *6.2.3 Promote community safety by monitoring alcohol free and smoke free areas.* *6.2.4 Provide support for families to create smoke-free and safe home environments.*	

IMPLEMENTATION, EVALUATION, GOVERNANCE

IMPLEMENTATION

Partnerships

We recognise that achieving our health and wellbeing goals requires strong partnerships. We will work closely with community groups, organisations, and other agencies to leverage their expertise and resources. Key partners include local health services, educational institutions, and non-profit organisations. We will continue to seek out new opportunities for collaboration to address our priority areas.

Our health and wellbeing partners network offers essential guidance to help us achieve our shared objectives. Our current partners include Barwon Health, Barwon South West Local Public Health Unit, Bellarine Community Health, Cultura, Deakin University, Department of Education, Department of Health, Geelong Foodshare, Geelong Regional Libraries Corporation, Leisure Networks, Meli, Sexual Assault and Family Violence Centre, Wathaurong Aboriginal Co-operative, Western Victoria Primary Health Network and Women's Health and Wellbeing Barwon South West.

Our sport and recreation network is a partnership between us and 12 sport and recreation associations. The network aims to work closely and collaboratively with the governing body of each sport to review sporting operations, align strategic planning and maximise the use of council owned or managed facilities to generate health and wellbeing outcomes in alignment with our policies and strategies. We also undertakes an annual Sport and Recreation Census which is designed to collect annual utilisation and participation data from over 200 sporting clubs to support strategic planning for the future.

We are also involved in many other networks and partnerships to share information, learn from others and collaborate to achieve our goals.

Annual Action Plan

Each financial year, an annual action plan will highlight the projects and initiatives to be implemented over the next 12 months which make progress towards the strategic actions, objectives and health and wellbeing priority areas of this strategy.

The progress of the annual action plan will be monitored quarterly.

EVALUATION

An evaluation framework will be developed to accompany this strategy which will provide for the following opportunities for review and learning.

Annual Review

Our health and wellbeing priorities will be reviewed annually with key staff, our partners and community. This will help ensure our priorities are relevant to emerging community needs.

An annual report will be prepared for Councillors and the community which provides an update on the progress of the annual action plan. This will include data collected against our measures for each health and wellbeing priority area.

We commit to establishing intermediate indicators with our partners to measure collective impact.

Mid-point review

The health and wellbeing profile will be updated with new data from the 2026 Census and any other new data available.

Final review

Population health indicators from the Geelong Community Health Survey will be benchmarked every four years to track progress towards improved health and wellbeing outcomes for the Greater Geelong community.

GOVERNANCE

Health and Wellbeing Internal Governance Group

A group of key representatives from across the organisation will be established to monitor implementation of the strategy and participate in the annual review process.

This group will enable information sharing and collaboration across different departments with responsibilities for community health and wellbeing outcomes.

GLOSSARY

- **Co-benefits:** Co-benefits refer to the multiple benefits that can arise from an initiative across different program areas. This interrelationship highlights the connection between different health priority areas.
- **Community indicator:** The community indicators measure long term changes in the health and wellbeing of a population. These indicators are mostly outside our control. We are one of many organisations contributing to change.
- **Environments for Health:** This is a strategic framework outlining the role of local government in community health and wellbeing.
- **GPHS:** The Geelong Preventative Health Survey.
- **Health:** The World Health Organisation's definition of health is: "health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity."
- **Goal:** The goals for the health and wellbeing priorities represent the desired outcome and provide a direction for our actions.
- **Measure:** Our measures reflect both qualitative and quantitative data we can collect. Influencing these measures is within our direct control.
- **Priority Area**: These are aligned with the *Victorian Public Health and Wellbeing Plan 2023-27*, and the six health and wellbeing priorities in this strategy are issues of concern for the Greater Geelong community.
- **Social determinants of health:** The social determinants of health are the non-medical factors influencing health outcomes. They are the conditions in which people are born, grow, live, work and age such as education, housing, employment, social supports, early childhood development, access to services, transport and the natural and built environment.

REFERENCES

- Australian Bureau of Statistics (ABS), 2021, Census of Population and Housing accessed via City of Greater Geelong Community Profile Home | City of Greater Geelong | Community profile (id.com.au), Informed Decisions.
- Australian Institute of Health and Welfare (AIHW), 2024, Physical Activity, Physical activity - Australian Institute of Health and Welfare (aihw.gov.au), accessed March 2025.
- Australian Urban Observatory, 2024, Home - Australian Urban Observatory (auo.org.au) accessed March 2025.
- Burlingame B, Dernini S. Sustainable Diets and Biodiversity Directions and Solutions for Policy, Research and Action. Rome (ITA): United Nations Food and Agriculture Organization; 2012.
- City of Greater Geelong, 2021, Climate Change Response Plan 2021-2030
- City of Greater Geelong, 2021a, Eat Well, Live Well - City of Greater Geelong.
- City of Greater Geelong, 2024, Geelong Preventative Health Survey, City of Greater Geelong, Survey Data — making data user friendly (geelongdataexchange.com.au)
- City of Greater Geelong, 2024, Geelong Preventative Health Survey, City of Greater Geelong, (unpublished)
- Council on the Ageing (COTA) Victoria, 2024, Building healthy ageing into Municipal Public Health and Wellbeing Plans: A resource guide
- CSIRO, 2019, Barwon Climate Projections
- Department of Education and Training, 2021, Outcomes for Victorian Children at School Entry – Findings from the School Entrant Health Questionnaire 2021 for Greater Geelong, Victorian Government, Melbourne.
- Department of Health, 2013, Guide to Municipal Public Health and Wellbeing Planning
- Department of Health, 2023, Victorian Health and Wellbeing Plan 2023-27, State Government of Victoria, Melbourne.
- Department of Health, 2023a, Victorian Population Health Survey, Victorian Population Health Survey | health.vic.gov.au
- Department of Health & Human Services (2018b). Maternal & Child Health Services Annual Report 2017-18. Retrieved July 2020, from: https://www2.health.vic.gov.au/about/publications/researchandreports/mchs-2017- 18-annual-reports
- Department of Health and Human Services, 2020, Tackling climate change and its impacts on health through municipal public health and wellbeing planning: Guidance for local government
- Doctors for the Environment Australia (DEA), 2021, How Climate Change Affects Your Health: The Facts, DEA, https://dea.org.au/wp-content/uploads/2021/08/How-Climate-Change-Affects-Your-Health-August- 2021.pdf accessed August 2023
- Nguyen H. Sustainable Food Systems: Concept and Framework. Rome (ITA): United Nations Food and Agriculture Organization; 2018.
- Our Watch, 2025, The Link between gender inequality and violence against women, Our Watch | The link between gender inequality and violence against, accessed March 2025.
- PHIDU, 2024, Social Health Atlases, Torrens University Australia accessed via Data Workbooks - PHIDU (torrens.edu.au)
- Thomas J et al, 2023, Measuring Australia's Digital Divide: Australian Digital Inclusion Index 2023. ARC Centre of Excellence for Automated Decision-Making and Society, RMIT University, Swinburne University of Technology, and Telstra, Melbourne, accessed via Interactive data dashboards - Australian Digital Inclusion Index
- Women's Health Victoria, 2024, Victorian Women's Health Atlas, accessed via Victorian Women's Health Atlas (victorianwomenshealthatlas.net.au)
- World Health Organisation, 2025, Health Equity
- Women's Health Victoria, 2024, Victorian Women's Health Atlas, Victorian Women's Health Atlas (victorianwomenshealthatlas.net.au) accessed March 2025

CITY OF GREATER GEELONG
Wadawurrung Country
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

© City of Greater Geelong 2025

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

Community Engagement Summary Report

CITY OF GREATER GEELONG



COMMUNITY HEALTH AND WELLBEING STRATEGY

HAVE YOUR SAY

CITY OF GREATER GEELONG

WWW.GEELONGAUSTRALIA.COM.AU

Community Engagement Summary Report

CITY OF GREATER GEELONG

Introduction

The City's new Community Health and Wellbeing Strategy 2025-29 will provide direction for how we will work to help improve the health and wellbeing of the Greater Geelong community over the next four years. This is our Municipal Public Health and Wellbeing plan required under the *Public Health and Wellbeing Act 2008*.

The draft strategy was informed by the needs of our local community, identified through municipal-level data analysis and extensive consultation with stakeholders and residents. This included input from a deliberative community panel and broad community engagement (stage 1) conducted alongside the Council Plan 2025–2029 engagement process, held from July to September 2024.

The purpose of the second stage of the engagement process held between 23 April and 25 May 2025 (stage 2) was to gain feedback from the community and other stakeholders on the draft strategy to ensure it responded to community needs and provided opportunities to collaborate with partners.

HOW WE ENGAGED

WHAT DID WE DO?

A survey was launched on the City's Have Your Say page inviting community input with contributors having the opportunity to upload additional documents to share their feedback.



33 DAYS
of engagement (Stage 2)



1,135
Page views



27
Number of people to leave feedback



268
Downloaded the strategy



13
People following the project

DATA METHODOLODY

Respondents were self-selected and anyone who lived or worked in the municipality could respond.

ENGAGEMENT TOOL AND TECHINQUES

A project specific engagement page was developed to provide project information and methods of ways to engage with the City.

A range of engagement tools and techniques were used to provide different types of opportunities for stakeholders and community to have their say. The main tools and techniques are explained in further detail below.

Community Engagement Summary Report

CITY OF GREATER GEELONG

HOW WE ENGAGED

HAVE YOUR SAY ONLINE PORTAL YOURSAY.GEELONGAUSTRALIA.COM.AU	An online HYS project page was designed to share relevant information to encourage community feedback on the draft Community Health and Wellbeing Strategy 2025-29
SURVEY (ONLINE)	The HYS page included a survey and provision to upload other feedback documents. The objective of the survey was to gauge the level of satisfaction with the draft strategy, and if there was anything missing or that needed improvement.
POSTCARDS	Postcards were displayed at Wurriki Nyal Customer Service Centre and distributed to community members at a 'Community Conversations' pop-up stall at The Nest Youth Hub on 14 May 2025.
WRITTEN SUBMISSIONS	Open at any time during the public engagement period. Submissions could be provided by email or mail.
WORKSHOP WITH YOUTH COUNCIL	We presented the draft strategy to Youth Council and asked which of the six priority areas they felt were most important for young people. The Youth Councillors then brainstormed potential actions the City could take to address these priorities.

COMMUNICATIONS

The opportunity to provide feedback was promoted through City News, Council's website and social media (Facebook and Instagram), community newsletters, and direct email to stakeholders and networks. All communication channels directed people to the Have Your Say page.

Community Engagement Summary Report

CITY OF GREATER GEELONG



Community Health and Wellbeing Strategy 2025-29

Our health and wellbeing are crucial resources for living full and productive lives, especially in today's fast-paced and often stressful world.

We, along with our partners, work to improve the health and wellbeing of the Greater Geelong community.

The draft *Community Health and Wellbeing Strategy 2025-29* will provide us with direction for the next four years.

Scan the QR code or visit **geelong.link/CHWS1** to give your feedback on the draft strategy by 5.00pm on Sunday 25 May.

Figure 1: City News article



Figure 2: HYS Postcard

The above images show the front and rear of a postcard displayed at Wurriki Nyal Customer Service Centre and distributed to community members at a 'Community Conversations' pop-up stall at The Nest Youth Hub on 14 May 2025. The postcard directed people to the Have Your Say page.

SOCIAL MEDIA

2,508 Views

1,693 Reach/Impressions

20 Actions (Clicks, reactions, shares, comments etc.)

NEWS

3 print adverts in local newspapers

WWW.GEELONGAUSTRALIA.COM.AU

WHO WE ENGAGED WITH

PARTICIPATION

Between 23 April and 25 May 2025, more than 500 people engaged with the City about the Draft Community Health and Wellbeing Strategy 2025-29.

The community were invited to share some demographic data with us through our HYS page or survey. The following is a snapshot of these people.

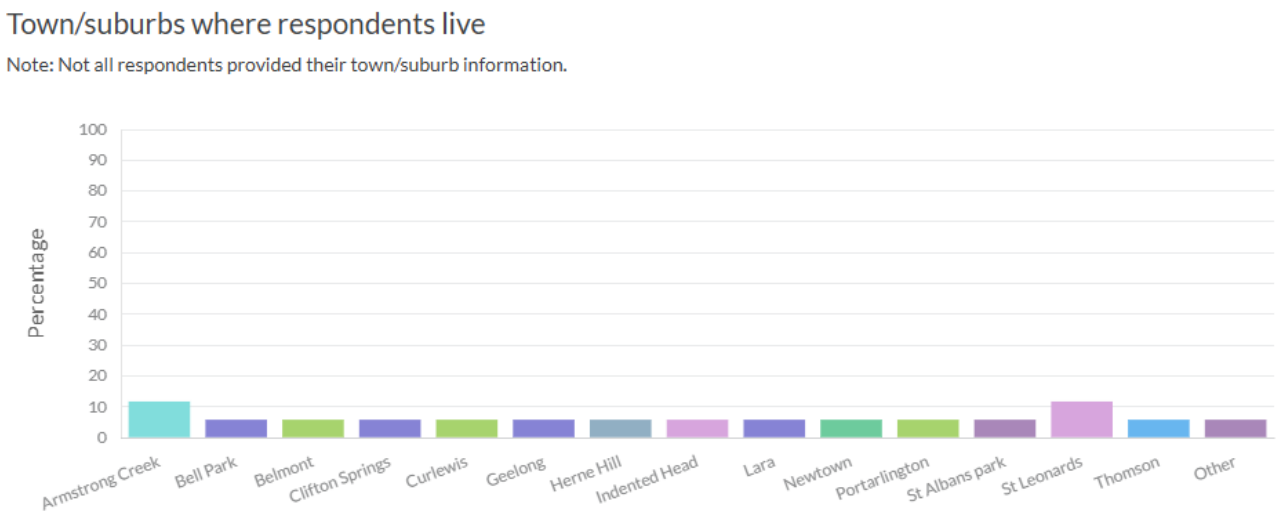


Figure 3: Location of respondents

We received responses from many areas across Greater Geelong.

Age

Survey respondents were aged between 35 and 84 years old.

Youth Council comprises 11 young people aged between 12 and 17 years old.

Gender

- Male: 5
- Female: 12
- Non-binary and prefer not to say: 0

WHAT WE HEARD

THE FEEDBACK

Whilst many respondents praised the City for developing a robust and evidence-based Health and Wellbeing Strategy, they also shared provided valuable feedback on how we can further refine the strategy and focus our efforts.

What does health and wellbeing mean to you?



Figure 4: Word cloud of phrases about the meaning of health and wellbeing

The top 5 themes that define what health and wellbeing means to the community are:

1. Equity and Access

Health and wellbeing are strongly tied to fairness and inclusion. Many responses emphasised the importance of everyone—regardless of background, income, or identity—having access to housing, food, healthcare, education, and employment. Equity is seen as foundational to wellbeing.

2. Social Connection and Community Belonging

A recurring theme is the value of social connection—feeling part of a community, having opportunities to engage with others, and being supported. This includes access to inclusive activities, safe public spaces, and a sense of belonging.

3. Physical and Mental Health

Respondents highlighted the importance of both physical and mental health, including access to nutritious food, clean air and water, exercise opportunities, and mental health support. Wellbeing is seen as holistic, not just the absence of illness.

4. Safe and Supportive Environments

Feeling safe, secure, and supported—whether at home, in public spaces, or in accessing services—was a key part of wellbeing. This includes freedom from violence, access to guidance, and environments that promote health.

5. Purpose and Fulfilment

Wellbeing also means having meaning and purpose in life—through work, volunteering, creativity, or personal growth. People want to feel valued, have autonomy, and live in a way that aligns with their values.

Areas of most importance

When asked where the City should focus its efforts over the next four years to improve community health and wellbeing, respondents highlighted mental health and social inclusion as most important, followed by equitable access to safe, healthy and sustainable food and physical activity and active living.

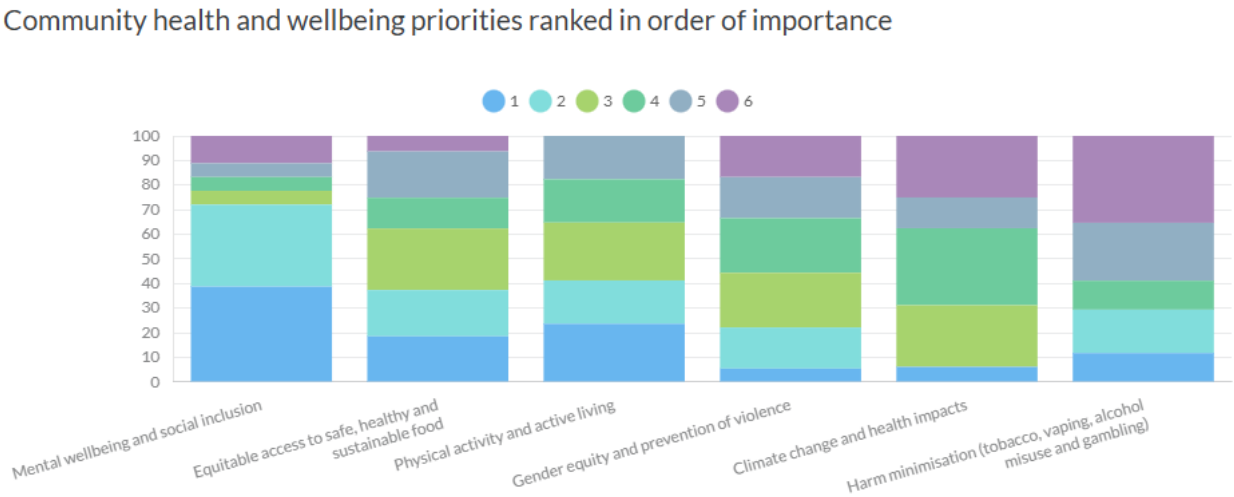


Figure 5: Health and wellbeing priorities in order of importance

The Youth Council highlighted three priorities of importance to young people, which were in line with the priorities for their term:

- **Physical activity and active living** – providing lighting, maintaining equipment and public facilities, and providing outdoor gyms.
- **Gender equity and the prevention of violence** – providing lighting in public places, preventing violence in supermarkets and schools and encouraging girls' participation in sport.
- **Harm minimisation** – increasing education about substance abuse and domestic violence, providing lighting in public places, providing anti-vaping initiatives and resources and spaces for positive activities/alternatives.

The survey sought open ended answers to questions about community indicators, our measures, goals, strategic objectives and strategic actions in the strategy.

Community Indicators

Most people rated the community indicators a 5 or above out of 10.

Respondents highlighted that the inclusion of community voice and lived experience, intermediate indicators and outcome measures would strengthen the strategy.

Our Measures

There was a comparable level of agreement with our measures, and respondents emphasised the importance of incorporating community voices and lived experience. They also suggested that including intermediate indicators and outcome measures would further strengthen the strategy, with some advocating for the inclusion of specific targets.

Goals



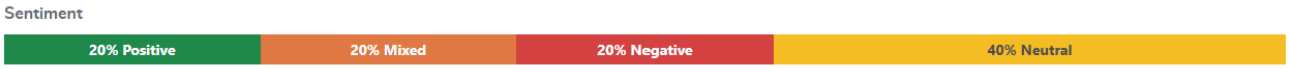
There was mixed sentiment about the goals, with some respondents highlighting that they could be more measurable and querying their timeframe.

Strategic Objectives



There was neutral sentiment about the objectives, with most respondents feeling they adequately reflected the City's role.

Strategic Actions



Feedback on the strategic actions was mixed, with some respondents emphasising the importance of focusing on areas where the City plays a strong role, such as early years, maternal and child health, and immunisation. They also highlighted the need to extend the reach of these highly valued services.



Figure 6: Where the City should focus its action on health and wellbeing

OVERARCHING THEMES

Five overarching themes emerged from the survey responses.

1. **Health and Wellbeing Priorities:**

Key themes include equitable access to housing, nutritious food, and inclusive employment opportunities. Suggestions emphasise addressing homelessness, promoting local food production, and ensuring access to health services without financial barriers.

2. **Community Engagement and Inclusion:**

Contributions highlight the importance of fostering connected communities through inclusive programs, accessible facilities and activities beyond sports. Suggestions include expanding library programs, supporting diverse community groups, and promoting social connections for marginalised populations.

3. Environmental and Public Health Actions:

Suggestions focus on reducing environmental impacts, such as banning waste incineration and improving air quality monitoring. Other actions include promoting smoke-free public spaces and greening neighbourhoods to enhance community health and wellbeing.

4. Mental and Social Wellbeing:

Themes emphasise the importance of mental health, social connections, and spiritual wellbeing. Suggestions include addressing loneliness, supporting mental health initiatives, and creating spaces for non-sport activities to foster community engagement.

5. Strategy and Implementation:

A recurring theme is the need for the strategy to focus on areas where the council has direct control and influence, avoiding overlap with state and federal responsibilities. Contributors suggest clearer roles for Council, focusing on achievable goals within its remit.

Recommendations include improving outcome-based measures, enhancing digital inclusion, and prioritising actions with direct local impact while avoiding overreach into state or federal responsibilities.

There was a strong preference for prioritising basic services and local initiatives. Concerns were raised about the inclusion of topics like climate action, LGBTQIA+ activities, gender equity, and domestic violence, suggesting these fall outside the council's core mandate. However, areas such as family violence, gender equity and climate change are legislated requirements for municipal public health and wellbeing plans. It was evident that some community members are not aware of the changing role of local government in areas such as social inclusion and climate change.

Addressing Health Inequalities and Vulnerable Groups

Many respondents stressed the importance of addressing health inequalities, particularly for vulnerable groups such as First Nations people, people with disabilities, and those experiencing socio-economic disadvantage. Concerns were raised about the lack of consideration of gender and intersectionality in current strategies, with calls for a more inclusive approach to address specific needs of different groups.

"First Nations lens across all priorities - this important focus is missing"

Using Data and Evidence

Feedback also emphasised the importance of using data to drive real improvements, not just collecting numbers. Respondents called for clearer explanations of how data will be used, mechanisms for reviewing progress, and publicly available reports. There's also a suggestion to incorporate community feedback and lived experience into data collection.

"It is not just about collecting numbers, but about making sure they lead to real improvements."

"Including voices from the community, especially those most affected by these issues, would give a much better picture of what is working and what needs to change."

One Health Approach

Feedback suggested moving away from assigning priorities to individual topics and adopting a more holistic, systems approach to health and wellbeing. It argues against ranking topics from 1-6 as these priorities are inherently linked and will affect each other. This is addressed by the co-benefits outlined within each priority area and is in alignment with the Victorian Government's Prevention Plan.

Spiritual Wellbeing

The importance of spiritual wellbeing as a vital aspect of overall health was highlighted. The respondent argued that this often-overlooked aspect is crucial for overall wellbeing and that without it, other priorities may be ineffective.

Improved Community Engagement and Communication

Several respondents criticised the lack of clarity regarding council initiatives and how they would be delivered. There were also calls for improved community engagement, including more effective communication strategies and opportunities for local residents to participate in shaping local projects.

Key themes by gender

For male respondents, the key themes were:

- Service accessibility and reach
- Strategic focus and alignment
- Data and measurement
- Community engagement and lived experience

The feedback highlighted concerns about the scope and focus of a proposed health and wellbeing strategy, advocating for a more realistic and impactful approach.

Respondents emphasised the importance of concentrating on achievable goals within the council's remit, improving access to existing services, and utilising data effectively to measure outcomes.

There's also strong support for incorporating community voices and addressing specific local issues, such as air quality concerns in Lara.

For female respondents, the key themes were:

- Community safety and wellbeing
- Access to resources and services
- Environmental sustainability
- Active transportation and green spaces

Survey participants expressed strong concerns about improving community health and wellbeing in Greater Geelong, highlighting the need for better access to resources and services, particularly for vulnerable groups.

Many respondents advocated for a more holistic approach, emphasising the interconnectedness of physical and mental health, environmental sustainability, and social inclusion.

Significant issues included inadequate public transport, insufficient support for vulnerable families and individuals, and a lack of clarity around council initiatives and their impact.

ACTION FOCUSED FEEDBACK

The following feedback relates to the implementation of the Strategy and could be considered in the development of annual action plans.

Accessibility and Reach of Council Services

Several respondents highlighted the need to improve access to existing council services, such as community programs, early years services, maternal and child health, and immunisation. Suggestions included making these services more inclusive, easier to access, and better integrated with digital platforms.

Improved Access to Health and Wellbeing Services

A significant number of respondents highlighted the need for improved access to a range of health and wellbeing services. This includes both physical and mental health services, with concerns raised about out-of-pocket expenses deterring people from seeking help. The lack of support for vulnerable groups, such as single parents and those without strong family networks was also a major concern.

Digital Inclusion and Health Literacy

As services increasingly move online, the importance of digital inclusion and health literacy is highlighted. The feedback emphasises the need to ensure equitable access to technology, reliable internet, and the skills to use them, particularly for vulnerable groups. The council was also encouraged to offer more services digitally.

Air Quality and Waste Incineration

A specific concern was raised regarding air quality in Lara, advocating for the installation of a new air quality monitoring station meeting stringent standards, with publicly available data.

Strong opposition to waste incineration was also expressed, citing documented health risks. The feedback suggests explicitly banning incineration and related processes within the council's health Strategy.

Affordable and Accessible Food Security

Concerns were raised regarding access to affordable and healthy food. Several responses advocated for initiatives to support local, regenerative food production, including community gardens and promoting healthy food outlets over fast-food establishments.

"As a community member, the most important aspect of health and safety is having equitable access to safe, healthy, and sustainable food."

Creating Safer and More Active Communities

Respondents highlighted the need for safer streets and increased opportunities for active transport, particularly around schools. Concerns were raised about speeding traffic and the lack of infrastructure to support walking and cycling. There were also calls for initiatives to reduce tobacco and vaping use in public spaces, particularly around public transport.

Environmental Sustainability and Green Initiatives

The importance of environmental sustainability was repeatedly emphasised, with calls for increased greening of streets and nature strips, as well as initiatives to reduce the environmental impact of smoking and vaping products. The promotion of community gardens and the creation of pollinator corridors were also suggested.

Enhanced Public Transport and Access to Facilities

Participants highlighted the inadequacy of the current bus transport system, preventing equitable access to open spaces, aquatic and leisure facilities. Suggestions were made to improve the bus system and ensure these facilities were accessible to everyone, regardless of car ownership.

Addressing Homelessness and Housing Affordability

The significant issue of homelessness and housing affordability was raised frequently, with calls for increased support services and initiatives to address the lack of access to safe and stable housing.

NEXT STEPS

The feedback provided through this phase of engagement has informed some improvements to the draft Community Health and Wellbeing Strategy.

- We have created a summary version to provide a more simplified and accessible document.
- We have added community voice into the framework for action to reflect this critical way of working and have clarified opportunities for engaging with the community in annual reviews.
- We have expanded on some of the co-benefits within each priority area to show their interconnected nature.
- We have included references to passive active living opportunities to broaden the focus from organised sport.
- We have strengthened references to First Nations communities and added a strategic objective to align our work.
- We have incorporated Child Safe Standards as a key policy for consideration in developing actions.
- We have included libraries as important settings where the community access initiatives and services that improve health and wellbeing.
- There was a strong preference for prioritising basic services and local initiatives. Some felt that including areas such as family violence, gender equity and climate change were not as important as

and we should focus on direct service delivery. These are legislated requirements for Municipal Public Health and Wellbeing Plans and reflect the changing role of local government.

Continuous improvement opportunities:

- We will create an evaluation framework for the Strategy and will continue to work with the Barwon South West Public Health Unit on intermediate indicators for the priority areas.
- We will work to ensure actions to implement the Strategy are evidence-based.

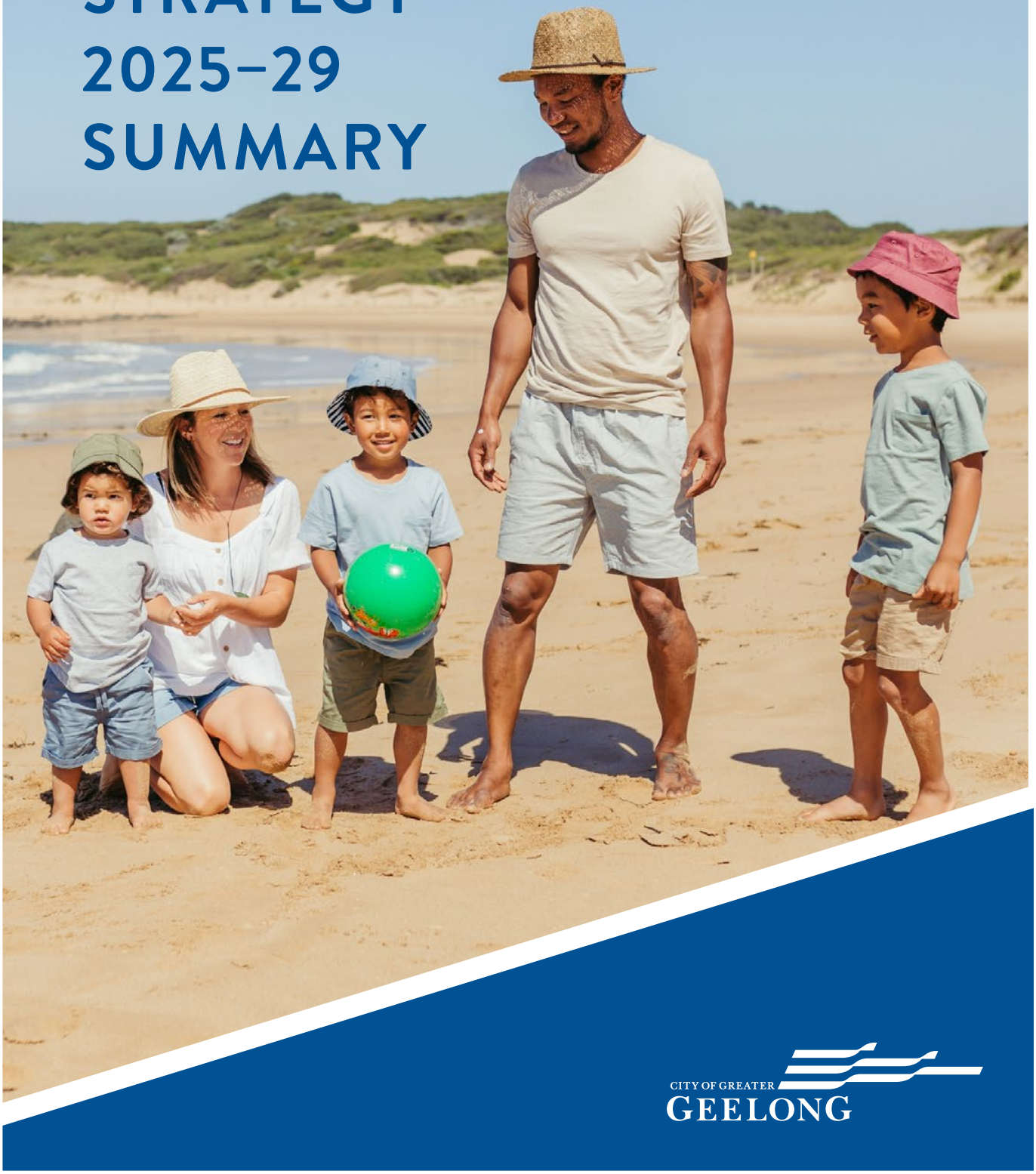
Action focused feedback:

- The feedback also highlighted key initiatives and actions, including enhancing digital literacy for older people, collaborating with schools to promote active travel, and improving the bus system—all of which will be considered in the action planning process.

The final Strategy will be considered by Council for endorsement on 22 July 2025. Following this, the first-year annual action plan (25-26) will be developed detailing the projects and initiatives that will bring the strategic actions to life.

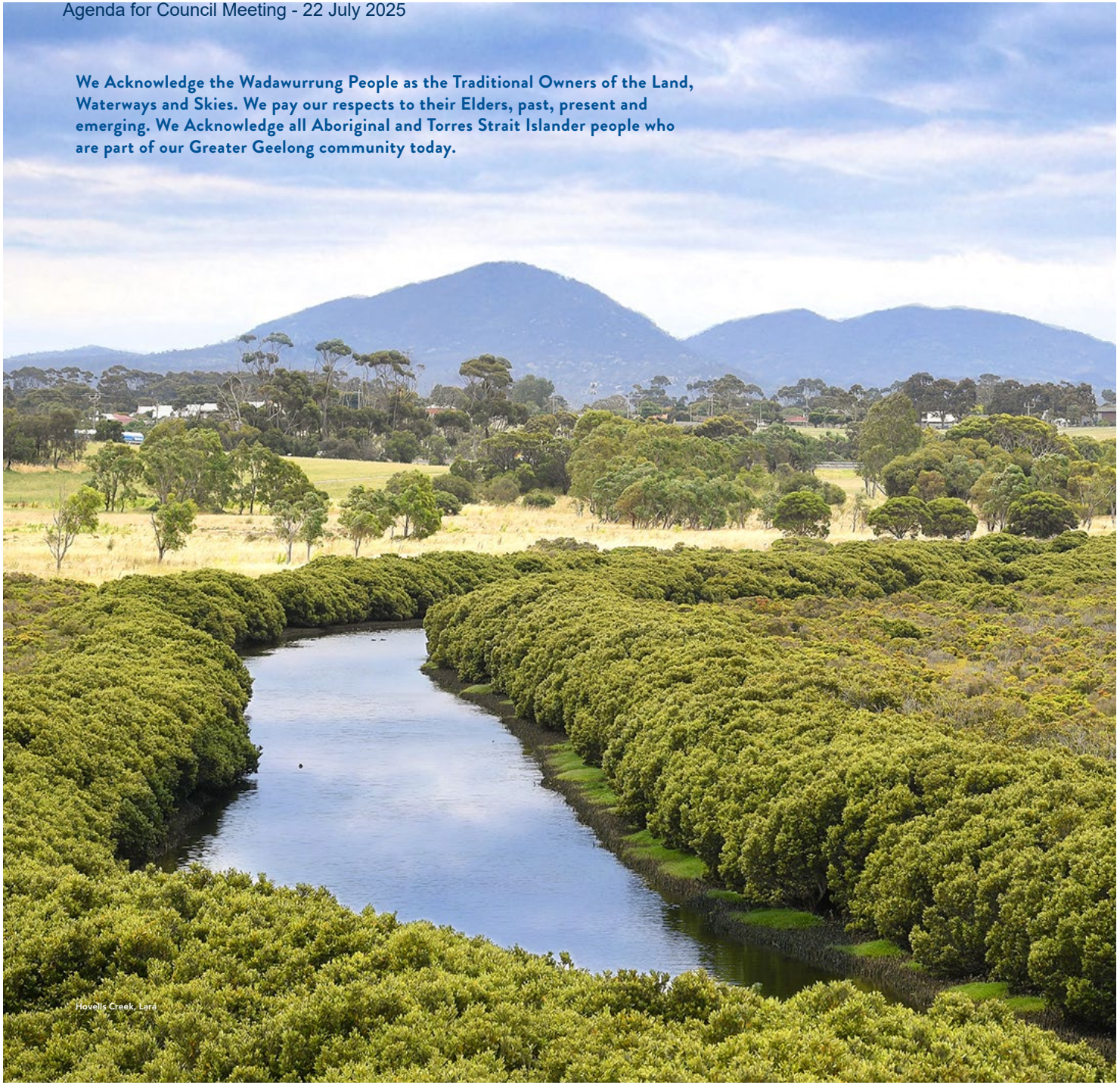
THE CITY OF GREATER GEELONG

COMMUNITY HEALTH AND WELLBEING STRATEGY 2025–29 SUMMARY



CITY OF GREATER GEELONG

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.



Hovells Creek, Lara

CONTENTS

OVERVIEW	4
HEALTH EQUITY	5
STRATEGY ROADMAP	6
HEALTH AND WELLBEING PRIORITIES	7
IMPLEMENTATION, EVALUATION, GOVERNANCE	15

OVERVIEW

The Community Health and Wellbeing Strategy 2025-2029 is a key strategic roadmap to enhance the health and wellbeing of the Greater Geelong community over the next four years.

INTRODUCTION

The Strategy outlines the health and wellbeing priorities for the City of Greater Geelong, aiming to improve public health at a local level. It recognises the pivotal role of local government in shaping the social, environmental, and economic factors that influence health, known as the social determinants of health.

The Strategy aligns with several legislative requirements, including the Public Health and Wellbeing Act 2008, Climate Change Act 2017, and Gender Equality Act 2020. It is also consistent with the Victorian Public Health and Wellbeing Plan 2023-2027 and the Council Plan 2025-2029.

The Strategy has also been informed by the data and evidence contained in the following companion documents available on our website:

- Health and Wellbeing Profile – Companion Document 1
- Policy and Legislative Context – Companion Document 2
- Consultation Report – Companion Document 3

The strategy was developed through extensive stakeholder and community consultation, including a deliberative engagement process with a panel of community members.

HEALTH AND WELLBEING PRIORITIES

The strategy identifies six key health and wellbeing priorities:

1. Mental Wellbeing and Social Inclusion: Promoting mental health and fostering social connections.
2. Equitable Access to Safe, Healthy, and Sustainable Food: Ensuring all community members have access to nutritious food.
3. Physical Activity and Active Living: Encouraging active lifestyles to improve physical health.
4. Gender Equity and Prevention of Violence: Promoting gender equity and preventing violence.
5. Climate Change and Health Impacts: Addressing the health impacts of climate change.
6. Harm Minimisation: Reducing harm associated with tobacco, vaping, alcohol misuse, and gambling.

IMPLEMENTATION AND EVALUATION

The strategy will be implemented through annual action plans and reviews to track progress. Collaboration with community groups, organisations, and other agencies is essential for effective implementation. A monitoring and evaluation framework will ensure the strategy remains responsive, adaptable and effective.

CONCLUSION

The Community Health and Wellbeing Strategy 2025-2029 provides a clear framework for improving health and wellbeing in Greater Geelong. It emphasises collaboration, community engagement, and strategic alignment to achieve long-term health outcomes.

This summary captures the essence of the Strategy, highlighting its priorities and alignment with broader legislative and policy frameworks. The following pages provide detail about the long-term outcomes, measures, strategic objectives and strategic actions within each health and wellbeing priority area.

HEALTH EQUITY

Health inequities are unfair and avoidable differences in health status within and between population groups.

Placing equity at the heart of everything we do, means we will build a healthy, thriving community where everyone is welcomed and valued.

There are population groups within Greater Geelong who experience health inequities, and some of these population groups are outlined in the diagram below.

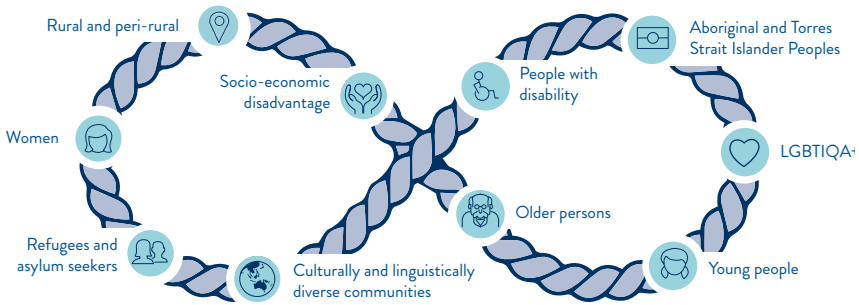


Figure 2: Intersectionality (*Social Equity Framework 2022-25*)

The City strives towards an equitable approach to health and wellbeing. This means greater attention is given to the needs of people who identify with one or more of the above population groups.

For a full health and wellbeing profile of the Greater Geelong community, please refer to the **Health and Wellbeing Profile – Companion Document 1** available on the City's website.

STRATEGY ROADMAP

The health and wellbeing priorities below are of equal importance and are not ranked in any particular order.

COMMUNITY HEALTH AND WELLBEING STRATEGY					
Priority 1: Mental wellbeing and social inclusion	Priority 2: Equitable access to safe, healthy, and sustainable food	Priority 3: Physical activity and active living	Priority 4: Gender Equity and prevention of violence	Priority 5: Climate change and health impacts	Priority 6: Harm minimisation
Goals: The community experiences lower levels of psychological distress. All community members feel connected and included in community life and have appropriate access to community facilities and services. All community members have access to housing that is affordable and in a community that is stable, supportive, and safe.	Goals: The community has equitable access to safe, healthy, and sustainable food, and the food system is more resilient to shocks and emergencies. There are higher rates of breastfeeding and healthy eating among the community.	Goals: There are more opportunities for the community to be physically active. The community reports higher levels of physical activity and lower levels of sedentary behaviour. There are more liveable neighbourhoods which provide access to every day needs such as food, jobs, places for community interaction and open space.	Goal: People of all genders feel safe and live a life free from violence and discrimination.	Goals: The community is equipped to adapt to the adverse health effects of climate change and is capable of bouncing back from climate-related challenges. We encourage well designed public realm and public spaces which create a cooler, greener more liveable city.	Goal: The harm associated with alcohol and tobacco use, vaping, and gambling is reduced.
Goals: The population health and wellbeing outcomes we are striving towards beyond the life of this strategy.					
Strategic Objectives: Our role in the health and wellbeing priority area over the next four years.					
Strategic Actions: Commitments to areas of focus over the next four years					
Annual Action Plans: Evidence-based projects and initiatives that deliver on the strategic actions, objectives, and work towards progress in the six health and wellbeing priority areas. These will be developed annually, and progress reported to the community each year.					

1. MENTAL WELLBEING AND SOCIAL INCLUSION			
OUR GOALS:	**OUR COMMITMENTS:**		**POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:**
The community experiences lower levels of psychological distress. All community members feel connected and included in community life and have appropriate access to community facilities and services. All community members have access to housing that is affordable and in a community that is stable, supportive, and safe. **COMMUNITY INDICATORS:** **Psychological distress:** Proportion (per cent) of community members experiencing moderate to high levels of psychological distress (GPHS) Proportion (per cent) of community members with a mental health condition (GPHS) Incidence of hospital admissions for self- harm and suicide (Hospital data; GPHS) Proportion (per cent) of community members accessing mental health services (Hospital data) **Loneliness** Proportion (per cent) of community members experiencing loneliness (GPHS) Ability to call on someone outside the household in an emergency (GPHS)	Strategic Objectives	Strategic Actions	*National Mental Health & Suicide Prevention Plan* *National Children's Mental Health Strategy* *National Quality Standards (Element 6.2)* *Victorian Early Years Learning and Development Framework (Outcome 1, 2 and 3)* *Victorian Child Safe Standards* *Suicide Prevention and Response Strategy 2024-2034* *G21 2050 Regional Plan* **City of Greater Geelong:** *Advocacy Framework 2024-27* *Arts and Culture Strategy 2021-31* *Disability Access and Inclusion Plan 2024-28* *Geelong on the Rise: A Clever and Creative International City 2024-2034* *Greater Geelong Planning Scheme* *Public Realm Strategy (under development)* *Positive Ageing Strategy 2021–47* *Open Space Strategy (under development)*
	1.1Provide access to initiatives and infrastructure that create opportunities for social connection.	*1.1.1 Provide a variety of community grants to support local initiatives that respond to community needs.* *1.1.2 Provide residencies and spaces to help local creatives grow and share their craft with the community.* *1.1.3 In partnership with cultural industries, ensure the community have free or low- cost access to creative events and programs.* *1.1.4 Build the capability of community members to create resilient and connected communities that can address and advocate for their own needs.* *1.1.5 Provide opportunities for priority population groups to have shared experiences through events, festivals, arts, and culture.* *1.1.6 Establish and facilitate the Social Inclusion Action Group and associated social investment fund with both First Nations and mainstream funding streams.* *1.1.7 Partner with businesses, training providers, and social enterprises to create inclusive job opportunities for diverse community members, including First Nations, young people, older people, and people with disabilities.* *1.1.8 Support social enterprises and inclusive hiring.* *1.1.9 Support families to connect with other families in their local community* *1.1.10 Work with neighbourhood houses, libraries and community centres to provide opportunities for social connection.*	

1. MENTAL WELLBEING AND SOCIAL INCLUSION

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
Homelessness: Number of community members estimated to be experiencing homelessness (ABS Census) **OUR MEASURES:** Advocacy through submissions and grant applications. Participation in Council run programs. Number of grants provided to the community. Provision of Council assets in line with the City's Social Infrastructure Planning and Investment Policy. Monitor employment rates for priority population groups. Number of local businesses attending capacity building sessions and engaging with social procurement initiatives. Strength of partnerships with stakeholders (e.g. Homelessness Working Group).	Strategic Objectives	Strategic Actions	*Rainbow Action Plan 2025–29* *Settlement Strategy 2020* *Social Equity Framework 2022-25* *Social Housing Plan 2021–41* *Social Infrastructure Planning and Investment Policy* *Social and Environmental Procurement Policy (under development)*
	1.2 Encourage and provide well designed and located buildings, public realm, and open spaces.	*1.2.1 Plan for housing close to transport and services in line with our Settlement Strategy.* *1.2.2 Provide and maintain social infrastructure in line with the Social Infrastructure Planning and Investment Policy.*	
	1.3 Increase opportunity for social and affordable housing access for lower income households in the community.	*1.3.1 Use City-owned land which is identified as surplus, for social housing.* *1.3.2 Negotiate with private developers for the inclusion of affordable housing in new private developments.* *1.3.3 Work with our partners to coordinate responses to homelessness in the City.*	
	1.4. Support advocacy to improve the protective factors for mental wellbeing	*1.4.1 Encourage community members from diverse backgrounds to provide advice to Council through our advisory committees and reference groups.* *1.4.2 Advocate for the reorientation of services towards prevention.* *1.4.3 Advocate for and amplify the voices of priority population groups.*	
	1.5 Support reconciliation outcomes for First Nations communities.	*1.5.1 Strengthen partnerships with Reconciliation Australia, and local First Nations organisations* *1.5.2 Foster a deeper appreciation of First Nations culture in the Greater Geelong community.*	

2.0 EQUITABLE ACCESS TO SAFE, HEALTHY AND SUSTAINABLE FOOD

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
The community has equitable access to safe, healthy, and sustainable food, and the food system is more resilient to shocks and emergencies. There are higher rates of breastfeeding and healthy eating among the community. **COMMUNITY INDICATORS:** **Food security and food systems** Proportion (per cent) of community members experiencing food insecurity (GPHS) Average distance to healthy and unhealthy food retail outlets (AUO) Amount of food waste diverted from landfill (Waste) **Healthy eating** Proportion (per cent) of community members meeting fruit and vegetable guidelines (GPHS) Proportion (per cent) of community members consuming sugar sweetened drinks every day (GPHS) Proportion (per cent) of community members who eat takeaway meals or snacks (GPHS) Proportion (per cent) of infants breastfeeding at 6 months of age (MCH)	Strategic Objectives	Strategic Actions	*WHO Action Framework for Public Food Procurement and Service Policies* *NHMRC Australian Dietary Guidelines* *National Quality Standards (Elements 2.1.3, 6.1 and 7)* *Victorian Government Healthy Choices Guidelines* ***City of Greater Geelong:*** *Catering Policy* *Food Policy (Under review)* *Social and Environmental Procurement Policy (under development)* *Social Infrastructure Plan* *Social Infrastructure Planning and Investment Policy*
	2.1 Strengthen the City's leadership on equitable access to healthy and sustainable food	*2.1.1 Develop a policy framework and action plan that embeds equitable access to safe, healthy and sustainable food across Council operations, guided by internal governance mechanisms.* *2.1.2 Implement healthy and sustainable food procurement practices across Council-operated services, programs and events.* *2.1.3 Partner with private and community leaseholders to adopt healthy and sustainable food procurement in Council-owned facilities and venues.*	
	2.2 Design built and service environments that support healthy and sustainable food access	*2.2.1 Incorporate features into Council infrastructure that promote healthy food access (e.g. community kitchens, breastfeeding facilities, community gardens, edible landscaping).* *2.2.2 Support early childhood services to provide nutritious meals and educate families on healthy food choices.* *2.2.3 Promote breastfeeding and healthy eating from infancy.* *2.2.4 Monitor and support food safety compliance across Greater Geelong.*	

2.0 EQUITABLE ACCESS TO SAFE, HEALTHY AND SUSTAINABLE FOOD

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
OUR MEASURES: Compliance with Management Procedure Strategy/policies endorsed by Council. Participation in early years services where healthy eating is prioritised and part of funded breakfast clubs. Number of facilities and services compliant with Healthy Choices guidelines	Strategic Objectives	Strategic Actions	
	2.3 Enable collective action to build a healthy, sustainable and fair local food system	*2.3.1 Build and maintain partnerships to strengthen the local food system through a collective impact approach.* *2.3.2 Strengthen the capacity and coordination of the food relief sector.* *2.3.3 Support community-led initiatives that address food insecurity and build food literacy.* *2.3.4 Collaborate with Wathaurong Aboriginal Cooperative to support access to culturally appropriate, healthy food and strengthen food knowledge systems.*	



Vegeatble garden at Geelong Botanic Gardens, East Geelong

3.0 PHYSICAL ACTIVITY AND ACTIVE LIVING

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
There are more opportunities for the community to be physically active. The community reports higher levels of physical activity and lower levels of sedentary behaviour. There are more liveable neighbourhoods which provide access to every day needs such as food, jobs, places for community interaction and open space. **COMMUNITY INDICATORS:** **Active transport:** Modes of travel, walkability, distance to public transport (AUO) **Physical activity:** Proportion (per cent) of community members across all age groups meeting physical activity guidelines (GPHS) **Sedentary behaviour:** Proportion (per cent) of adults who are sedentary (GPHS) **OUR MEASURES:** Participation in / attendance at programs for priority populations New membership tiers for priority populations in the City's Leisure facilities Number of partnership initiatives for physical activity Progress towards 50 per cent of trips to work being made by active travel and public transport by 2047.	Strategic Objectives	Strategic Actions	*Australian Physical Activity Guidelines* *Sport 2030 National Sports Plan* *National Quality Standards (Element 2.1.3)* *Urban Design Guidelines for Victoria* *Active Victoria 2022-2026* *Victorian Cycling Strategy 2018-2028* *G21 2050 Regional Plan* *Vision Zero Geelong: Safe Local Travel 2022-2027* ***City of Greater Geelong:*** *Disability Access and Inclusion Plan 2024-28* *Fair Play Strategy* *Fair Access Policy* *Geelong Major Events Strategy 2024-29* *Greater Geelong Planning Scheme* *Integrated Transport Strategy (under development)* *Open Space Strategy (under development)* *Plan for Nature (under development)* *Positive Ageing Strategy 2021-47* *Public Realm Strategy (under development)* *Shared Trails Masterplan* *Social Infrastructure Planning and Investment Policy*
	3.1 Design liveable, walkable neighbourhoods that promote active living.	*3.1.1 Invest in and upgrade infrastructure to promote active living for all ages and abilities.* *3.1.2 Promote and encourage safe, active travel by providing appropriate infrastructure and facilities, and connecting residential areas to key destinations.* *3.1.3 Increase opportunities for passive recreation and incidental exercise in our streetscapes and open spaces.* *3.1.4 Encourage a diversity of housing close to everyday needs.*	
	3.2 Increase and promote opportunities for active living	*3.2.1 Design play spaces and programs that encourage physical activity for children of all abilities.* *3.2.2 Support major sporting and community events that encourage community participation.*	
	3.3 Increase participation in sport and recreation, especially for groups who face barriers.	*3.3.1 Provide equitable access and targeted programming for priority population groups at the City's aquatic, leisure and recreation facilities.* *3.3.2 Work with our partners to promote inclusive and all abilities participation in sport and recreation.*	

4.0 GENDER EQUITY AND PREVENTION OF VIOLENCE

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
People of all genders feel safe and live a life free from violence and discrimination. **COMMUNITY INDICATORS:** **Family Violence:** Family violence incidents reported to the Police (Victoria Police). **Feelings of Safety:** Feelings of safety in the local area, and no significant difference is detected based on gender (GPHS). **OUR MEASURES:** Number of community events which promote gender equity. Strength of partnerships with stakeholders (e.g. Respect 2040). Confidence of staff to identify family violence in the community. Gender equity assessments are completed for all significant recreation infrastructure design projects as per the Gender Equality Act, 2020. Number of women and trans and gender diverse people nominating for Council elections. Equal gender split in senior leadership positions.	Strategic Objectives	Strategic Actions	*National Quality Standards (Element 5.1.1 and 5.1.2)* *Victorian Early Years Learning and Development Framework (Outcome 1)* *Victorian Child Safe Standards* *Our Equal State: Victoria's Gender Equality Strategy and Action Plan 2023-27* *Free from Violence: Victoria's Strategy to prevent family violence and all forms of violence against women* *G21 2050 Regional Plan* *Respect 2040 Regional Partnership* ***City of Greater Geelong:*** *Community Safety Framework 2022- 26* *Fair Access Policy 2024* *Gambling Harm Minimisation Policy* *Gender Equality Action Plan 2022-25* *Neighbourhood Amenity Local Law 2024* *Open Space Strategy (under development)* *Positive Ageing Strategy 2021-47* *Public Realm Strategy (under development)* *Rainbow Action Plan 2025-29* *Smart Cities Strategic Framework and Implementation Action Plan*
	4.1 Promote gender equity and equality within the community.	*4.1.1 Raise awareness of gender equity and violence prevention within the community.* *4.1.2 Implement programs that educate young children about gender equity and respectful relationships.*	
	4.2 Increase opportunities for prevention of violence.	*4.2.1 Support inclusion for the LGBTIQA+ community.* *4.2.2 Build capability for our community-facing workforce to identify and respond to incidents of family violence.* *4.2.3 Work with our regional partners to prevent violence against women.*	
	4.3. Foster gender inclusive leadership, policies, and workforce development.	*4.3.1 Work to improve gender balance in Community Services workforces that are predominately dominated by one gender.* *4.3.2 Develop and implement the Gender Equality Action Plan 2026-29.*	
	4.4. Ensure the community feels safe in public places.	*4.4.1 Work with our partners to promote community safety initiatives and monitor local hot spots.* *4.4.2 Embed gender equity principles into infrastructure planning, masterplans, and urban design frameworks.* *4.4.3 Design and activate public spaces to promote community safety (e.g., lighting, passive surveillance).*	

5.0 CLIMATE CHANGE AND HEALTH IMPACTS

OUR GOALS:	OUR COMMITMENTS:		POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:
The community is equipped to adapt to the adverse health effects of climate change and is capable of bouncing back from climate-related challenges. The City encourages well designed public realm and public spaces which create a cooler, greener more liveable city. **COMMUNITY INDICATORS:** **Community attitudes:** Proportion (per cent) of residents concerned about the impact of climate change on their health (GPHS) **Community resilience:** Proportion (per cent) of homes where the temperature is always uncomfortable (GPHS) **Vulnerability:** Lower incidence of heat related illness (Hospital data) Lower incidence of thunderstorm asthma (Hospital data) **OUR MEASURES:** Progress towards planting one million new trees in Greater Geelong by 2030. Progress towards 50 per cent of work trips being made by active travel or public transport by 2047.	Strategic Objectives	Strategic Actions	*National Health and Climate Strategy Implementation Plan 2024-28* *National Quality Standards (Element 3.2.3)* *Victoria's Climate Change Strategy* *Victorian State Emergency Management Plan (SEMP)* *Victorian Emergency Management Planning Toolkit for People most at risk* *G21 2050 Regional Plan* *Barwon Southwest Regional Climate Adaptation Strategy 2020-25* ***City of Greater Geelong:*** *Climate Change Response Plan 2024-28* *Environment Strategy 2020-30* *Integrated Transport Strategy (under development)* *Mosquito Management Program* *Municipal Emergency Management Plan* *Open Space Strategy (under development)* *Plan for Nature (under development)* *Public Realm Strategy (under development)* *Urban Forest Strategy 2015-25* *Waste and Resource Recovery Strategy 2020-30*
	5.1. Foster improved access to green spaces and the natural environment.	*5.1.1 Promote Greater Geelong's natural assets to the community, highlighting the health and wellbeing benefits of being in nature.* *5.1.2 Increase tree canopy cover and create shady pedestrian streetscapes to reduce urban heat island effects and UV exposure.*	
	5.2. Increase community resilience to the health impacts of climate change and extreme weather events.	*5.2.1 Develop a communications strategy to raise awareness of the health impacts of climate change and promote climate actions that improve health.* *5.2.2 Raise community awareness of the risks associated with the increase in frequency and severity of extreme weather events.* *5.2.3 Identify opportunities to create climate resilient local food systems.* *5.2.4 Support partnerships and programs that engage the community in environmentally sustainable initiatives.* *5.2.5 Build multi agency partnerships to effectively respond to emergency events and support community recovery.*	

6.0 HARM MINIMISATION			
OUR GOALS:	**OUR COMMITMENTS:**		**POLICY AND EVIDENCE-BASED GUIDANCE FOR TAKING ACTION:**
The harm associated with alcohol and tobacco use, vaping, and gambling is reduced. **COMMUNITY INDICATORS:** **Alcohol harm:** Fewer community members are at increased risk from alcohol use, and no significant difference is detected by gender (GPHS) **Vaping prevalence:** Decrease in proportion (%) of residents who vape (GPHS) **OUR MEASURES:** Number of Electronic Gaming Machines (EGM) applications opposed. Positive outcomes from enforcement activities. Strength of partnerships with stakeholders (e.g. Victoria Police).	Strategic Objectives	Strategic Actions	*National Alcohol Strategy 2019-28* *National Drug Strategy 2017-26* *National Tobacco Strategy 2023-30* *Victorian Tobacco Act 1987* *G21 2050 Regional Plan* ***City of Greater Geelong:*** *Neighbourhood Amenity Local Law 2024* *Community Safety Framework 2022-26* *Gambling Harm Minimisation Policy*
	6.1 Collaborate with partner organisations to increase opportunities for prevention.	*6.1.1 Increase community awareness of the harms associated with alcohol and tobacco use, vaping, and gambling.* *6.1.2 Explore partnership opportunities to identify and promote smoke/vape-free areas within Greater Geelong.*	
	6.2 Create supportive environments for health promoting behaviours.	*6.2.1 Actively support community or sporting clubs, groups, or organisations to divest themselves of Electronic Gaming Machines (EGMs).* *6.2.2 Monitor the sale of tobacco and the provision of smoke free dining areas.* *6.2.3 Promote community safety by monitoring alcohol free and smoke free areas.* *6.2.4 Provide support for families to create smoke-free and safe home environments.*	

IMPLEMENTATION, EVALUATION, GOVERNANCE

IMPLEMENTATION

Partnerships

We recognise that achieving our health and wellbeing goals requires strong partnerships. We will work closely with community groups, organisations, and other agencies to leverage their expertise and resources. Key partners include local health services, educational institutions, and non-profit organisations. We will continue to seek out new opportunities for collaboration to address our priority areas.

Our health and wellbeing partners network offers essential guidance to help us achieve our shared objectives. Our current partners include Barwon Health, Barwon South West Local Public Health Unit, Bellarine Community Health, Cultura, Deakin University, Department of Education, Department of Health, Geelong Foodshare, Geelong Regional Libraries Corporation, Leisure Networks, Meli, Sexual Assault and Family Violence Centre, Wathaurong Aboriginal Co-operative, Western Victoria Primary Health Network and Women's Health and Wellbeing Barwon South West.

Our sport and recreation network is a partnership between us and 12 sport and recreation associations. The network aims to work closely and collaboratively with the governing body of each sport to review sporting operations, align strategic planning and maximise the use of council owned or managed facilities to generate health and wellbeing outcomes in alignment with our policies and strategies. We also undertakes an annual Sport and Recreation Census which is designed to collect annual utilisation and participation data from over 200 sporting clubs to support strategic planning for the future.

We are also involved in many other networks and partnerships to share information, learn from others and collaborate to achieve our goals.

Annual Action Plan

Each financial year, an annual action plan will highlight the projects and initiatives to be implemented over the next 12 months which make progress towards the strategic actions, objectives and health and wellbeing priority areas of this strategy.

The progress of the annual action plan will be monitored quarterly.

EVALUATION

An evaluation framework will be developed to accompany this strategy which will provide for the following opportunities for review and learning.

Annual Review

Our health and wellbeing priorities will be reviewed annually with key staff, our partners and community. This will help ensure our priorities are relevant to emerging community needs.

An annual report will be prepared for Councillors and the community which provides an update on the progress of the annual action plan. This will include data collected against our measures for each health and wellbeing priority area.

We commit to establishing intermediate indicators with our partners to measure collective impact.

Mid-point review

The health and wellbeing profile will be updated with new data from the 2026 Census and any other new data available.

Final review

Population health indicators from the Geelong Preventative Health Survey will be benchmarked every four years to track progress towards improved health and wellbeing outcomes for the Greater Geelong community.

GOVERNANCE

Health and Wellbeing Internal Governance Group

A group of key representatives from across the organisation will be established to monitor implementation of the strategy and participate in the annual review process.

This group will enable information sharing and collaboration across different departments with responsibilities for community health and wellbeing outcomes.

CITY OF GREATER GEELONG
Wadawurrung Country
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

© City of Greater Geelong 2025

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

2.3. 2025-26 Community Grants Guidelines

Source: **Corporate Services**
Executive Director: **Troy Edwards**

Purpose

1. To seek Council's approval of the 2025-26 Community Grants guidelines and advise Council of the key dates for the 2025-26 grants.

Background

2. The City offers a range of competitive grants to support projects, events, activities and capital works to benefit the community.

3. All grants operate under the City's Standard Guidelines which include application and assessment processes, eligibility criteria and requirements for successful applicants.

Key Matters

4. Any changes to a grant's objectives, eligibility and assessment criteria are informed by feedback from the community, Councillors, council officers and budget amendments. A summary of proposed changes for the 2025-26 Community Grants is attached to this report. (**Attachment 1**)

5. The 2025-26 Community Grants budget of $2,849,500 was approved at Council meeting on 24 June 2025.

6. The Community Infrastructure Grants budget for 2025-26 has been reduced from $3.0 million to $1.5 million. Of this $1.5 million reduction, $1.0 million is included in the City's Capital Program budget for 2025-26 for sports lighting projects on City owned and managed assets.

7. The Geelong Heritage Grant has been paused for 2025-26 and the budget transferred to the City's capital works program for heritage projects. The Geelong Heritage Strategy 2025-2035, currently under development, will review broader support options for heritage property owners, which may inform a future grants program.

8. The 2025-26 Community Grants are scheduled to open on Saturday 26 July 2025 and funding recommendations will be presented to Council for endorsement in December 2025, January and February 2026. A complete list of the City's Community Grants and key dates is attached to this report. (**Attachment 2**)

9. The specific guidelines for Council-endorsed grants detail each grant's objectives, priority areas and criteria and are attached to this report. (**Attachments 3 to 11**)

Recommendation

That Council:

1. **Approve the changes to the 2025-26 Community Grants objectives and eligibility criteria listed in Attachment 1 to this report and authorise the Chief Executive Officer to make administrative changes to the 2025-26 Community Grants guidelines;**

2. **Note the 2025-26 Community Grants List and Key Dates in Attachment 2 to this report;**

3. **Approve the 2025-26 Community Grants guidelines in Attachments 3 to 11 to this report;**

4. **Note the Community Grants will open on Saturday 26 July 2025; and**

5. **Note that funding recommendations will be presented to Council for endorsement in December 2025, January and February 2026.**

Financial Sustainability

10. There are no financial implications for the City associated with changing and approving the 2025-26 Community Grants guidelines.

11. The 2025-26 Community Grants budget was adopted at the Council meeting on 24 June, 2025.

Community Engagement

12. Changes to grant guidelines has considered feedback from Councillors, applicants, community panel assessors and city officers.

13. City officers collect feedback during the year from the community by phone, email and through surveys.

14. The SmartyGrants online grants application system provides applicants with the opportunity to provide feedback about the level of difficulty of the application process, the time taken to complete an application and general feedback.

Social Equity and Sustainability

15. The grant guidelines prioritise community impact, access, and participation.

Relevant Law/Policy/Legal Implications

16. The Community Grants guidelines respond to Council's Community Investment and Support Fund Policy.

Alignment to Community Plan and Vision

17. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.
Strong local economy.
Sustainable growth and environment.

18. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A destination that attracts local and international visitors.
An inclusive, diverse, healthy and socially connected community.
Creative and diverse culture.

Conflict of Interest

19. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

20. There are no high or extreme risks associated with implementing the recommendations contained in this report.

Environmental Sustainability

21. The Community Grants include funding opportunities for environmental initiatives.

22. Some grants include environmental impacts as an assessment criterion.

Attachments

1. 2025 26 Community Grants Guidelines Changes [**2.3.1** - 4 pages]
2. 2025 26 Community Grants List and Key Dates [**2.3.2** - 6 pages]
3. 2025-26 Arts Projects Guidelines [**2.3.3** - 15 pages]
4. 2025-26 Clean Economy Guidelines [**2.3.4** - 14 pages]
5. 2025-26 Climate Change Partnerships Guidelines [**2.3.5** - 15 pages]
6. 2025-26 Community Equipment Grants [**2.3.6** - 15 pages]
7. 2025-26 Community Events Guidelines [**2.3.7** - 15 pages]
8. 2025-26 Community Infrastructure Grants Guidelines [**2.3.8** - 19 pages]
9. 2025-26 Community Strengthening Guidelines [**2.3.9** - 16 pages]
10. 2025-26 Creative Commissions Guidelines [**2.3.10** - 15 pages]
11. 2025-26 Environmental Sustainability Guidelines [**2.3.11** - 15 pages]

2025-26 COMMUNITY GRANTS SUMMARY OF PROPOSED CHANGES

A. PROPOSED CHANGES TO: OBJECTIVES

	GRANT	OBJECTIVE CHANGE	RATIONALE
1	**Climate Change Partnerships**	The objectives of the grant are to: • Increase greening Greater Geelong, including tree planting and habitat restoration. **new** • Build community awareness about how a changing climate affects us. • Boost energy efficiency and local renewable energy generation. • Support the transition to a net zero emissions municipality by 2035. • Encourage a shift to sustainable transport and cleaner fuels. • Help store more carbon naturally through soils and vegetation. • Strengthen local networks and collaboration for long-term impact. Our focus this year is greening Greater Geelong—through planting trees, creating biodiverse landscapes, and expanding green spaces. These efforts contribute to stronger, healthier neighbourhoods while building resilience to the impacts of a changing climate. **new**	Updated to reflect draft Council Plan 2025-2029
2	**Community Events**	The objectives of Community Events Grants are to: • Support new community events. **new** • Support local traders and businesses to generate economic impact and stimulate growth in the Greater Geelong region. • Celebrate Greater Geelong's diverse cultural identity and support inclusive community events. **new** • Encourage visiting friends and relatives to Geelong. **new** • Activate the municipality's community hubs, halls, sporting and cultural venues, activity centres, and public open spaces. **new**	Updated to reflect draft Council Plan 2025-2029.
3	**Community Strengthening**	These grants support community groups and not-for-profit organisations to: • Create opportunities for people to get together. **new** • Help people to be more active. **new** • Promote gender equity and equality. **new** • Strengthen community action on food systems and food security. **new** • Increase awareness about the harm of alcohol and tobacco use, vaping and gambling. **new**	Updated to reflect draft Council Plan 2025-2029

	GRANT	OBJECTIVE CHANGE	RATIONALE
4	**Environmental Sustainability**	This grant responds to the key goals of the City's Environment Strategy 2020–30, as follows: • Create greener community spaces. • Protect, enhance and restore our region's biodiversity. • Achieve better integrated water management through planning and design. • Become a zero-emission, climate-ready city region. • ~~Contribute to a circular economy by reducing waste.~~ **removed** • Our aim is to create greener community and urban spaces, connect people with nature and protect, enhance and restore our region's biodiversity to reduce urban heat and overland flooding. **new**	Updated to reflect draft Council Plan 2025-2029

B. PROPOSED CHANGES TO ELIGIBILITY CRITERIA

	GRANT	CRITERIA CHANGE	RATIONALE
5	**Arts Projects**	This grant is available to applicants whose primary practice is within the arts, creative and cultural sector.	Align funding priorities to strengthen the core arts, creative, and cultural sectors, rather than supporting projects where arts are primarily used as tools to achieve outcomes in other domains (e.g. health, education, social welfare).
6	**Creative Commissions**	This grant is available to applicants whose primary practice is within the arts, creative and cultural sector.	Align funding priorities to strengthen the core arts, creative, and cultural sectors, rather than supporting projects where arts are primarily used as tools to achieve outcomes in other domains (e.g. health, education, social welfare).
7	**Community Strengthening (was Healthy & Connected Communities)**	Change grant name from: Healthy & Connected Communities to Community Strengthening.	New name better reflects objectives of grant by describing a broader and pro-active approach. Widely used and recognised term.
		Remove Equipment category.	Create a stand-alone equipment grant.
		Schools and learning institutions are no longer eligible to apply for this grant.	This grant is oversubscribed, and the priority is to support community groups.

	GRANT	CRITERIA CHANGE	RATIONALE
8	**Community Equipment**	Create a stand-alone Equipment Grant, with a maximum grant amount of $2,000 by combining the equipment category from the Healthy & Connected Communities and Environmental Sustainability Grants. Maximum value of equipment purchase is set at $5,000. Allocate up to $60,000 from the Community Strengthening budget.	This is not a new grant, but a restructuring of the existing equipment funding stream. Currently equipment is a category in two grants. Better promotion of an excellent entry-level opportunity.
9	**Environmental Sustainability**	Remove Equipment category.	Create a stand-alone equipment grant.
		Landowners or authorised managers are no longer eligible to apply to this grant.	Provide clarity on Council's responsibilities. This change does not preclude community-led organisation partnering with landholders for a project.
10	**Community Events**	Conferences and expo type events are no longer eligible for funding.	Grant is oversubscribed; whilst these events deliver economic impact to Geelong, they are often high cost to attend, may not have free components and are not designed for broad community participation. The City supports conferences and meeting through Business Events a division of Tourism Greater Geelong and The Bellarine.
		Introduce a new budget and category for Christmas Carol events. • Transfer $20,000 from partnership funding for the Northern Carols and Ocean Grove Carols. • Transfer $20,000 from Community Events budget. • $7,000 to $10,000 maximum per grant. • Priority to fund staging, audio visual and other event infrastructure. • Executive endorsed.	Supplement the City's Christmas program. Improved promotion opportunity for grant funding. Fund events in same year as application. Improve equity of funding opportunities.

	GRANT	CRITERIA CHANGE	RATIONALE
11	**Community Infrastructure**	Sports lighting projects on City owned or managed land are no longer eligible for funding.	New budget of $1.0 million included in City's Capital Projects program budget for City sports lighting.
		Maximum grant amount reduced from $400,000 to $250,000.	This grant is oversubscribed, and the budget is now $1.5 million (previously $3.0 million). The maximum grant amount was increased from $350,000 to $400,000 to accommodate sports lighting. Sports lights projects on City managed land will now be funded via the City's budget. $250,000 is adequate for larger value projects such as bowling greens, cricket nets and playing surface replacements
		Maximum total value of eligible projects for Capital Works reduced from $3.5 million to $2.5 million.	Corresponds with reduction in maximum grant amount.
		Applicants cannot apply for additional funding for projects already included in the City's capital works program.	Grant is oversubscribed. Priority of grant funding is for clubs/groups with limited options to secure funding elsewhere.
		Confirm nominated priority funding themes: • Access for all abilities (10%) Demonstration the project will empower people with a disability to be active contributors and participants in our community. • Fair access (for women and girls) 10% Demonstration the project will improve the access to, and use of, community infrastructure for women and girls.	No change. Applications that address these themes are a higher priority for funding.

20THE CITY OF
GREATER GEELONG

2025-26 COMMUNITY GRANTS LIST AND KEY DATES

CITY OF GREATER GEELONG

2025-26 Community Grants

The following table outlines the grants available in 2025-26, including who is eligible to apply and the funding available.

This summary is provided for general information only. Applicants must refer to the full guidelines on the Geelong Australia website for detailed and up-to-date information. Grants are listed in alphabetical order.

*Council endorsed grants

^Executive endorsed grants

Grant Name	Purpose and Objective	Who Can Apply?	Grant Budget	Maximum funding per applicant
Artists & Creatives Professional Development^	Grants for local artists and creative to develop their creative skills, business skills and professional practice.	Individual/Sole trader	$15,000 (FY25 $15,000)	$2,000
Arts Projects*	Grants to support artists, creatives and the cultural sector to develop new works or activities and contemporary arts practice.	Not for profit community organisation Business Individual/Sole trader	$100,000 (FY25 $120,000)	$10,000
Children's Week^	Grants for activities that celebrate the health, development and well-being of children.	Not for profit community organisation	$20,000 (FY25 $9,000)	$1,000
Clean Economy*	Grants to establish proof of concept for clean technologies and circular economy solutions that benefit the Geelong community.	Not for profit community organisation Business Individual/Sole trader Higher education institution	$50,000 (FY25 $50,000)	$25,000

Grant Name	Purpose and Objective	Who Can Apply?	Grant Budget	Maximum funding per applicant
Creative Seed^	Grants for artists and creatives to initiate, explore or activate new ideas or new approaches to their work.	Not for profit community organisation Business Individual/Sole trader	$25,000 (FY25 $25,000)	$2,500
Climate Change Partnership Grants*	Partnership grants for the Geelong community to lead the way in adapting to a changing climate.	Not for profit community organisation Business School in partnership with another school or a not-for-profit group	$180,000 (FY25 $180,000)	$50,000
Community Equipment*	Grants to assist with the cost of small equipment purchases that help community groups deliver services and programs and promote inclusion and positive health and wellbeing within the community.	Not for profit community organisation	$60,000 Any unallocated funds transferred to Community Strengthening.	$2,000
Community Events* and Community Events Quick Response (QR)^	Grants for moderate sized public events that provide economic and community benefits to the Greater Geelong region. QR only available for events with timelines that prevent submission to the Community Events main round.	Not for profit community organisation Individual/Sole trader Schools and learning institution Business	$200,000 (FY25 $200,000)	$10,000

Grant Name	Purpose and Objective	Who Can Apply?	Grant Budget	Maximum funding per applicant
Community Infrastructure*	Grants for the planning and delivery of community led infrastructure projects that increase community access to places, spaces, services, and provide facilities that foster and facilitate positive health and wellbeing outcomes on: • Council owned and managed land • Crown land • Private land owned by an eligible applicant	Not for profit community organisation Schools and learning institution	$1,500,000 (FY25 $3,000,000)	$50,000 Planning $250,000 Capital Works
Community Strengthening* (was Healthy & Connected Communities)	Grants for projects, activities or events that respond to a community need and promote inclusion and positive health and wellbeing within the community.	Not for profit community organisation Schools and learning institution	$203,000 (FY25 $263,000) Note: The FY25 budget included equipment, which is now a stand-alone grant in FY26.	$10,000
Creative Commissions Program*	Grants for established professional artists and creatives to deliver new, large-scale creative projects with the City of Greater Geelong.	Not for profit community organisation Business Individual/Sole trader	$80,000 (FY25 $60,000)	$20,000
Environmental Sustainability*	Grants for the initiation, development and delivery of projects that enhance our natural environment and drive environmental sustainability actions across the Geelong region.	Not for profit community organisation School and Learning Institution	$70,000 (FY25 $70,000)	$10,000

Grant Name	Purpose and Objective	Who Can Apply?	Grant Budget	Maximum funding per applicant
First Nations Cultural Heritage*	Grants for projects that recognise, restore, protect and preserve Aboriginal Cultural Heritage.	Not for profit community organisation Business Schools and learning institutions	$100,000 (FY25 $100,000)	Funding requests cannot exceed the total grant budget available of $100,000.
Positive Ageing^	Grants for community hosted activities and experiences such as workshops, dances, concerts and sporting activities that celebrate our ageing community.	Not for profit community organisation	$24,000 (FY25 $24,000)	$1,000

*Council endorsed grants

^Executive endorsed grants

2025-26 Key Dates

Applications will be accepted until 5.00 pm on the application closing date. Late submissions will not be accepted.

*Council endorsed grants

^Executive endorsed grants

Grant	Applications Open	Applications Close	Notifications to applicants
Arts Projects* Clean Economy* Climate Change Partnerships* Community Events* Community Strengthening* Creative Commissions* Environmental Sustainability*	26 July 2025	8 September 2025	28 January 2026
Artists & Creatives Professional Development^	January 2026	tba	Within 6-8 weeks of application closing date
Children's Week^	12 May 2025	23 June 2025	11 August 2025
Creative Seed^	26 July 2025	8 September 2025	Within 6-8 weeks of application closing date
Community Equipment*	26 July 2025	25 August 2025	10 December 2025
Community Events Quick Response^	January 2026	30 May 2026 or when funds are spent, whichever is earlier.	Within 6-8 weeks of application closing date
Community Infrastructure*	26 July 2025	29 September 2025	25 February 2025
First Nations Cultural Heritage*	tba	tba	tba
Positive Ageing^	12 April 2025	26 May 2025	14 July 2025

*Council endorsed grants

^Executive endorsed grants

THE CITY OF
GREATER GEELONG

ARTS PROJECTS GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Who is eligible to apply 4

Who cannot apply 4

How much funding can you apply for? 5

How we allocate funding 5

What you can apply for 6

What you need for your application 7

Checklist 7

How we assess applications 8

Assessment 8

Assessment criteria 8

Funding priorities 9

How to apply 10

Contact the Grants Unit 10

Apply online 10

Withdrawing or changing your application 10

About applicant types 10

If your organisation is not incorporated 10

What happens next 12

Notification of outcome 12

Payments 12

Funding agreements 12

General information 13

First Nations 13

Permits and approvals 13

Insurance 13

Reporting 13

Making changes to your funded activity 13

Withdrawing funding 14

Acknowledging our support 14

Definitions 15

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Arts Project Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 14).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter

If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

Arts Projects Grants support artists, creatives and the cultural sector to develop new work to encourage creative expression connected to local people, stories and place.

These grants are designed to grow arts and culture in greater Geelong and engage the whole community and deliver on the goals described in the City's Arts and Cultural Strategy 2021–2031:

- to build awareness and knowledge of First Nations People's culture, and engage First Nations artists in leading project development or consultation
- to encourage cross artform and industry collaboration and partnerships for a vibrant arts and cultural ecosystem, which supports local and municipal-wide creative endeavour
- to increase opportunities for community participation and diverse engagement through inclusive and accessible arts and cultural programs
- to celebrate our local stories across the municipality through high-quality contemporary practice
- to support arts and cultural activities in diverse and non-traditional indoor and outdoor locations across the municipality
- to enhance Geelong's brand as a creative city.

Activities may include visual arts and craft, music, performing arts, literature and writing, design, screen and media, digital media and creative technology, cultural heritage and collections, community arts and cultural development, festivals and events, and festival and events.

This grant is available to applicants whose primary practice is within the arts, creative and cultural sector.

KEY DATES

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	28 January 2026
Project start date:	You cannot commence your project until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You must complete your activity within 12 months of the notification date.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding.

To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice
- registered charitable organisation
- business
- individuals operating as sole traders (with an active ABN).

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- school or learning institution
- individual (without an ABN)

- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

You may request up to $10,000.

The total amount of funding available for Arts Project Grants is $100,000.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

However, of the three *Creative City Grants* (Creative Seed, Arts Projects, or Creative Commissions), you may submit only one application per financial year. This means you must choose the grant that best matches your creative proposal, as you cannot apply for more than one of these three in the same year.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Types of projects	**Types of projects**
New projects within the City of Greater Geelong's municipal boundaries	Projects delivered outside Geelong
If your activity has been delivered before, you may apply for funding to expand, enhance, or take a new approach	Existing work
Here are some examples of projects we may fund. Other project ideas may also be eligible. If you're unsure, please contact us for advice.	Creative art therapy, therapeutic workshops or health and wellbeing projects (these may be suited to Strengthening Communities Grants. (hyperlink)
Temporary immersive installations and/or experiences that engage the community and create opportunities for public participation	Permanent public art such as murals and sculptures
Cross artform/industry artistic projects that include collaboration and partnerships	Presenting a touring artwork/project
Experimental, contemporary and innovative work delivered in unique spaces	Activities that may be covered by federal or state education training funding, such as school fete activities based on school grounds or school art workshops
Arts and creative projects that invite diverse community participation	Political or gambling activities
Projects that use new and emerging technologies (such as AI, VR, AR)	Projects started before funding is approved
Telling and sharing of stories embedded in local places to strengthen the community's connection to place, their own history, stories and culture	Fundraising events for charities or your own group
Types of expenses	Core business
These are examples of costs we may fund, but other costs may also be eligible. If you're unsure, please contact us for advice.	Projects better suited to the City's other grants
Venue hire, (including City of Greater Geelong venues)	**Types of expenses**
Contractors engaged to deliver a project	Catering
Artist fees	Cost of Council services (e.g. rates, waste disposal, parking fees, fines)
Materials	Overheads (e.g. insurance, utilities, administration costs)
Equipment purchases or hire	Capital works
Publicity and promotion	Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers
Inclusion and access costs	Staff salaries
Documentation and evaluation	Volunteers
	Own venue hire

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- letters of support from project partners and/or stakeholders
- resumes from artists/key people involved in your project
- written confirmation of participation from artists/key people you involved in your project
- copies of required permits or approvals
- confirmation of venue booking
- a budget showing all income, expense and how the grant funds will be used
- quotes or cost estimates for grant related expenses.

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 4-6).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on pages 8 and 9.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

ARTS PROJECTS GRANTS ASSESSMENT CRITERIA

Criteria 1: Community and Cultural Benefit 35 %

We assess this based on:

- Awareness and knowledge of First Nations People's culture, and engagement of First Nations artists in leading project development or consultation (if applicable).
- Creating connections, networks and platforms for local artists and participants, including cross-artform and industry collaborations.
- Community participation and audience growth opportunities including for all abilities.
- Inclusion of diverse artists, groups or communities.
- Public presentation, including in in diverse and non-traditional indoor and outdoor locations across the municipality.
- Creative expression that is connected to local people, stories and place.
- Employment and economic benefit to artists and creatives.
- Enhancing Geelong's brand as a creative city.

Note: You are not required to cover every one of these points. We will assess this section based on how well your project proposal demonstrates the relevant points.

Criteria 2: Artistic and Project Rationale 35%

We assess this based on:

- A clear explanation of your idea and your artistic approach.
- Identified need - what is the community need? Why do you need to do this?
- Demonstration of the project's originality, quality, creativity.

Criteria 3: Well-planned project - 30%

We assess this based on:

- A clear and achievable project plan, or a list of tasks and timelines.
- An understanding of any required permits and approvals.
- Letters of support from project partners and/or stakeholders.
- Biography/CV of key people/artists involved in your project.
- Evidence the proposed venue or location is available and suitable (e.g. a venue booking form).
- A balanced budget where total income equals total expenditure, detailing all project costs and any other funding sources.
- Project cost evidence: to show how much your project will cost, you must provide any of the following:
  - supplier quotes – must include the supplier's business name, ABN/ACN, and contact details.
  - screenshots from online stores – must show the item description, price, and supplier name.
  - contractor costs – quotes from contractor based on industry rates or standards, including NAVA Payment Standards for Artists: https://code.visualarts.net.au.

Note: applications submitted without quotes or estimates may not be funded.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year
- applications from organisations that do not receive money from electronic gaming machines or gambling
- applications that closely align with the City of Greater Geelong's Arts and Cultural Strategy 2021–2031.

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities.

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application
- ask them to sign the application form and the funding agreement
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.

General information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 9.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

Some Arts organisations can assist with public liability insurance under a membership. Contact us to find out more.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people working together
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding.
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

THE CITY OF
GREATER GEELONG

CLEAN ECONOMY GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

Definitions 4

Key Dates 4

Who is eligible to apply 5

Who cannot apply 5

How much funding can you apply for? 5

How we allocate funding 5

What you can apply for 6

What you need for your application 7

Checklist 7

How we assess applications 8

Assessment 8

Assessment criteria 8

Clean Economy Grants Assessment Criteria 8

Funding priorities 9

How to apply 10

Contact the Grants Unit 10

Apply online 10

Withdrawing or changing your application 10

About applicant types 10

What happens next 11

Notification of outcome 11

Payments 11

Funding agreements 11

General information 12

First Nations 12

Permits and approvals 12

Insurance 12

Reporting 12

Making changes to your funded activity 12

Withdrawing funding 13

Acknowledging our support 13

Definitions 14

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Clean Economy Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 14).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter



If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

The Clean Economy Grants support organisations to establish 'proof of concept' for clean technologies and circular economy solutions that benefit the Geelong community.

The grants are designed to assist the community to:

- work towards a circular economy in relation to food waste – both household and commercial/industrial – textiles, manufacturing, e-waste, household items, packaging or soil remediation
- reduce energy use and energy costs
- improve soil ecology and land management in agriculture
- reduce greenhouse gas emissions in commercial and industrial applications
- achieve net zero carbon emissions in commercial and industrial applications
- reduce water consumption, improve water efficiency and/or reuse water in commercial and industrial applications
- reduce waste to landfill, increase recycling, work towards zero waste and/or waste to energy
- develop sustainable building materials with low embodied energy, and/or made from renewable waste/recycled resources
- reduce packaging in consumer, commercial and industrial applications.

DEFINITIONS

For the purposes of this grant, the following definitions apply:

- **Clean technologies**: economically viable products, services and processes that harness renewable materials and energy sources, dramatically reduce the use of natural resources, and decrease or eliminate emissions and wastes.
- **A circular economy**: an economy that continually seeks to reduce the environmental impacts of production and consumption, while enabling economic growth through more productive use of natural resources.

KEY DATES

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	28 January 2026
Project start date:	You cannot commence your project until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You must complete your activity within 12 months of signing a funding agreement.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, the entity must be based in the City of Greater Geelong, under Geelong ownership or intend to work with suppliers located in Geelong to deliver the project, in addition to one of the following:

- incorporated not-for-profit organisation
- registered charitable organisation
- higher education institutions
- businesses
- individuals operating as sole traders (with an active ABN).

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- unincorporated group with an auspice
- schools
- individual (without an ABN)
- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

You may request up to $25,000.

The total amount of funding available for al Clean Economy Grants is $50,000.

You can only submit one application per funding round to this grant.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Types of projects *Here are some examples of projects we may fund. Other project ideas may also be eligible. If you're unsure, please contact us for advice.* Development of sustainable geopolymer concrete using waste glass and industrial by-products Material testing of biochar for use in cold asphalt products A new finance model to promote a circular economy in housing New life for discarded lithium-ion batteries AI-driven system optimizing plant nursery boiler operations, to reduce energy consumption and fuel costs. A pilot-scale prototype developed to reduce energy consumption of heating/cooling devices in households by maximizing self-consumption of solar energy to precool/preheat households For further examples click on the following links: • Clean Economy demonstration projects - City of Greater Geelong and • Clean Economy Grants - List of grant recipients **Types of expenses** *These are examples of costs we may fund, but other costs may also be eligible. If you're unsure, please contact us for advice.* Venue hire, (including City of Greater Geelong venues) Contractors engaged to deliver a project Materials testing Prototyping Market research Market testing Research and development – product development Re-tooling Specialists/consultants Intellectual property	**Types of projects** Political or gambling activities Projects started before funding is approved Fundraising events for charities or your own group Core business Projects better suited to the City's other grants **Types of expenses** Cost of Council services (e.g. rates, waste disposal, parking fees, fines) Overheads (e.g. insurance, utilities, administration costs) Capital works Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers Staff salaries Volunteers Own venue hire

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- letters of support from project partners and/or stakeholders
- copies of required permits or approvals
- confirmation of venue booking
- a budget showing all income, expense and how the grant funds will be used.
- quotes or cost estimates for grant related expenses
- examples of similar projects the applicant has delivered over the last three years

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 5 and 6).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on page 8 and 9.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

CLEAN ECONOMY GRANTS ASSESSMENT CRITERIA

Criteria 1: Community Benefit 70%

We assess this based on:

- description of how your project will benefit the environment.
- evidence of innovation – the project is new to your business, new to the region, new to the world
- the social impact of your project on the community
- economic contribution of your project including:
  - expected number of jobs created
  - expected number of jobs maintained
  - expected number of skills developed
  - expected $ increase in sales

  The above economic contribution targets should be for the life of the project plus the following three years. Approximations are acceptable, please explain your calculations.
- description of the activities to be undertaken

Criteria 2: Well-planned project - 30%

We assess this based on:

- applicant's previous experience and history of similar projects over the last 3 years
- demonstrated skills and knowledge within your team to successfully deliver the project.
- quality, environmental and risk management systems in place
- a balanced budget where total income equals total expenditure, detailing all project costs and any other funding sources
- project cost evidence: to show how much your project will cost, you must provide any of the following:
  – supplier quotes – must include the supplier's business name, ABN/ACN, and contact details.
  – screenshots from online stores – must show the item description, price, and supplier name.
  – contractor costs – quotes from contractor based on industry rates or standards

  If you do not provide quotes or estimates, you will receive a lower score for this criterion, or the cost may be removed from the grant funding.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year.
- applications from organisations that do not receive money from electronic gaming machines or gambling.

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

Note: There may be a considerable time between close of applications and finalising a funding agreement. This should be factored into project timelines, expiry dates on quotes and project cashflow.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.
- the schedule of payments.

General information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people who meet regularly and run projects or activities that other people participate in (e.g., youth group, seniors group, cultural group)
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

THE CITY OF
GREATER GEELONG

CLIMATE CHANGE PARTNERSHIPS GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

Key Dates 4

Who is eligible to apply 4

Who cannot apply 5

How much funding can you apply for? 5

How we allocate funding 5

What you can apply for 6

What you need for your application 7

Checklist 7

How we assess applications 8

Assessment 8

Assessment criteria 8

Funding priorities 9

How to apply 10

Contact the Grants Unit 10

Apply online 10

Withdrawing or changing your application 10

About applicant types 10

If your organisation is not incorporated 10

What happens next 12

Notification of outcome 12

Payments 12

Funding agreements 12

General Information 13

First Nations 13

Permits and approvals 13

Insurance 13

Reporting 13

Making changes to your funded activity 13

Withdrawing funding 14

Acknowledging our support 14

Definitions 15

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Climate Change Partnerships Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 15).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter



If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

The Climate Change Partnership Grants support the Geelong community to lead the way in adapting to a changing climate.

This grant is a key action from our *Climate Change Response Plan 2021–30*, designed to address a critical and urgent challenge. Our shared vision is to become a zero emissions city that is thriving and ready to adapt to a changing environment.

The grants are delivered through a co-design approach, partnering with community groups and businesses to implement meaningful, local action. We welcome bold new ideas and proven project models alike—whether you're piloting something innovative or scaling up an existing initiative.

The objectives of the grant are to:

- Increase greening Greater Geelong, including tree planting and habitat restoration.
- Build community awareness about how a changing climate affects us.
- Boost energy efficiency and local renewable energy generation.
- Support the transition to a net zero emissions municipality by 2035.
- Encourage a shift to sustainable transport and cleaner fuels.
- Help store more carbon naturally through soils and vegetation.
- Strengthen local networks and collaboration for long-term impact.

Our focus this year is greening Greater Geelong through planting trees, creating biodiverse landscapes, and expanding green spaces. These efforts contribute to stronger, healthier neighbourhoods while building resilience to the impacts of a changing climate.

KEY DATES

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	28 January 2026
Project start date:	You cannot commence your project until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You must complete your activity within 12 months of signing a funding agreement.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice
- registered charitable organisation
- school or learning institution – only if in partnership with at least one other school or not-for-profit organisation
- business.

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- individual operating as sole traders (with an active ABN)
- individual (without an ABN)
- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

You may request up to $50,000.

The total amount of funding available for Climate Change Partnerships Grants is $180,000.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Types of projects Projects within the City of Greater Geelong's municipal boundaries *Here are some examples of projects we may fund. Other project ideas may also be eligible. If you're unsure, please contact us for advice.* Emissions reduction activities: Plant and trees planting programs, both in urban and rural areas Community awareness, education and training, mentoring, masterclasses, communication resources, workshops Renewable energy bulk-buy programs Programs supporting transition to electric homes and businesses, and increased access to renewables or power purchase agreements and community-owned renewable energy projects Climate safer places and energy efficiency upgrades to support community members most vulnerable to climate change impacts **Types of expenses** *These are examples of costs we may fund, but other costs may also be eligible. If you're unsure, please contact us for advice.* Venue hire, (including City of Greater Geelong venues) Contractors engaged to deliver a project Consultants or contractors Equipment required to deliver the project's aims	**Types of projects** Projects outside Geelong Political or gambling activities Projects started before funding is approved Fundraising events for charities or your own group Core business Projects better suited to the City's other grants **Types of expenses** Cost of Council services (e.g. rates, waste disposal, parking fees, fines) Overheads (e.g. insurance, utilities, administration costs) Capital works Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers Staff salaries

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- letters of support from project partners and/or stakeholders
- copies of required permits or approvals
- confirmation of venue booking
- a budget showing all income, expense and how the grant funds will be used.
- quotes or cost estimates for grant related expenses
- resume of the project manager demonstrating their capability to deliver similar projects.

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 4 to 6).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on pages 8 and 9.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

CLIMATE CHANGE PARTNERSHIPS GRANTS ASSESSMENT CRITERIA

Criteria 1: Climate Change Benefits – 40%

We assess this based on:

- How clearly you explain the outcomes your project will achieve.
- How your outcomes align with the City's outcomes, which are based on the objectives of the grant:
  - increase greening Greater Geelong, including tree planting and habitat restoration
  - build community awareness about how a changing climate affects us
  - boost energy efficiency and local renewable energy generation
  - support the transition to a net zero emissions municipality by 2035
  - encourage a shift to sustainable transport and cleaner fuels
  - help store more carbon naturally through soils and vegetation
  - strengthen local networks and collaboration for long-term impact

You do not need to align with all the City's outcomes, only those relevant to your project.

- Evidence of a community or environmental need for the project proposed.
- Evidence of the extent the project will contribute towards a zero-emissions City, and /or evidence of the extent the project will respond to a changing climate.
- An achievable list of tasks and timelines.
- Identified evaluation measures, targets and data collection methods.

Criteria 2: Community Engagement – 20%

We assess this based on:

- The extent of active community engagement in climate change initiatives.
- The extent to which the project focusses on community awareness, education and capacity building.

Criteria 3: Well-planned project – 40%

We assess this based on:

- An understanding of required permits and approvals.
- Evidence the proposed venue or location is suitable and available (e.g. a venue booking form).
- Demonstrated skills and knowledge within your team to successfully deliver the project.
- A balanced budget where total income equals total expenditure, detailing all project costs and any other funding sources.
- Project cost evidence: to show how much your project will cost, you must provide any of the following:
  - Supplier quotes – Must include the supplier's business name, ABN/ACN, and contact details
  - Screenshots from online stores – Must show the item description, price, and supplier name
  - Contractor costs – Quotes from contractor based on industry rates or standards.

Note: applications submitted without quotes or estimate may not be funded.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year.
- applications from organisations that do not receive money from electronic gaming machines or gambling.

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application.
- ask them to sign the application form and the funding agreement.
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.

General Information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 9.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month days of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Categories	Different types of funding available within one grant
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people who meet regularly and run projects or activities that other people participate in (e.g., youth group, seniors group, cultural group)
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding.
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

THE CITY OF
GREATER GEELONG

COMMUNITY EQUIPMENT GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

Key dates 4

Who is eligible to apply 4

Who cannot apply 4

How much funding can you apply for? 4

How we allocate funding 5

What you can apply for 6

What you need for your application 7

Checklist 7

How we assess applications 8

Assessment 8

Assessment criteria 8

Community Equipment Grants Assessment Criteria 8

Funding priorities 9

How to apply 10

Contact the Grants Unit 10

Apply online 10

Withdrawing or changing your application 10

About applicant types 10

If your organisation is not incorporated 10

What happens next 12

Notification of outcome 12

Payments 12

Funding agreements 12

General information 13

First Nations 13

Permits and approvals 13

Insurance 13

Reporting 13

Making changes to your funded activity 13

Withdrawing funding 14

Acknowledging our support 14

Definitions 15

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Community Equipment Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 15).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter



If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

Community Equipment Grants assist with the cost of small equipment purchases to support community groups and not-for-profit organisations to deliver services and programs that:

- promote inclusion
- create positive health and wellbeing in our community
- enhance our natural environment

KEY DATES

Applications open:	26 July 2025
Applications close:	18 August 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	10 December 2025
Project start date:	You cannot purchase your equipment until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You must complete your purchase within 12 months of the notification date.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice
- registered charitable organisation

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- business
- individuals operating as sole traders (with and active ABN)
- individual (without an ABN)
- schools or leaning institutions
- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

You may request up to $2,000 for a Community Equipment Grant.

The total amount of funding available for Community Equipment Grants is $60,000.

You can only submit one application per funding round to this grant.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Equipment must remain the property of the applicant organisation and be located within the City of Greater Geelong. *Here are some examples of equipment we may fund. Other ideas may also be eligible. If you're unsure, please contact us for advice.* Sporting equipment Office equipment, such as laptops and office furniture Kitchen items, such as kettles, crockery, microwaves, fridges, freezers and air fryers General equipment, such as tables, chairs and barbeques Gardening tools, such as shovels, wheelbarrows, gardening gloves and rakes Electric gardening tools such as mowers and whipper snippers Tree guards Small scale agricultural items such as olive presses and bee hives	Items located outside Geelong Items costing more than $5,000 On-field player uniforms Items needing building permits or building owner permission for installation Items needing installation work, such as fitting to a wall, plumbing, electrical or carpentry Items for political or gambling activities Purchases before funding is approved Items for fundraising events for charities or your own group Capital works Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- letters of support from project partners and/or stakeholders
- a budget showing all income, expense and how the grant funds will be used.
- quotes or cost estimates for grant related expenses

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and activity are eligible (see pages 4 and 6).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria listed in these guidelines and the priorities for funding on pages 8 and 9

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

COMMUNITY EQUIPMENT GRANTS ASSESSMENT CRITERIA

Criteria 1: Community Benefit 60%

We assess this based on:

- How the equipment will benefit your organisation and the community.
- Which groups of people in the community will benefit. Your application will be rated higher if it supports, or promotes inclusion of, one or more of the following priority groups

  – Aboriginal and Torres Strait Islander peoples
  – Multicultural communities
  – Refugee and asylum seeker communities
  – Rural and peri-urban communities
  – LGBTQIA+ communities
  – Young people
  – Older people
  – Socio-economic disadvantage
  – People with disability
  – Women

Criteria 2: Well-planned project - 40%

We assess this based on:

- Where the equipment will be located and who will have access.
- The equipment's total cost and, where it exceeds $2,000, how you'll fund the balance.
- Evidence of cost: you must provide one of the following:

  – supplier quotes including the supplier's business name, ABN/ACN, and contact details.

– screenshots from online stores showing the item description, price, and supplier name.

Note: applications submitted without quotes or estimates may not be funded.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year
- applications from organisations that do not receive money from electronic gaming machines or gambling

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application.
- ask them to sign the application form and the funding agreement.
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.

General information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 8.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people who meet regularly and run projects or activities that other people participate in (e.g., youth group, seniors group, cultural group)
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

THE CITY OF
GREATER GEELONG

COMMUNITY EVENTS GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

What is a community event? 4

Key Dates Community Events 4

Key Dates Community Events Christmas 2025 4

Who is eligible to apply 4

Who cannot apply 5

How much funding can you apply for? 5

How we allocate funding 5

What you can apply for 6

What you need for your application 7

Checklist 7

How we assess applications 8

Assessment 8

Assessment criteria 8

Funding priorities 9

How to apply 10

Contact the Grants Unit 10

Apply online 10

Withdrawing or changing your application 10

About applicant types 10

If your organisation is not incorporated 10

What happens next 12

Notification of outcome 12

Payments 12

Funding agreements 12

General information 13

First Nations 13

Permits and approvals 13

Insurance 13

Reporting 13

Making changes to your funded activity 13

Withdrawing funding 14

Acknowledging our support 14

Definitions 15

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Community Events Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 15).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter



If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

Community Events Grants support moderately sized public events that provide economic and community benefits to the Greater Geelong region.

The objectives of these grants are to:

- support a diverse and inclusive annual calendar of events
- generate economic impact through increased spend in local businesses and support of key industries
- support event growth and long-term sustainability
- support an enriched community

WHAT IS A COMMUNITY EVENT?

A community event is an organised gathering for a common purpose that is:

- conducted on a one-off or periodic basis
- open to members of the public
- publicly advertised and
- may be subject to specific licence, approvals or permits.

Community events involve gatherings within a defined space, are often high-density, and include a broad range of activities, such as the service of food and beverages, and providing for entertainment. Moderately sized community events are expected to attract 300 or more attendees.

KEY DATES COMMUNITY EVENTS

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	28 January 2026
Project start date:	Event cannot start until after 1 February 2026 and you have a signed funding agreement with us.
Project end date:	You must complete your event within 12 months of the notification date.

KEY DATES COMMUNITY EVENTS CHRISTMAS 2025

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	Within 6-8 weeks of application closing date
Project start date:	Event cannot start prior to the 2025 Christmas festive season (November and December 2025).
Project end date:	You must complete your event by 25 December 2025.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice

- registered charitable organisation
- business
- school or learning institution (only for non-curriculum-based activities that primarily benefit the wider community)

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- individual operating as sole traders (with an active ABN).
- individual (without an ABN)
- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

This grant has two categories, but you can only apply for one category per funding round. You may request

- up to $10,000 for a Community Event grant, or
- up to $10,000 for a Community Event Christmas 2025 grant

The total amount of funding available for Community Events Grants is $200,000. Up to $160,000 is available for Community Events Grants and up to $40,000 is available for Christmas 2025 grants.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project. Factors that will determine the final grant amount offered include:

- the time of year for the proposed event – off-peak periods preferred (April to September)
- whether it is a multiple-day event (preferred)
- estimated local and non-local visitation
- the event's engagement with local businesses

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Types of projects Events within the City of Greater Geelong's municipal boundaries. *Here are some examples of projects we may fund. Other project ideas may also be eligible. If you're unsure, please contact us for advice.* **COMMUNITY EVENTS** Community events staged from 1 February 2026 Advertised to the public to attend Agricultural shows Community festivals Food and wine festivals Music events State or national sporting events Moderate-sized multicultural events expecting 300+ attendees. For smaller events, please consider the Community Strengthening Grants. **COMMUNTIY EVENTS CHRISTMAS 2025** Community Christmas 2025 events staged in November and December 2025. Christmas carols Christmas activations **Types of expenses** *These are examples of costs we may fund, but other costs may also be eligible. If you're unsure, please contact us for advice.* Venue hire, (including City of Greater Geelong venues) Contractors engaged to deliver an event Security Equipment hire Staging hire Toilets hire	**Types of projects** Events outside Geelong Events that are ongoing, regular activities of a venue – for example monthly markets or seasonal sporting events. Events, that due to their nature, are unlikely to be supported by relevant stakeholders. Events that are held prior to 1 February 2026 (excepting Community Christmas events) Invite-only or members-only events – this includes VIP events/areas or events which exclude other event attendees. Conferences and business events Political or gambling activities Projects started before funding is approved Fundraising events for charities or your own group Core business Projects better suited to the City's other grants **Types of expenses** Cost of Council services (e.g. rates, waste disposal, parking fees, fines) Overheads (e.g. insurance, utilities, administration costs) Capital works Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers Staff salaries Volunteers Own venue hire

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- letters of support from project partners and/or stakeholders
- copies of required permits or approvals
- confirmation of venue booking
- a budget showing all income, expense and how the grant funds will be used.
- quotes or cost estimates for grant related expenses
- detailed event plan – an example can be found here.
- a detailed risk assessment - an example can be found here.

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 4 to 6).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on pages 8 and 9.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

Please note: Community Events Christmas 2025 funding recommendations are made by City officers and reviewed and endorsed by a City Executive.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

COMMUNITY EVENTS GRANTS ASSESSMENT CRITERIA

Criteria 1: Community Benefit - 25%

We assess this based on:

- Evidence the proposed event is inclusive and accessible to people of all abilities.
- A plan detailing how the event will be promoted to the public.

Criteria 2: Strategic Impact - 25%

We assess this based on:

- Evidence that the event will contribute to a diverse and balanced calendar of events for the region – for example, due to the time of year, type of event or the location.
- Demonstrated uniqueness of the event.
- Evidence that the event will have an economic impact on the municipality by attracting audiences likely to support the local economy.

Criteria 3: Well-planned project - 50%

We assess this based on:

- Event rationale –the reasons for staging or developing the event, including details on the target audience, participants and spectators.
- Quality of your event plan which includes:
  - a detailed site plan showing all infrastructure and a build schedule
  - a marketing plan
  - a detailed risk assessment that demonstrates the safety of the public, participants, staff, and volunteers
  - an understanding of required permits and approvals.
  - evidence the proposed venue or location is suitable and available (e.g. a venue booking form).
  - demonstrated skills and knowledge within your team to successfully deliver the project.
- a budget detailing all project costs and any other funding sources
- project cost evidence: to show how much your project will cost, you must provide any of the following:
  - supplier quotes – must include the supplier's business name, ABN/ACN, and contact details.
  - screenshots from online stores – must show the item description, price, and supplier name.
  - contractor costs – quotes from contractor based on industry rates or standards.

Note: applications submitted without quotes or estimate may not be funded.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year.
- applications from organisations that do not receive money from electronic gaming machines or gambling.
- events that are unique or new to the region
- events held during off-peak months (April to September – does not apply to Christmas 2025 events)

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application.
- ask them to sign the application form and the funding agreement.
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.

General information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 9.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people who meet regularly and run projects or activities that other people participate in (e.g., youth group, seniors group, cultural group)
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

THE CITY OF
GREATER GEELONG

COMMUNITY INFRASTRUCTURE GRANTS GUIDELINES

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

Key Dates 4

Who is eligible to apply 4

Who cannot apply 4

How much funding can you apply for? 5

How we allocate funding 6

What you can apply for 7

What you need for your application 9

Checklist 9

Project budgets and Goods and Services Tax (GST) 10

Project budgets and in-kind contributions 10

How we assess applications 11

Assessment 11

Assessment criteria 11

Community Infrastructure Grants Assessment Criteria 11

Nominated priority funding themes 12

Funding priorities 12

How to apply 13

Contact the Grants Unit 13

Apply online 13

Withdrawing or changing your application 13

About applicant types 13

If your organisation is not incorporated 13

What happens next 15

Notification of outcome 15

Payments 15

Funding agreements 15

General information 16

First Nations 16

Permits and approvals 16

Insurance 16

Reporting 16

Making changes to your funded activity 16

Withdrawing funding 17

Acknowledging our support 17

Definitions 18

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Community Infrastructure Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 18).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter



If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

The Community Infrastructure Grants support the planning and delivery of community-led infrastructure projects that increase community access to places, spaces, and services, where and when they are most needed, and provide facilities that foster and facilitate positive health and wellbeing outcomes.

Community infrastructure provides places and spaces for communities to connect and thrive. It includes open spaces, recreation and sports facilities, arts and cultural facilities, community centres, early years facilities and meeting places.

As a local government, we want to help eligible community organisations to renew, upgrade or build new and better facilities, and increase programs or improve the way community spaces function. By doing this, we hope to achieve the following major initiatives from Council Plan 2025-29:

- Ensure equity of access to community, sport and recreation facilities and assets across Greater Geelong
- Support participation of women, girls and diverse groups in community sport and recreation.
- Invest in, and deliver community, sport and recreation infrastructure across Greater Geelong.

KEY DATES

Grant applications

Applications open:	26 July 2025
Applications close:	29 September 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	25 February 2026
Project start date:	You cannot commence your project until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You anticipate completing your activity within 12 months of signing a funding agreement with us.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice
- registered charitable organisation
- school or learning institution (only for non-curriculum-based activities that primarily benefit the wider community)

and

your project is for:

- Community Infrastructure on City owned or managed land
- Community Infrastructure on Crown land
- Community Infrastructure on land your organisation owns

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- business
- individuals operating as sole traders (with an active ABN).
- individual (without an ABN)
- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement
- tenant clubs/organisations that have not resolved a breach of the Victorian Code for Community Sport
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

This grant has two categories, but you can only apply for one category per funding round. You may request

- up to $50,000 for a Planning grant, or
- up to $250,000 for a Capital Works grant.

The total amount of funding available for all Community Infrastructure Grants is $1,500,000.

You must make a co-contribution

The City will only fund up to two-thirds of your total project cost to the maximum grant funding offered. You must contribute $1 for every $2 we provide in grant funding, and provide any remaining funding required.

Co-contributions ensure project viability, demonstrates community commitment to the project and maximises the impact of the City's available funds.

Co-contribution examples

Total project cost	City funding (Two-thirds total project cost)	Your contribution (1:2) ($1 dollar for every $2 funding from the City)	Your additional contribution
$45,000	$30,000	$15,000	Nil
$240,000	$160,000	$80,000	Nil
$375,000	$250,000 (maximum grant)	$125,000	Nil
$400,000	$250,000 (maximum grant)	$125,000	$25,000

Co-contribution exemption

If you cannot meet the co-contribution requirement, you may apply for a full or partial exemption.

Note: If you are applying for an exemption, you must do this first and include the outcome of the assessment with your Planning or Capital Works funding application.

Separate guidelines are available for Co-contribution Exemption applications. We strongly encourage you to apply for an exemption as early as possible.

Applications open: 26 July 2025

Applications close: 1 September 2025

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects we might cover. Other project ideas may also be eligible. If you're unsure, please contact us for advice

Yes - we will fund	No - we will not fund
Types of Projects Projects within the City of Greater Geelong's municipal boundaries. **PLANNING** Funding for strategic planning or design development for future developments such as: • strategic infrastructure planning – facility development plans • infrastructure design – concept design through to detailed design ready to tender works Note: The City reserves the right to project manage any successful planning grant applications for City assets. **CAPITAL WORKS** All major Capital Works projects must be 'shovel ready', that is fully planned and designed, and ready to begin construction immediately if your application is successful. Design and construction will only be considered for minor Capital Works projects when the scope is simple and the design is for proprietary products or similar items – for example, playing surface replacements, fencing, behind goal safety nets, sheds, coaches' boxes or shelters. **Renewals** Projects to bring an asset back up to its original standard such as: • Change room renewal • Pavilion renewal • Cricket training facilities, including nets • Kitchen refurbishments including fixed equipment – for example, oven, cooktop, rangehood or commercial dishwasher (only as part of a capital works project) • Accessibility upgrades to comply with Disability Discrimination Act (DDA) requirements – for example, ramps and toilets	**Types of Projects** Projects outside Geelong. Capital works applications for projects with total costs more than $2.5 million. Planning works applications for projects with a total cost more than $500,000. Types of planning – for example, business cases, feasibility assessments, master plans for City managed land, any planning not for infrastructure. Maintenance – expenditure that keeps the asset in its current condition – for example, painting, replacement of carpets, repair works to broken items, cleaning, replacing broken equipment. Furniture and fittings – for example, couches, tables, chairs, curtains, TVs. Unfixed equipment and domestic appliances – for example, BBQs, fridges, freezers, microwaves, toaster ovens, air fryers and freestanding dishwashers. Costs associated with insurance claims – for example, repair works caused by natural disasters such as fire or because of vandalism. Projects where contributions from funding partners, or other grant/funding programs, are not confirmed in writing within the timeframe we stipulate. Projects that do not meet relevant Australian standards. Sports lighting on Council managed facilities. Facilities designated for electronic gaming machine operations. Bar facilities Purchase of land Public art installations Capital Works projects that we have previously funded, unless the applicant can clearly demonstrate new or expanded outcomes—such

Yes - we will fund	No - we will not fund
Upgrades Projects to make the asset better than original standard such as: • Pavilion upgrades • Change room upgrades • Sports lighting only on private land and facilities • Replacing turf pitches • Digital scoreboards • Environmental initiatives **New builds** Projects that involve building brand-new assets such as: • Community gardens (not for plants, soil, tools or other consumables) • Cricket nets • Behind goal safety netting • Multipurpose community facilities	as increased participation or significant changes in how the infrastructure is used. Projects started before funding is approved. Projects funded by the City's Capital Works Program budget. **Types of Expenses** Project Management fees or allowances Political or gambling activities Cost of Council services (e.g. rates, waste disposal, parking fees, fines) Overheads (e.g. insurance, utilities, administration costs) Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers Staff salaries Volunteers Own venue hire.

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- evidence that all other funding sources are secured
- notification of outcome of con-contribution exemption application
- evidence of land ownership (for example, a certificate of title) for applications on privately owned land
- a C*onsent to Apply for Grant Funding* letter from the City of Greater Geelong for all applications on City owned or managed land
- letters of support for the proposed work from all other tenants or users of the facility
- preliminary concept designs or sketches for minor projects with a total project value less than $100,000
- for Planning grants - Professionally prepared preliminary concept design documents for upgrades, renewals or new builds with a total project value $100,000 and above
- for Capital Works grants - Professionally prepared detailed design documents for upgrades, renewals or new builds with a total project value $100,000 and above
- site plan – a map of the site that provides an aerial image of the asset being proposed including its location and extent for consideration within the context of existing site conditions – for example, trees, services, fences, buildings and existing assets
- a budget showing all income, expense and how the grant funds will be used
- current quotes to support budgeted expenses:
  - Project cost up to $10,000 = one written quote
  - Project cost $10,000 to $50,000 = two written quotes
  - Project cost $50,001 and above = three written quotes or an independent quantity surveyor's cost report

  To qualify as current, quote/s cannot be older than six months at the time you submit your application.

  Any works on Council owned or managed assets must be by a commercial builder unless exempt by the building code.

  Successful applications for projects the City will deliver and costing above $300,000 must go to tender before proceeding.
- Applications for lighting projects on private land must include:
  - a lighting design that specifies lux level and alignment with relevant sporting standard

- an inspection report of switchboard and existing power supply by a qualified electrician specifying any additional works required or confirmation the existing infrastructure is suitable for the proposed works.
- a minimum $20,000 allowance for a full detailed design in your budget, including survey, service locating and geotechnical investigations.
- an independent quantity surveyor's cost report.

PROJECT BUDGETS AND GOODS AND SERVICES TAX (GST)

It is the responsibility of your organisation to determine whether GST applies and, if so, comply with GST reporting and payment rules.

Entities registered for GST or required to be registered for GST – may be required to collect and remit GST on grant funds awarded.

Entities that are registered for GST or required to be registered for GST – may also be entitled to claim GST input tax credits in respect of project expenditures.

If you are registered for GST and submit a valid tax invoice, we will pay the grant funding amount plus GST. If you are not registered for GST, or not required to be registered for GST, we will pay the grant funding amount only without GST.

PROJECT BUDGETS AND IN-KIND CONTRIBUTIONS

Your project budget can include in-kind contributions for goods and services. Examples might include volunteer labour for qualified trades – such as electricians and plumbers – or donated building materials.

The value of in-kind contributions is based on your best estimate and must be supported by evidence, such as a quote with a waiver of fees or the cash value of donated goods from a third-party supplier.

The volunteer cost of project management or committee time is not accepted as an in-kind contribution.

We reserve the right to request that the proposed value of in-kind goods or services is included as a cash expense in the project budget for successful applications. This may result in a request for additional match-funding from the applicant.

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 4,5,8 and 7).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on pages 11 and 12.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

COMMUNITY INFRASTRUCTURE GRANTS ASSESSMENT CRITERIA

Criteria 1: Community Benefit 55%

We assess this based on:

- Evidence the project responds to a clear need or gap in community infrastructure.
- The extent to which the project will enable an organisation to continue delivering its current programs and offer more activities or services for the community.
- How well the project supports healthy, inclusive and equitable outcomes for the community.

Criteria 2: Well-planned project - 45%

We assess this based on:

- A clear description of what is included in the project (scope) and demonstration the project is ready to proceed.
- Relevant design documents and drawings.
- Consideration of any permits and approvals (e.g. heritage, vegetation, planning).
- Strength of support from project partners, and all other tenants and users of the facility.
- Demonstrated capacity that your organisation has the necessary expertise to support the delivery of the project.
- A detailed, balanced budget that shows total income equals total expenditure. Budgets must describe and show the total cost of the project, including a minimum contingency of 10%, and list any other additional sources of funds that will contribute to the total project income.

- How the funding represents value for public money by written quotes that accurately reflect the complete scope of proposed works (refer page 9).
- Consideration of environmental impacts, with a focus on minimising harm.

NOMINATED PRIORITY FUNDING THEMES

We may choose to nominate priority funding themes on an annual basis that will attract an additional score as part of the application assessment.

Our nominated priority funding themes for 2025-26 are:

	Key criteria	Weighting	How we assess this
1	Access for all abilities	10%	• Demonstration the project will empower people with a disability to be active contributors and participants in our community.
2	Fair access	10%	• Demonstration the project will improve the access to, and use of, community infrastructure for women and girls.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year
- applications from organisations that do not receive money from electronic gaming machines or gambling
- applications for projects which address a gap in the provision of community infrastructure.

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application.
- ask them to sign the application form and the funding agreement.
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

Note: There may be a considerable time between close of applications and finalising a funding agreement. This should be factored into project timelines, expiry dates on quotes and project cashflow.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.
- the schedule of payments.

General information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 11.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within fourteen days of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Technical terms and definitions specific to the Community Infrastructure Grants.

Word	Explanation
Business Case Not eligible for funding.	A business case includes information about the preferred solution, expected benefits, costs, risks, and value for money of a project. It is often used to secure funding or formal approval from decision-makers. It provides the justification for investing in a particular option—usually the one identified as most feasible.
Detailed Design	Final package of design documents including specifications and schedules and other supporting documents. These are suitable for a tender or can be used by builders/contractor to provide quotes for works. Detailed designs are usually prepared by a professional consultant or team of experts.
Facility development plan	City led facility development plans identify infrastructure requirements in line with contemporary sports facility standards. These priorities are determined through asset auditing, key stakeholder consultation and identified community need, and provide a strategic approach to developments within a recreation reserve. A facility development plan is developed in partnership with the local users of a reserve to support the future advocacy for infrastructure development and is not formally endorsed by Council.
Feasibility assessments Not eligible for funding.	This is a structured assessment during the early stages of a project to determine whether the proposed infrastructure – such as community halls or sporting facilities – is viable, sustainable and worth pursuing. Preparing the feasibility study is the applicant's responsibility. It can be submitted with a grant application for planning and/or capital works to demonstrate need for the project.
Preliminary concept design Not eligible for funding.	A site-specific plan of the proposed works. Preparing preliminary concept designs is the applicant's responsibility and must be included with their grant submission. The design is either prepared by the applicant or by a professional consultant depending on the complexity or value of the project.
Master plan Not eligible for funding.	Master plans guide the future development of sport and recreation spaces and facilities. They are active strategic documents that consider the aspirations, needs, and wants of local residents, user groups and stakeholders to produce a plan that enables greater function, participation and activation of a reserve. Incorporated in the development phase of a Master Planning project is community engagement and the final stage of a Master plan is Council endorsement.

Common terms used across all the City's Community Grants.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Categories	Different types of funding available within one grant

Word	Explanation
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people who meet regularly and run projects or activities that other people participate in (e.g., youth group, seniors' group, cultural group)
GST	Goods and Services Tax. This is tax that applies to goods and services in Australia
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

THE CITY OF
GREATER GEELONG

COMMUNITY STRENGTHENING GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

Key dates 4

Who is eligible to apply 4

Who cannot apply 4

How much funding can you apply for? 5

How we allocate funding 5

What you can apply for 6

What you need for your application 8

Checklist 8

How we assess applications 9

Assessment 9

Assessment criteria 9

Community Strengthening Grants Assessment Criteria 9

Funding priorities 10

How to apply 11

Contact the Grants Unit 11

Apply online 11

Withdrawing or changing your application 11

About applicant types 11

If your organisation is not incorporated 11

What happens next 13

Notification of outcome 13

Payments 13

Funding agreements 13

General information 14

First Nations 14

Permits and approvals 14

Insurance 14

Reporting 14

Making changes to your funded activity 14

Withdrawing funding 15

Acknowledging our support 15

Definitions 16

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Community Strengthening Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 16).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter



If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

Community Strengthening Grants support projects, activities or events that respond to a community need and promote inclusion and positive health and wellbeing within the community.

These grants support community groups and not-for-profit organisations to:

- create opportunities for people to get together
- help people to be more active
- promote gender equity and equality
- strengthen community action on food systems and food security
- increase awareness about the harm of alcohol and tobacco use, vaping and gambling

KEY DATES

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications)
Notification to applicants:	28 January 2026
Project start date:	You cannot commence your project until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You must complete your activity within 12 months of the notification date.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice
- registered charitable organisation.

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- businesses
- individuals operating as sole traders (with an active ABN).
- individual (without an ABN)
- schools or learning institutions
- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

You may request up to $10,000.

The total amount of funding available for Community Strengthening Grants is $203,000.

You can only submit one application per funding round to this grant.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Types of projects Projects within the City of Greater Geelong's municipal boundaries *Here are some examples of projects we may fund. Other project ideas may also be eligible. If you're unsure, please contact us for advice.* **Create opportunities for people to get together** Community celebration e.g. a milestone or significant anniversary Bring people together to make them feel included e.g. film evening Help people feel happier e.g. art therapy program Help people join in with their community e.g. volunteer program Training opportunities e.g. mental health first aid Activity for people who are First Nations, multicultural or new arrivals to Australia e.g. morning tea Starting a new community group and the costs to set it up Developing a strategic business plan for a community group to achieve objectives Children and families to connect with other families in their local community e.g. playgroup **Help people to be more active** Get people active e.g. yoga, walking group All abilities sport or recreation e.g. all abilities wheelchair basketball competition **Promote gender equity and equality** Raise awareness about discrimination, gender equality, family violence or community safety e.g. guest speaker Celebrate or support LGBTQIA+ communities e.g. IDAHOBIT event Educate young children about gender equity and respectful relationships e.g. story time	**Types of projects** Projects outside Geelong Political or gambling activities Projects started before funding is approved Fundraising events for charities or your own group Core business Projects better suited to the City's other grants **Types of expenses** Cost of Council services (e.g. rates, waste disposal, parking fees, fines) Overheads (e.g. insurance, utilities, administration costs) Capital works Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers Staff salaries Volunteers Own venue hire Equipment only purchases Equipment purchases for a project, greater than $2,000

Yes - we will fund	No - we will not fund
Strengthen community action on food systems and food security Support community action on food insecurity e.g. community forum Support the community to grow and share their own food e.g. food swap Activity or program that promotes healthy eating e.g. cooking class **Increase awareness about the harm of alcohol and tobacco use, vaping and gambling** Raise awareness about the harm of alcohol and tobacco use, vaping or gambling e.g. education campaign **Types of expenses** *These are examples of costs we may fund, but other costs may also be eligible. If you're unsure, please contact us for advice.* Venue hire (including City of Greater Geelong venues) Equipment hire Equipment purchases under $2,000 that are part of a bigger project Contractors engaged to deliver a project Professional printing Advertising Catering costs directly associated with the project Project materials	

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- letters of support from project partners and/or stakeholders
- copies of required permits or approvals
- confirmation of venue booking
- a budget showing all income, expense and how the grant funds will be used.
- quotes or cost estimates for grant related expenses.

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 4, 6 and 7).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on pages 9 and 10.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means each criteria has a set percentage based on how important it is. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

COMMUNITY STRENGTHENING GRANTS ASSESSMENT CRITERIA

Criteria 1: Community Benefit - 65%

We assess this based on:

- Which groups of people in the community will benefit from the project? Your application will be rated higher if it supports, or promotes inclusion of, one or more of the following priority groups:
  - Aboriginal and Torres Strait Islander peoples
  - Multicultural communities
  - Refugee and asylum seeker communities
  - Rural and peri-urban communities
  - LGBTQIA+ communities
  - Young people
  - Older people
  - Socio-economic disadvantage
  - People with disability
  - Women.
- Does your application clearly tell us why the community needs the project and provide supportive evidence (data). Useful local data can be found here.
- How your outcomes align with the City's outcomes, which are based on the objectives of the grant:
  - create opportunities for people to get together
  - help people to be more active
  - promote gender equity and equality
  - strengthen community action on food systems and food security
  - increase awareness about the harm of alcohol and tobacco use, vaping and gambling.

Note: You do not need to align with all the City's outcomes, just those relevant to your project.

- Does the application tell us what evidence will be provided to show that your project has been successful?
- Do you have a project plan that includes a list of tasks and timelines?

Criteria 2: Well-planned project - 35%

We assess this based on:

- What skills, knowledge and experience does the organising team have to successfully deliver the project?
- Does the project need permits and approvals and have these been researched?
- Do you need to hire a venue and if so, have you booked a suitable venue in case your application is successful? Do you have a booking form to attach?
- Have you prepared a balanced budget where total income equals total expenditure, detailing all project costs and any other funding sources?
- Have you provided all project cost evidence? To show how much your project will cost, you must provide any of the following:

– supplier quotes – must include the supplier's business name, ABN/ACN, and contact details.

– screenshots from online stores – must show the item description, price, and supplier name.

– contractor costs – quotes from contractor based on industry rates or standards

Note: applications submitted without quotes or estimate may not be funded.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year
- applications from organisations that do not receive money from electronic gaming machines or gambling.

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application.
- ask them to sign the application form and the funding agreement.
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.

General information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 10.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people who meet regularly and run projects or activities that other people participate in (e.g., youth group, seniors' group, cultural group)
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding.
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

THE CITY OF
GREATER GEELONG

CREATIVE COMMISSIONS GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

Who is eligible to apply 4

Who cannot apply 4

How much funding can you apply for? 5

How we allocate funding 5

What you can apply for 6

What you need for your application 7

Checklist 7

How we assess applications 8

Assessment 8

Assessment criteria 8

Funding priorities 9

How to apply 10

Contact the Grants Unit 10

Apply online 10

Withdrawing or changing your application 10

About applicant types 10

If your organisation is not incorporated 10

What happens next 12

Notification of outcome 12

Payments 12

Funding agreements 12

General information 13

First Nations 13

Permits and approvals 13

Insurance 13

Reporting 13

Making changes to your funded activity 13

Withdrawing funding 14

Acknowledging our support 14

Definitions 15

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Creative Commissions Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 15).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter



If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

The Creative Commissions Grants support established, professional artists and creatives to deliver large-scale creative projects within the City of Greater of Geelong. It empowers artists and creatives to deliver high quality, inspiring works that push the boundaries of traditional artistic expression.

The objectives of the Creative Commissions Grants are to:

- increase community/public engagement interest and connection to high-quality locally developed work, experiences and stories
- build the reputation and reach of local artists and creatives
- maximise the capacity of mid-career to established artists to work collaboratively and innovate together in the creative domain
- facilitate and encourage the development and connection of partnerships within the municipality, contributing to a positive and strong economic and creative ecosystem.

Activities may include visual arts and craft, music, performing arts, literature and writing, design, screen and media, digital media and creative technology, cultural heritage and collections, community arts and cultural development, festivals and events, and festival and events.

This grant is available to applicants whose primary practice is within the arts, creative and cultural sector.

KEY DATES

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications).
Notification to applicants:	28 January 2026
Project start date:	You cannot commence your project until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You must complete your activity within 12 months of the notification date.

WHO IS ELIGIBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice
- registered charitable organisation
- business
- individuals operating as sole traders (with an active ABN).

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- school or learning institution
- individual (without an ABN)
- previous applicant with an outstanding acquittal for grant funding from the City
- applicant who has not complied with the terms of a previous funding agreement

- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)
- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

You may request up to $20,000.

The total amount of funding available for Creative Commissions Grants is $80,000.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

However, of the three *Creative City Grants* (Creative Seed, Arts Projects, or Creative Commissions), you may submit only one application per financial year. This means you must choose the grant that best matches your creative proposal, as you cannot apply for more than one of these three in the same year.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Types of projects	**Types of projects**
Projects within the City of Greater Geelong's municipal boundaries.	Projects delivered outside Geelong
If your activity has been delivered before, you may apply for funding to expand, enhance, or take a new approach.	Existing work
Here are some examples of projects we may fund. Other project ideas may also be eligible. If you're unsure, please contact us for advice.	Permanent public art such as murals and sculptures
Temporary immersive installations and/or experiences that engage the community and create opportunities for public participation	Presenting a touring artwork/project
Cross artform/industry artistic projects that include collaboration and partnerships	Political or gambling activities
Experimental, contemporary, and innovative work delivered in unique spaces	Projects started before funding is approved
Arts and creative projects that invite diverse community participation	Fundraising events for charities or your own group
The use of new and emerging technologies (such as Artificial Intelligence, Virtual Reality, Augmented Reality)	Core business
Telling and sharing of stories embedded in local places to strengthen the community's connection to place, their own history, stories and culture	Projects better suited to the City's other grants
Types of expenses	**Types of expenses**
These are examples of costs we may fund, but other costs may also be eligible. If you're unsure, please contact us for advice.	Catering
Venue hire, (including City of Greater Geelong venues)	Cost of Council services (e.g. rates, waste disposal, parking fees, fines)
Contractors engaged to deliver a project	Overheads (e.g. insurance, utilities, administration costs)
Artists/creatives fees – artists and creatives should be appropriately paid	Capital works
Materials	Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers
Production costs	Staff salaries
Equipment purchases or hire	Volunteers
Inclusion and access costs	Own venue hire
Documentation and evaluation	

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (ABN) details registered to the grant applicant name
- a completed Statement by Supplier form (if you don't have an ABN)
- bank account details (account name, BSB and account number) which must match the applicant's name and ABN details
- a portfolio or examples of the applicant's previous work, including images, videos, web links or other relevant materials, demonstrating the technical proficiency and high-quality outcomes in the field of the applicant's project
- resumes from artists/key people involved in your project
- written confirmation of participation from artists/key people you involved in your project
- copies of required permits or approvals
- confirmation of venue booking
- a budget showing all income, expense and how the grant funds will be used.
- quotes or cost estimates for grant related expenses.

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 4).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on pages 8 and 9.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

CREATIVE COMMISSIONS GRANTS ASSESSMENT CRITERIA

Criteria 1: Scope and scale - 20 %

We assess this based on:

- Your idea: Articulation of the project's artistic vision, originality, quality, and creativity.
- Who will it reach? Evidence that the project is ambitious in scale, whether through audience reach, physical scale or building public recognition and awareness.

Criteria 2: Strategic benefit and impact – 30%

We assess this based on how your project will contribute to two of the following:

- How the project will help artists/creatives to reach and grow audiences and/or heighten the profile of the arts in the Greater Geelong region.
- How the project outcome will focus on diversity, equality of access of creative and cultural opportunities offered in the Greater Geelong region.
- How the project nurtures our local identity and culture and connects to the stories of the City of Greater Geelong.
- How the project inspires new thinking and approaches to interdisciplinary practice and collaborations including across industries or private and public partnerships.
- How the project demonstrates and relates to City's commitment to using creativity and design in building resilient, sustainable and inclusive cities.

- how the project brings our unique arts, culture and heritage into the life of every resident, and the experience of every visitor.
- How the project delivers economic benefit to artists/creatives/organisations, local businesses or community.

Criteria 3: Experience and artistic merit -20%

We assess this based on:

- Demonstrated skills and experience of artists/key people involved in your project to successfully deliver the project. (CV/biography).
- A portfolio or examples of the artist's previous work, including images, videos, web links or other relevant materials, demonstrating significant experience and high-quality outcomes in the artist's field.

Criteria 4: Well-planned project - 30%

We assess this based on:

- A clear and achievable project plan, or a list of tasks and timelines.
- An understanding of required permits and approvals.
- Evidence the proposed venue or location is suitable and available e.g. a venue booking form. (if applicable).
- A balanced budget where total income equals total expenditure, detailing all project costs and any other funding sources.
- Project cost evidence: to show how much your project will cost, you must provide any of the following:
  - supplier quotes – must include the supplier's business name, ABN/ACN, and contact details
  - screenshots from online stores – must show the item description, price, and supplier name
  - contractor costs – quotes from contractor based on industry rates or standards, including NAVA Payment Standards for Artists: https://code.visualarts.net.au.

Note: applications submitted without quotes or estimate may not be funded.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year
- applications from organisations that do not receive money from electronic gaming machines or gambling
- projects that align with the Arts and Culture Strategy 2021-31.

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application
- ask them to sign the application form and the funding agreement
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.

General information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 9.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

Some Arts organisations can assist with public liability insurance under a membership. Contact us to find out more.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people working together
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding.
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation.
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others.

THE CITY OF
GREATER GEELONG

ENVIRONMENTAL SUSTAINABILITY GRANTS

2025-26 GUIDELINES

CITY OF GREATER GEELONG

Contents

Acknowledgement of Country 2

Welcome 3

About this booklet 3

The City of Greater Geelong Community Grants 3

Application Support 3

About this grant 4

Objectives 4

Key Dates 4

Who is eligble to apply 4

Who cannot apply 4

How much funding can you apply for? 5

How we allocate funding 5

What you can apply for 6

What you need for your application 7

Checklist 7

How we assess applications 8

Assessment 8

Assessment criteria 8

Funding priorities 9

How to apply 10

Contact the Grants Unit 10

Apply online 10

Withdrawing or changing your application 10

About applicant types 10

If your organisation is not incorporated 10

What happens next 12

Notification of outcome 12

Payments 12

Funding agreements 12

General Information 13

First Nations 13

Permits and approvals 13

Insurance 13

Reporting 13

Making changes to your funded activity 13

Withdrawing funding 14

Acknowledging our support 14

Definitions 15

ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies.

We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Welcome

ABOUT THIS BOOKLET

This booklet contains information about the City of Greater Geelong's Environmental Sustainability Grants. Please read it carefully before you apply.

Important words are explained at the back of this booklet (page 15).

THE CITY OF GREATER GEELONG COMMUNITY GRANTS

A grant is money given to a person, organisation or group for a specific purpose.

Our Community Grants help turn your idea into reality. Whether you're looking to purchase new equipment, offer group activities, run a community event, create an inspired arts project or upgrade facilities, funding is available.

You can apply to multiple City of Greater Geelong Community Grants programs, but each application must be for a different project, event, or activity.

APPLICATION SUPPORT

Contact the City

You must contact the City's Community Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

If you are deaf or have a hearing or speech impairment

National Relay Service (NRS)

If you are deaf, or have a hearing or speech impairment, and you wish to contact us, you can do so through the National Relay Service (NRS) and ask for 03 5272 5272. Our call centre team will then connect you with the grants team.

Our business hours are Monday to Friday, 8.30am–5.00pm.

- TTY users – call 13 36 77
- Speak & Listen (voice relay) users – call 1300 555 727
- SMS relay users – message 0423 677 767

Note: Area code must be included for each call.

Further information and NRS call numbers can be found on the Access Hub website: www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

If you need an interpreter

If you need an interpreter, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to call the City of Greater Geelong on 03 5272 5272. Our business hours are Monday to Friday, 8.30am–5.00pm.

About this grant

OBJECTIVES

The Environmental Sustainability Grants support the initiation, development and delivery of projects that enhance our natural environment and drive environmental sustainability actions across the Geelong region.

This grant responds to the key goals of the City's Environment Strategy 2020–30.

The objectives of the grant are to:

- Become a zero-emission, climate-ready city
- Create greener community spaces
- Protect, enhance and restore our region's biodiversity
- Achieve better integrated water management through planning and design

Our aim is to create greener community and urban spaces, connect people with nature and protect, enhance and restore our region's biodiversity to reduce urban heat and overland flooding.

KEY DATES

Applications open:	26 July 2025
Applications close:	8 September 2025 by 5.00 pm (we do not accept late applications).
Notification to applicants:	28 January 2026
Project start date:	You cannot commence your project until after the notification date (above) and you have a signed funding agreement with us.
Project end date:	You must complete your activity within 12 months of the notification date.

WHO IS ELIGBLE TO APPLY

Being eligible means, you can receive a grant, but it does not guarantee funding. To apply for this grant, you must be one of the following:

- incorporated not-for-profit organisation
- unincorporated group with an auspice
- registered charitable organisation
- school or learning institution (only for non-curriculum-based activities that primarily benefit the wider community).

WHO CANNOT APPLY

You are not eligible to apply if you are any of the following:

- businesses
- individuals operating as sole traders (with an active ABN)
- individual (without an ABN)
- previous applicant with an outstanding acquittal for grant funding from the city
- applicant who has not complied with the terms of a previous funding agreement
- entity involved in legal proceedings related to winding up its operations, experiencing insolvency or bankruptcy (includes any legal bankruptcy related actions against an entity's directors or officers)

- entity with outstanding debt to the City of Greater Geelong or in legal proceedings with the City.

HOW MUCH FUNDING CAN YOU APPLY FOR?

This grant has two categories, but you can only apply for one category per funding round. You may request

- up to $10,000 for a capital works grant, or
- up to $10,000 for a project grant.

The total amount of funding available for all Environmental Sustainability Grants is $70,000.

HOW WE ALLOCATE FUNDING

Our grants are competitive, so even if you meet the criteria, you may not get funding.

You cannot rely on the City's Community Grants for ongoing funding.

We typically fund projects only once. However, we may consider funding a project again if there is a strong reason that aligns with the objectives of this grant.

In some cases, we may offer partial funding for a smaller or modified project.

What you can apply for

To help you work out whether your project is the sort of thing we are looking to fund, we have developed the following list of example projects and costs we might cover.

Yes - we will fund	No - we will not fund
Types of projects Projects within the City of Greater Geelong's municipal boundaries *Here are some examples of capital works or projects we may fund. Other project ideas may also be eligible. If you're unsure, please contact us for advice.* Re-vegetation program with indigenous (locally native) plants Pest plant and/or animal control measures Works designed to support healthy waterways Projects that will green urban spaces, support sustainable food production, connect people to nature or reduce urban heat Community events that engage on environmental or sustainability themes Development of educational or capacity building materials and resources Development of a strategic or business plan, or land management plans for a community group Initiatives that build capacity and promote best practice in managing the natural environment or promoting environmental sustainability – for example, workshops, networking events, training, skill development Solar installations Water tanks High-efficiency water irrigation **Types of expenses** *These are examples of costs we may fund, but other costs may also be eligible. If you're unsure, please contact us for advice.* Venue hire, (including City of Greater Geelong venues) Contractors engaged to deliver a project Materials and equipment	**Types of projects** Projects outside Geelong Projects on designated private land will be excluded for consideration unless there is a broader environmental and community benefit, e.g., creating a biodiversity corridor across private lands Political or gambling activities Projects started before funding is approved Fundraising events for charities or your own group Core business Projects better suited to the City's other grants **Types of expenses** Cost of Council services (e.g. rates, waste disposal, parking fees, fines) Overheads (e.g. insurance, utilities, administration costs) Prizes, gifts, awards or sponsorship costs, such as trophies, medals, money and vouchers Staff salaries Volunteers Own venue hire

What you need for your application

You will need to provide certain documents and information with your application. This helps us confirm you can legally receive funding and practically deliver your proposed project.

CHECKLIST

Before you start your application, use this checklist as a guide – some items may not apply to your application:

- full and correct applicant name
- address and contact details of applicant
- name and contact details of the person authorised to apply for this grant
- certificate of incorporation
- auspice agreement letter (if your organisation is not incorporated)
- Australian Business Number (A.B.N.) details registered to the grant applicant name
- bank account details (account name, BSB and account number) which must match the applicant's name and A.B.N. details
- letters of support from project partners and/or stakeholders
- copies of required permits or approvals
- confirmation of venue booking
- a budget showing all income, expense and how the grant funds will be used.
- quotes or cost estimates for grant related expenses.

How we assess applications

We carefully check all applications to make sure they meet the guideline rules and are a good use of the City's grant funding.

ASSESSMENT

The complete list of checks we do on each grant application include:

Eligibility checks – we check if the applicant and project are eligible (see pages 4 and 6).

Officer panel assessment – if eligible, our officers review the application using the grant assessment criteria and funding priorities on pages 8 and 9.

Community panel review – a group of independent community members review the officer assessments and recommend funding to Council.

Council endorsement –Council reviews and endorses funding recommendations.

ASSESSMENT CRITERIA

Assessment criteria are used to evaluate your application. You must answer questions in the application form to explain how your proposal meets these criteria. Your responses to these questions help us compare all applications fairly, rank them and make funding decisions.

We use a weighted scoring system, which means the criteria each have a set percentage based on how important they are. The higher the percentage, the more it affects your overall score.

The following table lists the assessment criteria and explains what we are looking for when assessing your application.

ENVIRONMENTAL SUSTAINABILITY GRANTS ASSESSMENT CRITERIA

Criteria 1: Environmental Outcomes – 60%

We assess this based on:

- How clearly you explain the outcomes your project will achieve.
- How your outcomes align with the City's outcomes, which are based on the objectives of the grant:
  - become a zero-emission, climate-ready city
  - create greener community spaces
  - protect, enhance and restore our region's biodiversity
  - achieve better integrated water management through planning and design.

  You do not need to align with all the City's outcomes, just those relevant to your project.
- The need for the project or capital works.
- A list of activities and timelines, identified evaluation measures, targets and data collection methods.

Criteria 2: Community Benefit - 25 %

We assess this based on:

- An explanation of the changes that will occur for the community because of your project.

Criteria 3: Well-planned project - 25%

We assess this based on:

- Your understanding of required permits and approvals.
- Evidence the proposed venue or location is suitable and available (e.g. a venue booking form).
- Demonstrated skills and knowledge within your team to successfully deliver the project.
- A balanced budget where total income equals total expenditure, detailing all project costs and any other funding sources.
- Evidence of cost: you must provide any of the following:
  - supplier quotes – must include the supplier's business name, ABN/ACN, and contact details
  - screenshots from online stores – must show the item description, price, and supplier name
  - contractor costs – quotes from contractor based on industry rates or standards.

Note: applications submitted without quotes or estimate may not be funded.

FUNDING PRIORITIES

If the total funding requested by all applicants exceeds the available funding, we may prioritise:

- applicants who did not receive money from this grant in the previous year
- applications from organisations that do not receive money from electronic gaming machines or gambling.

How to apply

CONTACT THE GRANTS UNIT

Please contact the City's Grants Unit before applying to discuss your eligibility, proposed activity and other grant matters.

E: communitygrants@geelongcity.vic.gov.au

P: 5272 5560

APPLY ONLINE

All applications must be submitted online through SmartyGrants. You can access the application form in two ways:

- Visit the Community Grants section of the Geelong Australia website and navigate to the specific grant page, where you will find an 'Apply Now' button.
- Visit SmartyGrants directly, log in or create an account, and select the grant you wish to apply for.

Paper or email applications will not be accepted.

WITHDRAWING OR CHANGING YOUR APPLICATION

If you have not yet submitted your application, you can log in to SmartyGrants at any time to make edits.

If you have already submitted your application and need to make changes, contact us before the closing date. We can reopen your application to allow edits.

Changes cannot be made after the closing date.

If you need to withdraw your application after submission, please notify the Community Grants Unit in writing.

ABOUT APPLICANT TYPES

To determine eligibility for a grant, please read all applicant types carefully. If you are unsure what sort of applicant you are, please check your details online.

- incorporated associations – go to www.consumer.vic.gov.au
- companies – go to https://connectonline.asic.gov.au
- individuals or sole traders with an ABN – go to https://abr.business.gov.au
- charities – go to www.acnc.gov.au/charity/charities

IF YOUR ORGANISATION IS NOT INCORPORATED

If your organisation or group is not incorporated, you can still apply for a grant by working with an auspice organisation.

An auspice is an organisation that meets our eligibility criteria and agrees to support and manage your grant. They take legal and financial responsibility for the funding.

Your auspice organisation will:

- sign the grant funding agreement
- receive the grant money and pass it on to you
- make sure all grant activities are completed
- submit the final evaluation and financial report on your behalf.

How to apply with an Auspice

If you want to apply with an auspice organisation, you must:

- get their approval before you submit your application
- ask them to sign the application form and the funding agreement
- submit a copy of a signed agreement with your auspice.

By using an auspice, your group can still access funding even if you are not legally incorporated.

What happens next

Once we have decided who is going to receive a grant, we will let you know of the outcome of your application, even if it was unsuccessful.

NOTIFICATION OF OUTCOME

The City of Greater Geelong will notify all applicants of their outcome by email by the date listed on page 4 of this booklet.

Successful Applications

If your application is successful, this does not guarantee funding. You must complete additional steps before receiving a grant payment.

- You will receive an email with a link to a funding agreement outlining the terms and conditions of the grant (see **Funding Agreements** section below).
- You must sign and return the agreement, upload a tax invoice and your public liability insurance certificate of currency before any payment is made.
- Do not start your project until you have received a signed funding agreement.

Unsuccessful Applications

If your application is unsuccessful, we will notify you by email.

You are strongly encouraged to contact us for feedback which may help if you plan to apply again in future rounds.

PAYMENTS

If your application is successful, the City will transfer the approved funding amount to your nominated bank account after the funding agreement is signed.

We will only pay grant money to the applicant (or auspice).

A tax invoice is required before we pay any grant funds. Our team will contact successful grant applicants to arrange this.

If you do not provide either an ABN or a ‘Statement by a Supplier’ form, we may have to withhold tax from the grant payment at the top marginal rate of 45%.

FUNDING AGREEMENTS

Successful grant applicants will be required to enter into a funding agreement. The agreement will include:

- the terms and conditions of funding
- the details of the activity
- what you are expected to deliver
- your reporting requirements.

General Information

The following information applies to all City of Greater Geelong grants.

FIRST NATIONS

For any proposals with a First Nations theme you are strongly encouraged to contact the Community Grants Unit to ensure you have engaged with First Nations Communities and understand any requirements under the *Aboriginal Heritage Act (2006)*.

PERMITS AND APPROVALS

Some projects or events may need a permit or approval. These processes are separate to the grant application process and require additional time and budget in your project plan.

While you do not need to secure permits or approvals before applying, securing them will be a condition of the grant if your application is successful. As such, we may choose not to pay you any money until the relevant permits and approvals are secured.

You must demonstrate that you are aware of the necessary permits and approvals in your application. We will consider this information when assessing your application under the 'well-planned project' criteria on page 8.

INSURANCE

You must arrange public liability insurance (PLI) to cover the activity detailed in your application and provide the PLI certificate of currency if your application is successful.

Applicants using an auspice would include a PLI certificate from the auspice organisation.

A policy statement or receipt of payment is not an acceptable substitute for the certificate of currency.

REPORTING

If you receive a grant, you must submit an evaluation of your activity and a financial report within one month of your project finishing.

The evaluation report tells us about your project and the financial report includes all income and expenses for the grant. It demonstrates you have spent the money how you said you would.

We may request meetings with you to check your progress or ask for an audit of your financial records to prove you have spent the grant as you said you would. As such, you must keep accurate financial records and make them available to us if requested.

MAKING CHANGES TO YOUR FUNDED ACTIVITY

Projects are funded for delivery as described in your funding agreement.

If you need to change something about your grant, you must seek our approval in writing. This includes:

- changes to your proposed completion date
- changes to the nature of your activity
- changes to how you want to spend the money.

We reserve the right to withdraw funding if:

- we do not support your request for changes
- your request is not made within a reasonable time
- you make changes without our knowledge.

If a project stops or the grant funds are no longer required, you must repay the funding to the City of Greater Geelong.

WITHDRAWING FUNDING

We reserve the right to withdraw funding if we do not receive a tax invoice within the financial year in which the grant was awarded, or by the due date/s included in the agreement.

We can also withdraw funding if you are in breach of your funding agreement.

ACKNOWLEDGING OUR SUPPORT

You must acknowledge the City of Greater Geelong on your promotional materials if you receive a grant. We will provide a guide with detailed instructions on how to do this.

Definitions

Following are definitions of some of the words we use in this document. If you find other words that you are not familiar with, please contact us for help.

Word	Explanation
ABN	Australian Business Number is a unique number that identifies a business in Australia
Application	A form you fill out to ask for grant money
Assess	How we review and consider your application
Auspice	An organisation that applies for a grant on your behalf if your group is not legally registered
Budget	A plan that shows how much money you have and how you will spend it
Categories	Different types of funding available within one grant
Community panel	A group of community members who review applications and recommend which projects should get funding
Eligibility	The rules that decide if you or your project can receive grant funding
Evaluation and financial report	A report you must complete after your project ends, explaining what you did and how you spent the grant money
Expenditure	The things you spend money on for your project
Funding agreement	A document that explains why we are giving you the grant money and the rules you must follow when using it
Grant	Money given to a person or organisation for a specific purpose
Group	Two or more people who meet regularly and run projects or activities that other people participate in (e.g., youth group, seniors group, cultural group)
Income	Money that you have or expect to receive for your project. This can include grant money from the City, fundraising, sponsorship, ticket sales or other grant funding.
Incorporated	A group or organisation that has legally registered to become a formal entity
Insurance	A contract you have with an insurance company that helps protect from financial loss if something goes wrong
Log in	Your email and password used to access SmartyGrants
Not-for-profit	An organisation that does not does not distribute profits to owners or shareholders
Officer panel	A group of City officers who review applications and recommend which projects should get funding
Online	Available on the internet
Organisation	A legally constituted organisation that is registered or created by law. For example, incorporated associations, companies limited by guarantee or registered charities are all defined as organisations
Quote	A written estimate of how much something will cost
SmartyGrants	An online system we use to manage grant applications
Submitted	When you finish your application in SmartyGrants and press the submit button
The City	The City of Greater Geelong
Unincorporated Group	A group that is not legally registered as an organisation
Weighted average scoring	A method of scoring applications where some parts of the decision are more important than others

2.4. Draft Fair Play Policy

Source: **City Life**
Executive Director: **Anthony Basford**

Purpose

1. To seek Council endorsement to release the Draft Fair Play Policy (2026–2030) for a four-week community engagement period.

Background

2. Fair Play was first developed in 2017 as a Strategy, which set out the fees and charges for hiring outdoor recreation facilities with its key principles being equity and transparency, shared use and access, effective asset management and community partnerships.

3. As the primary provider of outdoor recreation facilities, the City significantly subsidises hire costs to user groups.

4. User contributions assist towards maintenance and operational expenses to ensure facilities are safe and fit for purpose.

5. The updated Draft Fair Play Policy (the Policy) retains the core principles of the 2017 Strategy and delivers it in a more concise format.

6. The Policy is proposed to begin from the 2026/27 financial year for a four-year period.

Key Matters

7. The cost recovery model from the 2017 Strategy remains unchanged and is proposed to continue at 15% for seasonal hire of playing fields and 0.15% for pavilions. An adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process will apply annually.

8. The Policy outlines ‘standard’ infrastructure provision items. Standard items are those that the community can expect the City to provide and fund through Council budgets at outdoor recreation facilities. These items are mostly guided by relevant facility guidelines which are provided by peak sporting bodies such as the AFL, Cricket Australia, Football Victoria and Netball Victoria.

9. The Policy also outlines ‘non-standard’ infrastructure items which are those that are generally beyond core sporting infrastructure provision. User groups of outdoor recreation facilities are responsible to provide, fund and maintain these items should they be required.

10. Sports lighting is proposed to change from ‘non-standard’ to ‘standard’ infrastructure provision – meaning that the City will be responsible for its maintenance and capital upgrade from 2026/27 onwards.

11. The inclusion of sports lighting in the Policy will result in a coordinated and ongoing program that is expected to cost the City a minimum of $1.28 million per annum.

These funds will be expended on sports lighting maintenance ($280,000 per annum) and sports lighting capital upgrade ($1 million per annum).

12. A sports lighting fee will be applied to seasonal user groups who utilise them. This fee will be based on recovering 15% of the City's maintenance expenses.

13. Proportionate seasonal fees for the hire of playing fields will apply to user groups who share a facility or use it non-exclusively. This aims to encourage multi-use and a more effective cost option when full use (i.e. >70% occupancy) of an outdoor recreation facility is not required.

14. An 'extra-large' pavilion classification has been added to better reflect the City's costs of service associated with maintenance of pavilions with a floor area more than 600m2.

15. Fees for pre-season use of playing fields will apply, however will be charged proportionately over a 6-week block, or at a casual community rate.

16. The minimum sizes for kitchens and social spaces will increase as part of standard infrastructure provision for pavilions.

17. Following capital upgrades, the City will consult with user groups to reclassify facilities in line with those outlined in the Policy where provision levels have changed.

18. School use of playing fields will be charged at a discounted rate of 50% of the casual community fee.

19. Some outdoor recreation facilities are proposed to be moved from Fair Play to a Lease agreement to better their operational needs – this includes bowls, croquet and equestrian facilities, building on changes already made for some users.

20. Engagement and input into the updated Policy to date has been provided via internal departments as well as workshops with key sport associations and league representatives.

Recommendation

That Council:

1. **Endorse the release of the Draft Fair Play Policy for a four-week community engagement period from Wednesday 23 July 2025 to Friday 22 August 2025; and**

2. **Note the final version of the Fair Play Policy will be presented for adoption at the November 2025 Council Meeting.**

Financial Sustainability

21. As the seasonal pavilion and playing field cost recovery models are remaining the same, the anticipated revenue from hire is expected to be consistent with the 2025/26 financial year (plus annual increments equivalent to the rate cap or CPI as determined within the City's annual budget process).

22. The anticipated financial impact of changing sports lighting from ‘non-standard’ to ‘standard’ infrastructure provision will be incurred through capital and maintenance expenditure moving forward. The anticipated minimum maintenance costs per annum are $280,000 whilst capital expenditure is $1,000,000 per annum. Sports lighting fees will apply to user groups who utilise them. This fee will aim to recoup 15% of the total maintenance cost across the City’s 173 lit playing fields. The value of sports lighting investment will be included within the 2026/27 Council budget following adoption of the final Policy in late 2025.

23. Offering proportionate fees for the seasonal hire of playing fields may result in slight decreases in revenue, however this can be offset through attracting additional user groups to share a facility, and through pre-season training and school use revenue.

24. Increased minimum provision standards for kitchens and social spaces in pavilions will not be an immediate expense but will be considered within available budget at the time of capital expenditure. No retrofitting of facilities will occur.

25. Costs to maintain and provide outdoor recreation facilities including playing fields and pavilions will continue to be expended as per existing recurrent maintenance budgets.

Community Engagement

26. The development of the updated Policy has occurred alongside engagement with all internal departments that interact with the document, as well as a Project Reference Group consisting of representatives from key sporting associations and leagues.

27. A Gender Impact Assessment (GIA+) is being conducted as part of the Policy's development process, with its recommendations to be incorporated into the final version. As part of this assessment, the City will engage with a broad and diverse range of people through various engagement methods. The City will ensure that the four-week consultation period supports this inclusive approach.

28. During the four-week engagement period, the City will invite feedback from community members - particularly sporting clubs that regularly use outdoor recreation facilities. This input will help shape the final version of the Policy. Engagement activities will include a dedicated Have Your Say page featuring a feedback form and Frequently Asked Questions. In addition, two in-person sessions will be held at Wurriki Nyal, supported by pre-recorded online presentations and fact sheets.

29. For the select number of facilities that are proposed to be moved from Fair Play to a Lease agreement, the City will engage with these user groups directly to ensure a smooth transition.

Social Equity and Sustainability

30. The intention of the Policy is to promote equity, consistency and transparency in the application of fees, whilst supporting the long-term sustainable delivery of outdoor recreation facility for the community.

31. The City's Fair Access Policy seeks to address known barriers that women and girls face in accessing and using community sports infrastructure. To support this, the Fair Play Policy encourages seasonal user groups to undertake a gender impact self-assessment that outlines how outdoor recreation facilities – such as playing fields and pavilions – will be equitably allocated and accessed by women and girls.

Relevant Law/Policy/Legal Implications

32. The updated Policy will supersede the 2017 Fair Play Strategy.

Alignment to Community Plan and Vision

33. This report aligns with Our Community Plan 2021-2025 strategic priority: Healthy, caring and inclusive community.

34. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration: An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

35. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

36. The inclusion of sports lighting as standard infrastructure provision has been recommended within the updated Policy following investigations completed on behalf of the City. Best practice recommends Council-led sports lighting maintenance which reduces risks compared to Club-managed systems.

37. Financial risks associated with sports lighting maintenance have been mitigated through undertaking a 2022 audit of all sports lighting infrastructure including compliance and condition. From 2026/27, this will include ongoing audits to ensure that asset information is kept as accurately as possible. These audits will also assist the City in developing a sports lighting capital upgrade program that is underpinned by up-to-date asset condition data.

Environmental Sustainability

38. The City is committed to maintaining its recreation facilities using best practices that reduce environmental impact. As part of this commitment, all future sports field lighting upgrades will include LED lighting as the standard. LED lights are energy-efficient, last significantly longer, and cost less to operate compared to traditional metal halide lights helping to create more sustainable and cost-effective community facilities.

Attachments

1. Draft Fair Play Policy 2026-2030 [**2.4.1** - 38 pages]

THE CITY OF
GREATER GEELONG

DRAFT FAIR PLAY POLICY

VERSION:	1
TYPE OF POLICY:	COUNCIL
APPROVAL DATE:	NOVEMBER 2025
REVIEW DATE:	2029/30
RESPONSIBLE OFFICER:	AMIE HIGGS
AUTHORISING OFFICER:	ANTHONY BASFORD

CITY OF GREATER GEELONG

Contents

Introduction **3**

Purpose **3**

Scope **3**

Background **3**

Definitions **5**

Policy **7**

1. Principles **7**

2. Strategic Context **7**

3. Fees & Charges Model **8**

4. Regional Level Outdoor Recreation Facilities **12**

5. Monitoring and Evaluation **13**

6. Appendices **14**

6.1 Appendix A: Playing Field Classifications 14

6.2 Appendix B: Pavilion Classifications 14

6.3 Appendix C: Standard and Non-Standard Infrastructure Provision – Playing Fields 15

6.4 Appendix D: Standard and Non-Standard Infrastructure Provision – Pavilions 19

6.5 Appendix E: Levels Of Service – Playing Fields 21

6.6 Appendix F: Fees And Charges Calculation - Seasonal 23

6.7 Appendix G: Fees And Charges Calculation - Casual 23

6.8 Appendix H: 2026/27 Fees & Charges – Playing Fields (Seasonal) 24

6.9 Appendix I: 2026/27 Fees & Charges – Regional Facilities (Seasonal) 24

6.10 Appendix J: 2026/27 Fees & Charges – Sports Lighting (Annual) 25

6.11 Appendix K: 2026/27 Fees & Charges – Pavilions (Seasonal) 25

6.12 Appendix L: 2026/27 Fees & Charges – Playing Fields (Casual Community Use) 26

6.13 Appendix M: 2026/27 Fees & Charges – Playing Fields (Casual Commercial Use) 27

6.14 Appendix N: Playing Fields by Classification 28

6.15 Appendix O: Court Listing (Alphabetical Order) 32

6.17 Appendix P: Pavilion Classification Listing (Alphabetical Order) 34

Implementation of this Policy **37**

References **38**

Introduction

PURPOSE

The Fair Play Policy establishes the framework for fees and charges associated with the hire of outdoor recreation facilities in the City of Greater Geelong (the City). The Policy is intended to promote equity, consistency and transparency in the application of fees, whilst supporting the long-term, sustainable delivery of these community spaces.

As the primary provider of outdoor recreation facilities, the City significantly subsidises costs to support user groups. However, user contributions assist in covering maintenance and operational expenses to ensure facilities are safe and fit for purpose.

SCOPE

This Policy applies to all Council-owned and managed outdoor recreation facilities, including:

- Playing fields (e.g. ovals, pitches, diamonds and athletic tracks)
- Sports courts (e.g. tennis and netball courts)
- Pavilions at outdoor recreation reserves
- Reserves (used for sport and recreation that are not playing fields or courts)
- Regional level outdoor recreation facilities
- Synthetic surfaces that are used non-exclusively (see Definitions) e.g. cricket wickets, pitches

The Policy does not apply to:

- Privately owned sporting facilities
- Indoor recreation facilities
- Golf courses
- National or State level recreation facilities
- Outdoor recreation facilities that are occupied via a Lease (i.e. exclusive use) Agreement – such as those used for lawn bowls, croquet and equestrian.
- Outdoor recreation facilities with synthetic surfaces that are occupied via a Lease (i.e. exclusive use) – such as those used for tennis.

The Fair Play Policy is supported by the Fair Play Management Guidelines (2026).

The Fair Play Policy supersedes the previous Fair Play Strategy (2017).

BACKGROUND

The initial Fair Play Strategy (2017) aimed to equalise how the City invests and subsidises the use of outdoor recreation facilities for both community and commercial users. Prior to 2017, fees and charges for these facilities lacked structure and were not based on a clear or consistent approach. From 2017 to 2024 (noting a period of fee hiatus due to COVID-19), the Strategy helped bring fees and charges into alignment gradually, reaching a 15% cost recovery model.

DRAFT

In addition to fee alignment, the 2017 Strategy introduced a more strategic approach to the provision and management of infrastructure at outdoor recreation facilities, including:

- Creating a clear classification hierarchy for all outdoor recreation facilities.
- Defining standard infrastructure provision at outdoor recreation facilities.
- Assessing the real costs to the City for delivering and maintaining outdoor recreation facilities.
- Determining fair levels to balance community access with financial sustainability.

The updated Fair Play Policy (this document) builds on the aims of the 2017 Strategy, and refines its content where needed, to ensure the City continues to provide well-utilised, fit for purpose outdoor facilities that support participation in sport and recreation.

Definitions

The following definitions apply to this Policy:

TERM	DEFINITION
City	The City of Greater Geelong organisation, led by the CEO.
Council	The City of Greater Geelong Council comprised of elected Councillors and led by the Mayor.
Casual Community Use	Use of an outdoor recreation facility on a non-regular, short-term or once off occasion. Usually by a not-for-profit organisation or event/activity with less than 12 people in attendance.
Casual Commercial Use	Use of an outdoor recreation facility on a non-regular, short-term or once off occasion by a for-profit organisation with more than 12 people in attendance.
Costs of Service	The costs to provide fit-for-purpose infrastructure at outdoor recreation reserves, specifically in relation to the maintenance of playing fields and pavilions.
Exclusive and Non-Exclusive Use	Exclusive Use: Where an outdoor recreation facility is booked for 70% or more of its capacity by a single seasonal user group. Non-Exclusive Use: Where an outdoor recreation facility is booked by multiple user groups throughout the season and/or where a seasonal user group does not book a facility exclusively (i.e. less than 70% of its capacity).
Licence/Tenancy Agreement	An agreement between the City of Greater Geelong and the seasonal user group for the use of a pavilion at an outdoor recreation facility. The agreement outlines the terms, conditions and responsibilities of both parties throughout the duration of occupancy.
Outdoor Recreation Facilities	Refers to outdoor recreation facilities owned and/or managed by the City of Greater Geelong and primarily used for community sport. Outdoor recreation facilities include key infrastructure components such as playing fields and pavilions.
Pavilions	A habitable building located at an outdoor recreation facility that may provide spaces such as change rooms, social areas, toilets and kitchens for players, officials and spectators.
Playing Field	Any designated area utilised for community sport including for training, games, competition and casual recreational use. Includes ovals, pitches, diamonds, tracks and courts.

DRAFT

TERM	DEFINITION
Pre-Season Use	Use of an outdoor recreation facility on a semi-regular basis outside of a sporting club's primary season for activities such as training and practice matches.
Regional Facility	A large-scale outdoor recreation facility that provides enhanced infrastructure to service a wide geographic area and to host municipal events and competitions.
Seasonal use	Use of an outdoor recreation facility over a typical six (6) month period, usually aligned with either the summer or winter season, and primarily during the peak times of 4:00pm and 9:00pm on weekdays and throughout the weekend.
Sport Facility Guidelines (Preferred)	Refers to a set of preferred standards that provide direction on the design, provision, operation and management of sporting facilities. These guidelines offer a best practice approach and are developed by peak sporting bodies.
Sports Lighting	Used to illuminate a playing field such as oval, pitch, diamond or court to support training and competition and to extend hours of use, particularly outside of daylight savings/winter months.
Summer Season	Use of outdoor recreational facilities from (typically) October to March.
Winter Season	Use of outdoor recreational facilities from (typically) April to September.

Policy

1. PRINCIPLES

1.1 The following key principles guide the Fair Play Policy:

KEY PRINCIPLE	OBJECTIVE
Equity and Transparency	• A clear rationale for fees and charges for outdoor recreation facilities. • Equity and transparency in the application of fees and charges for the hire of outdoor recreation facilities. • Equity in the provision of infrastructure at outdoor recreation facilities.
Shared Use and Access	• Encourage shared use of outdoor recreation facilities where possible. • Encourage participation by groups that may be under-represented in sport (as per the City's Fair Access Policy 2024). • Promote a diverse range of activities at the City's outdoor recreation facilities, including various sports and other compatible uses.
Effective Asset Management	• Ensure efficient asset management practices by clearly outlining responsibilities for outdoor recreation facilities. • Support effective asset management through appropriate cost recovery for sustainable facilities and service delivery.
Community Partnerships	• Develop a framework that supports positive community outcomes by delivering high-quality outdoor recreation facilities in partnership with user groups.

2. STRATEGIC CONTEXT

2.1 The Fair Play Policy has been developed in line with the strategic directions and aims of the following documents:

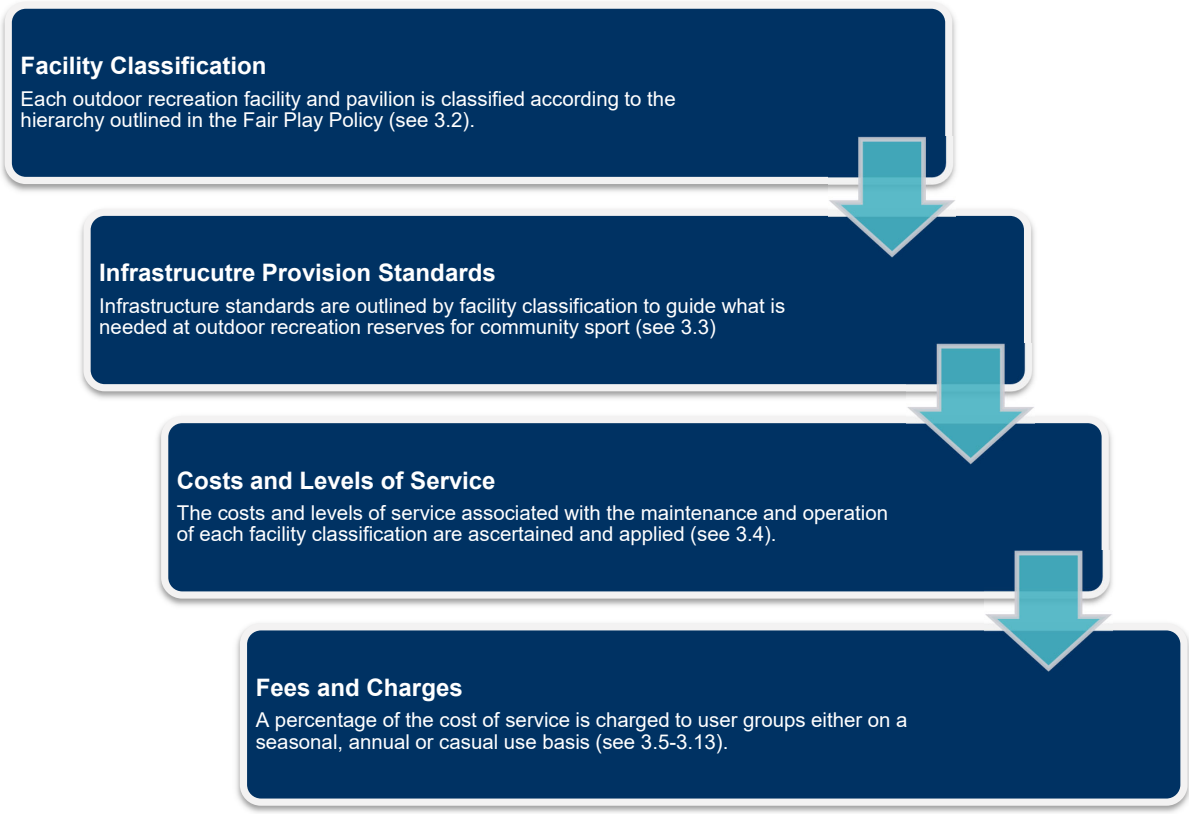
- City of Greater Geelong Our Community Plan (2025-2029);
- City of Greater Geelong Fair Access Policy (2024);
- City of Greater Geelong outdoor recreation facility Master Plans and Facility Development Plans;
- Asset management, operational guidelines and financial plans;
- G21 Regional Sporting Strategies; and
- Preferred Sporting Facility Guidelines (as applicable).

2.2 The Fair Play Policy has been developed alongside a review of the previous Fair Play Strategy (2017) as well as benchmarking of like local government authority fees & charges policies.

DRAFT

3. FEES & CHARGES MODEL

3.1 The application of the Fair Play Policy is guided by the following steps which are detailed in points 3.2 to 3.13.



3.2 FACILITY CLASSIFICATIONS

3.2.1 Each playing field and pavilion is classified according to its infrastructure provision, size and required levels of service.

3.2.2 The classifications for playing fields are: Regional, Community 1, Community 2 or Community 3. There is also a Reserve, Court and a Sport Specific classification (see Appendix A).

3.2.3 The classifications for pavilions are: Extra Large, Large, Medium, Standard, Basic and/or Change Rooms (see Appendix B).

3.2.4 The City may reclassify facilities following capital expenditure or upgrades that alter infrastructure provision and service levels.

3.3 INFRASTRUCTURE PROVISION STANDARDS

3.3.1 Provision standards are defined by classification and guide the required level of infrastructure at outdoor recreation reserves (see Appendix C & D). In most cases, these standards align with the preferred facility guidelines for each sport (see Definitions). Where sport-specific guidelines are unavailable, the standards for a similar sport will be referenced.

3.3.2 The City aims to provide a consistent standard of infrastructure at outdoor recreation reserves, guided by facility classification. However, this is dependent on budget availability and other influencing factors. Whilst provision of 'standard' infrastructure is not mandatory, the City is

committed to working towards achieving it. Funding for these items may be provided through Council's budget or alternative external funding sources.

3.3.3 The City will provide and maintain 'standard' infrastructure items with user groups expected to demonstrate reasonable care in their use.

3.3.4 Infrastructure identified as 'non-standard' (see Appendix C & D) is the responsibility of the user group to fund, provide and maintain with the City's approval.

3.4 COSTS AND LEVELS OF SERVICE

3.4.1 The basis of the Fair Play Policy fee structure is determined through the costs and levels of service associated with the delivery of each facility classification (see Appendix E). These costs of service vary as each classification has different infrastructure requirements and service levels.

3.4.2 Costs associated with levels of service are primarily incurred through maintenance activities and insurances.

3.5 FEES AND CHARGES – SEASONAL USE – PLAYING FIELDS

3.5.1 The fee structure for seasonal use of playing fields is based on recouping or recovering 15% of the City's cost of service. This fee will differ depending on the classification that is occupied (see Appendix A, F & H).

3.5.2 The fees for seasonal use of playing fields will remain fixed for throughout the four-year duration of the Fair Play Policy, except for an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process

3.5.3 If a seasonal user group occupies two pitches constructed within a winged oval, a single oval fee will apply.

3.5.4 'Community' seasonal use bookings must be made by user groups that are not-for-profit, incorporated entities. If the entities are sporting clubs, they must be affiliated with a peak sporting body and have relevant Public Liability Insurance. Bookings should be made through the City's website and must include a copy of relevant public liability insurance.

3.5.5 'Commercial' seasonal use bookings are for for-profit organisations who must hold relevant Public Liability Insurance.

3.5.6 Seasonal use refers to a booking of an outdoor recreation facility for the full duration of either the winter or summer season (see Definitions). Alternative use and fee structures apply for preseason (see 3.9), annual (see 3.10) or casual (see 3.11).

3.5.7 All seasonal user groups must comply with the terms and conditions outlined for playing fields stipulated at the time of booking. This may include the completion of a gender impact self-assessment tool, in line with the City's Fair Access Policy, to support equal access to playing fields by women and girls.

3.5.8 To support community access, all playing fields must remain open to the public when not in use by seasonal user groups (excluding regional facilities). For tennis and netball, 50% or a minimum of two courts (whichever is greater), must also be available to the public outside of scheduled use.

3.6 FEES AND CHARGES – SEASONAL USE – PAVILIONS

3.6.1 The fee structure for seasonal use of pavilions is based on recouping 0.15% of the asset replacement value. This fee will differ depending on the classification that is occupied (see Appendix B, F & K).

3.6.2 If the pavilion has change rooms, these are charged in sets of two (see Appendix K).

3.6.3 Utility costs for pavilions will continue to be the responsibility of the seasonal user group.

3.6.4 The fees for seasonal use of pavilions will remain fixed throughout the four-year duration of the Fair Play Policy, except for an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process.

3.6.5 User groups seeking seasonal use of pavilions must enter into a Licence Agreement with the City. This agreement outlines the terms of use and includes a summary of key responsibilities related to pavilion occupancy.

3.7 FEES AND CHARGES – SPORTS LIGHTING

3.7.1 A sports lighting fee will be charged to user groups who utilise lights (per lit playing surface - see Definitions and Appendix J). This fee aims to recoup 15% of the City's annual sports lighting maintenance costs.

3.7.2 Utility costs for sports lighting will continue to be the responsibility of the seasonal user group.

3.7.3 Where shared use of sports lighting occurs, secondary user groups may be asked by the primary user group to contribute to the associated sports lighting fee at their discretion.

3.8 FEES AND CHARGES – SEASONAL USE – PROPORTIONATE FEES AND USAGE

3.8.1 The City will encourage the shared seasonal use of outdoor recreation facilities, including playing fields and pavilions, among compatible user groups, where capacity permits.

3.8.2 Where multiple seasonal tenants occupy a playing field, or if a playing field is used non-exclusively (see Definitions), fees will be charged proportionately based on a percentage of use.

3.8.3 Proportionate fees offer an option to reduce seasonal playing field fees which may be beneficial for user groups with smaller membership basis, or when full or exclusive use (see Definitions) of a playing field is not required.

3.8.4 Proportionate fees will apply to Community 1, Community 2 and Community 3 playing fields only (see Appendix A & N).

3.8.5 Proportionate fees do not apply to Regional, Courts, Sport Specific or Reserve classifications.

3.8.6 Proportionate seasonal fees will apply as follows:

(a) Monday - 10% of the total seasonal fee

(b) Tuesday - 10% of the total seasonal fee

(c) Wednesday - 10% of the total seasonal fee

(d) Thursday - 10% of the total seasonal fee

(e) Friday - 10% of the total seasonal fee

(f) Saturday - 25% of the total seasonal fee

(g) Sunday - 25% of the total seasonal fee

3.8.7 Shared seasonal pavilion use will be allocated equally (e.g. 50/50) between users.

3.9 FEES AND CHARGES – PRESEASON AND FINALS

3.9.1 Pre-season use (see Definitions) of playing fields will be charged in 6-week blocks, calculated using a proportionate seasonal fee (see 3.8).

3.9.2 For pre-season use of playing fields of less than 6 weeks, the standard casual community fee will apply (see Appendix L).

3.9.3 Pre-season fees for courts will be charged at a casual community fee (per use).

3.9.4 Fees will not apply for finals matches.

3.9.5 Pre-season use of pavilions must be arranged via the primary seasonal user group. Fair and reasonable fees may apply at the seasonal user group's discretion.

3.10 FEES AND CHARGES – ANNUAL USE

3.10.1 Where user groups require year-round access to outdoor recreation facilities (including playing fields and pavilions), an annual fee equivalent to twice the seasonal fee will apply.

3.11 FEES AND CHARGES – CASUAL USE

3.11.1 Casual use of playing fields will be split into two user types and will be charged as follows:

3.11.1.1 For casual 'community' use, a fee equivalent to 0.5% of the annual facility classification cost of service will be charged per day (see Appendix L).

3.11.1.2 For casual 'commercial' use, a fee equivalent to 1.5% of the annual cost of service will be charged per day (see Appendix M).

3.11.2 Examples of commercial use includes 'for-profit' activities, or activities that have more than 12 people in attendance.

3.11.3 Examples of community use includes 'not-for-profit' activities, or activities that have less than 12 people in attendance.

3.11.4 A bond for commercial use may be charged at the City's discretion.

3.11.5 Where casual use requires the erection of temporary infrastructure (such as marquees or arbours) an Event Permit and a once-off charge for Public Liability Insurance may apply (see Appendix L & M).

3.11.6 Casual use fees will be adjusted based on the booking duration, including a half day booking (less than 4 hours), full day booking (more than 4 hours) or at an hourly rate.

3.11.7 Casual use of sports lighting must be arranged directly with the seasonal user group. Fees for casual sports lighting use may apply at the seasonal user group's discretion.

3.11.8 Casual use of pavilions must be arranged directly with the seasonal user group. Such use is permitted in accordance with the terms outlined in the seasonal user group's Licence Agreement. Fair and reasonable fees for casual use may be applied at the discretion of the seasonal user group.

3.11.9 All casual use of playing fields must be booked through the City's website and adhere to its relevant terms and conditions.

3.12 FEES AND CHARGES – SCHOOLS AND KINDERGARTENS

3.12.1 Local schools (i.e. those situated within the City) will be charged 50% of the casual community fee (see Appendix L) for use of outdoor recreation reserves, except for Goldsworthy Reserve and Regional level facilities, where the full casual community fee will apply.

3.12.2 Schools located outside the City will be charged the full casual community fee for use of all outdoor recreation facilities.

3.12.3 Local kindergartens (including bush kindergartens) will not be charged for the use of outdoor recreation reserves (excluding Goldsworthy Athletics Track and Regional level facilities).

3.12.4 Kindergartens outside of the City will be charged a casual community fee for use of all outdoor recreation facilities.

3.13 FEES AND CHARGES – PAYMENT OF FEES

3.13.1 All fees payable to the City for the use of outdoor recreation facilities are due as per the invoice terms specified.

3.13.2 The City acknowledges that seasonal user groups may face financial hardship affecting their ability to meet financial obligations. In such cases, requests for support will be considered in accordance with the City's Financial Hardship Policy.

4. REGIONAL LEVEL OUTDOOR RECREATION FACILITIES

4.1 REGIONAL FACILITY FEES AND CHARGES

4.1.1 Regional level facilities are characterised by higher-specification infrastructure, including specialised amenities which require a higher level of service. Currently, the City has five (5) Regional level outdoor recreation facilities: John Landy Field, Geelong Cricket Ground, Kardinia Park Netball Complex, Stead Park Regional Hockey Centre, and the Geelong Baseball Centre.

4.1.2 To ensure equity for seasonal user groups of Regional facilities, the City will apply the same cost of service calculation for playing fields and pavilions.

4.1.3 Seasonal and annual fees (where applicable) of Regional facilities are outlined in Appendix I. Proportionate fees will apply where there is more than one user group.

4.1.4 The management arrangement of Regional facilities will vary based on specific circumstances. This may include City-led, Association-led, Committee of Management-led, Club-led or Privately-led approaches, depending on the needs and context of each facility.

4.1.5 Where the City does not lead the management of Regional facilities, the City will ensure that the not-for-profit user groups are not be disadvantaged by any alternative fee structures that may be introduced under a different management model.

4.1.6 The fees for the use of Regional facilities will remain fixed for the duration of the Fair Play Policy (a four-year period), except for annual adjustments equivalent to the rate cap or CPI as determined within the City's annual budget process.

4.1.7 Sports lighting fees at Regional facilities are not applicable. User groups however are responsible for sports lighting utilities.

5. MONITORING AND EVALUATION

5.1 MONITORING AND EVALUATION

5.1.1 The City will apply an annual adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process to fees and charges to account for increases in maintenance and operational costs.

5.1.2 The Fair Play Policy will be reviewed and refreshed at the end of its four (4) year lifespan.

DRAFT

Appendices

6. APPENDICES

6.1 APPENDIX A: PLAYING FIELD CLASSIFICATIONS

CLASSIFICATION	INFRASTRUCTURE COMPONENTS	
Regional	Enhanced sport-specific infrastructure that is maintained to the relevant regional standard.	
Community 1	Playing surface as per requirements for community sport Irrigation system	Turf or synthetic cricket wicket Sports lighting High level of utilisation
Community 2	Playing surface as per requirements for community sport Irrigation system	Synthetic cricket wicket Sports lighting (as demand necessitates)
Community 3	Playing surface as per requirements for community sport	No irrigation system Synthetic cricket wicket No sports lighting
Reserve	Generic reserve area	No defined playing surface/area
Court	Asphalt or acrylic surface	Sports lighting provided on a minimum of two (2) netball or tennis courts
Sport Specific	Playing surface as per requirements for community sport	For sports that are not played on turf or court surfaces

6.2 APPENDIX B: PAVILION CLASSIFICATIONS

CLASSIFICATION	PAVILION SIZE (M2)	FACILITY COMPONENTS
Extra Large	600 m2 +	Enhanced social spaces, kitchen, toilets, meeting room, storage
Large	400 m2 – 599 m2	Social space (basic), kitchen (basic), storage, meeting room
Medium	250 – 399 m2	Social space (basic), kiosk/canteen, storage
Standard	100 – 249 m2	Kiosk/canteen, social space/meeting room (basic), storage
Basic	Under 100 m2	Storage
CHANGE ROOMS (IN ADDITION TO ABOVE)		
Change rooms	Per set of 2	Each set of change rooms (i.e. 1 x home & 1 x away) are charged in addition to each classification above

6.3 APPENDIX C: STANDARD AND NON-STANDARD INFRASTRUCTURE PROVISION – PLAYING FIELDS

✓ Indicates standard provision
X Indicates non-standard provision
N/A Not applicable/not required for facility classification

Note: the below listing outlines the desirable standards of infrastructure provision at outdoor recreation facilities. This provision however and its exact components cannot be guaranteed and will be considered against available budget. The City is committed however to working towards achieving as close to these standards as possible.

INFRASTRUCTURE ITEM	COMMENT	COMMUNITY 1	COMMUNITY 2	COMMUNITY 3	RESERVE	COURT
Car Park	Adequate car parking based on occupancy requirements will be provided. Either sealed or non-sealed.	✓	✓	✓	✓	✓
Coaches Boxes/Players Shelters	Integrated as part of the player shelter/interchange bench. Sizing to sport facility guidelines. Elevated structures are non-standard.	✓	✓	X	X	✓
Courts – Netball & Tennis	Provision of two (2) netball courts constructed to dimensions outlined in sport facility guidelines. Provision of four to eight (4-8) tennis courts (space and demand permitting) constructed to dimensions outlined in sport facility guidelines.	N/A	N/A	N/A	N/A	✓
Cricket Practice Nets - Turf	Turf cricket practice nets are a non-standard infrastructure item however supported through a funding contribution agreement between the City and the Geelong Cricket Association.	X	N/A	N/A	N/A	N/A
Cricket Practice Nets - Synthetic	Synthetic cricket practice nets to be provided as per sport facility guidelines (up to four (4) lanes provided per facility demand permitting).	✓	Where applicable	X	N/A	N/A
Cricket Wicket – Turf	Turf cricket wickets are non-standard however supported through a funding contribution agreement between the City and the Geelong Cricket Association.	X	N/A	N/A	N/A	N/A

INFRASTRUCTURE ITEM	COMMENT	COMMUNITY 1	COMMUNITY 2	COMMUNITY 3	RESERVE	COURT
Cricket Wicket - Synthetic	Synthetic cricket wickets provided as per sport facility guidelines.	✓	✓	✓	N/A	N/A
Cricket Wicket Cover	As required to cover synthetic cricket wickets for use over the winter season.	Where applicable	✓	✓	N/A	N/A
Court Booking Systems	Electronic court booking systems (e.g. Book-A-Court) are a non-standard item.	N/A	N/A	N/A	N/A	X
Fencing – Court	Provided around the perimeter of netball and tennis courts as per sport facility guidelines.	N/A	N/A	N/A	N/A	✓
Fencing – Playing Fields	As per sport facility guidelines on Community 1 & 2 playing fields. Standard playing field fencing is metal with chain link infill. The City will consider contributing the equivalent cost of a chain link fence (at the end of its lifecycle) with clubs funding the difference for the installation of picket fencing (if preferential). Clubs will be responsible for picket fencing installation, and all costs associated with maintenance and future renewal. Council contributions would follow the normal lifecycle replacement schedule and would not be prioritised based on club demand. This position would apply to **Community 1** classified playing fields only.	✓	✓	X	N/A	N/A
Goal Posts	As per sport facility guidelines.	✓	✓	✓	N/A	✓
Goal Post Padding	Non-standard item.	X	X	X	N/A	X

INFRASTRUCTURE ITEM	COMMENT	COMMUNITY 1	COMMUNITY 2	COMMUNITY 3	RESERVE	COURT
Goal Netting (behind goals)	Non-standard however the City will assess on a case-by-case basis where a safety issue is identified.	X	X	X	N/A	X
Grandstands	Grandstands for spectators are non-standard.	X	X	X	X	X
Irrigation	Playing field irrigation is standard for Community 1 & 2 only.	✓	✓	X	X	N/A
Playing Fields – Football & Cricket	Provision of one to two (1-2) ovals (space permitting) constructed to dimensions outlined in sport facility guidelines.	✓	✓	✓	N/A	N/A
Playing Fields - Soccer	Provision of two to four (2-4) pitches (space permitting) constructed to dimensions outlined in sport facility guidelines.	✓	✓	✓	N/A	N/A
Playing Fields - Other	Sports outside of those listed, such as 'sport specific' classifications, will have playing fields provided as per sport facility guidelines. Where guidelines are unavailable, a similar one will be referred to.	As required	As required	As required	As required	As required
Scoreboards	All scoreboards are non-standard.	X	X	X	X	X
Sight Screens	Non-standard item.	X	X	X	X	X
Sports Lighting	Standard provision for Community 1 and primary Courts only. Provided to Australian Standards AS 2560 or sport facility guidelines. Community 2 playing fields on a case-by-case basis (demand permitting).	✓	Where applicable	X	X	✓

INFRASTRUCTURE ITEM	COMMENT	COMMUNITY 1	COMMUNITY 2	COMMUNITY 3	RESERVE	COURT
Tennis Nets and Tennis Net Posts	The City will provide two (2) tennis nets for provision on public courts. Tennis nets and net posts on locked courts will be the responsibility of the user group.	N/A	N/A	N/A	N/A	See comment
Ticket Box	Non-standard item.	X	X	X	X	X
Umpire/Officials Bench	Standard for Community 1 and Courts only as per sport facility guidelines.	✓	X	X	X	✓

6.4 APPENDIX D: STANDARD AND NON-STANDARD INFRASTRUCTURE PROVISION – PAVILIONS

✓ Indicates standard provision
X Indicates non-standard provision
N/A Not applicable/not required for facility classification

Note: the below listing outlines the desirable standards of infrastructure provision at outdoor recreation facilities. This provision however and its exact components cannot be guaranteed and will be considered against available budget. The City is committed however to working towards achieving as close to these standards as possible.

INFRASTRUCTURE ITEM	COMMENT	EXTRA LARGE	LARGE	MEDIUM	STANDARD	BASIC
Bar	Non-Standard infrastructure item.	X	X	X	X	X
Change Rooms & Amenities – Players	Size and provision of player change rooms to align with sport facility guidelines.	✓	✓	✓	X	X
Change Rooms & Amenities - Umpires	Sizes and provision of umpire change rooms to align with sport facility guidelines.	✓	✓	✓	X	X
Cool Room/Cold Storage	Non-Standard infrastructure item.	X	X	X	X	X
First Aid Room	Size and provision of first aid room to align with sport facility guidelines.	✓	✓	✓	X	X
Gymnasium/Fitness Area	Non-Standard infrastructure item.	X	X	X	X	X
Kitchen	Minimum 20m2 provision for most classifications.	✓	✓	X	X	X
Kiosk/Canteen	Up to 20m2 provision as standard.	✓	✓	✓	✓	X

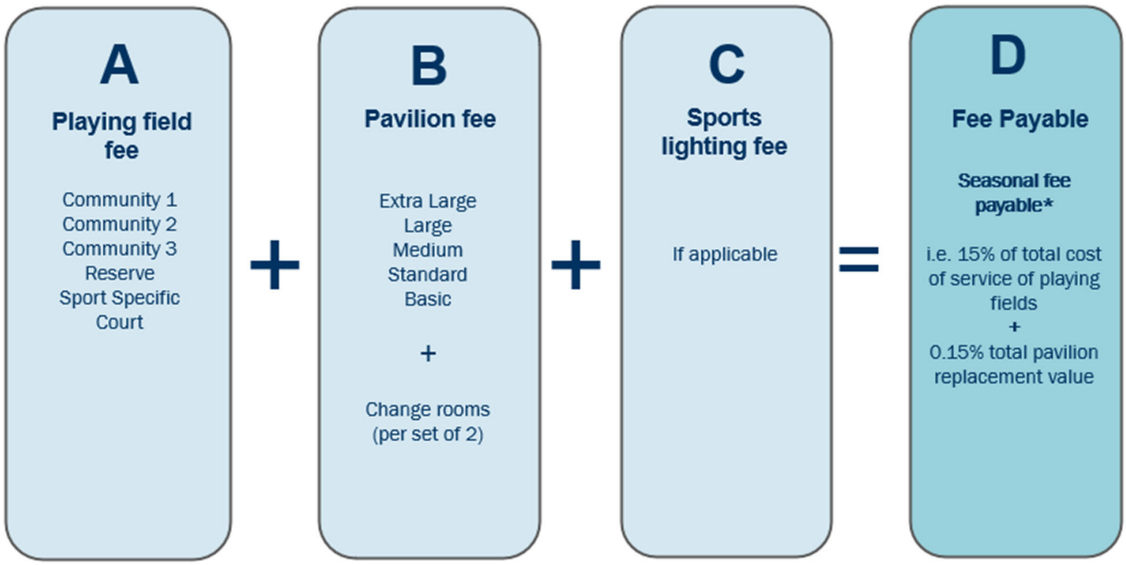
INFRASTRUCTURE ITEM	COMMENT	EXTRA LARGE	LARGE	MEDIUM	STANDARD	BASIC
Office/Meeting Room	Size and provision of office to align with sport facility guidelines.	✓	✓	✓	X	X
Pavilion Fit Out	Standard infrastructure item. Examples include lighting, joinery, fire safety systems, heating/cooling.	✓	✓	✓	✓	✓
Social Rooms	Minimum 100m2 as standard provision for most classifications.	✓	✓	✓	X	X
Storage (Internal)	20m2 or as per sport facility guidelines.	✓	✓	✓	✓	✓
Storage (External)	Non-Standard infrastructure item.	X	X	X	X	X
Time keepers/Third Umpire	As per sport facility guidelines.	✓	✓	If required	X	X
Toilets (Public/Spectators)	Size and provision of public toilets to align with building code requirements. User groups to refer to their Licence Agreement for maintenance responsibilities.	✓	✓	✓	✓	X

6.5 APPENDIX E: LEVELS OF SERVICE – PLAYING FIELDS

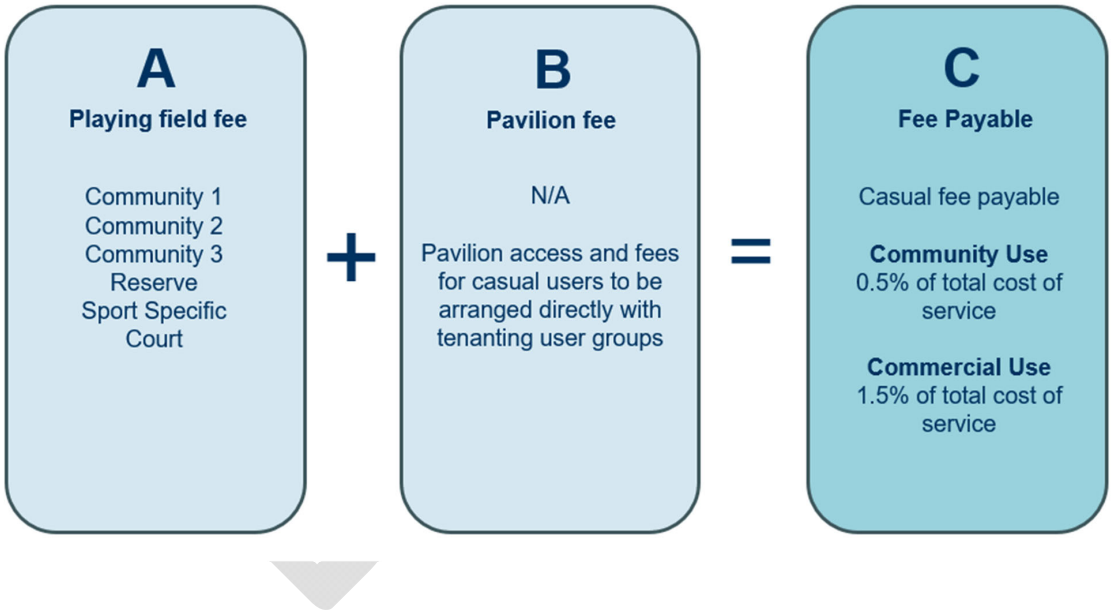
MAINTENANCE ACTIVITY	COMMUNITY 1	COMMUNITY 2	COMMUNITY 3	RESERVE	COURT
Aeration	✓	✓	X	X	N/A
Coring	As determined	X	X	X	N/A
Fertilising	✓	✓	X	X	N/A
Irrigation	✓	✓	X	X	N/A
Oversewing (Winter Season)	✓ (cool season playing fields)	✓ (cool season playing fields)	X	X	N/A
Pest & disease management	✓	✓	As determined	X	N/A
Pre-emergent applications	✓ (warm season playing fields)	✓ (warm season playing fields)	X	X	N/A
Scarifying	✓	✓	X	X	N/A
Soil testing	✓	✓	X	X	N/A
Sports ground inspections	✓	✓	✓	✓	✓
Mowing	✓	✓	✓	✓	N/A
Top dressing	✓	As determined	As determined	X	N/A
Turf Replacement (in high use areas)	✓ (warm season playing fields)	✓ (warm season playing fields)	X	X	N/A

MAINTENANCE ACTIVITY	COMMUNITY 1	COMMUNITY 2	COMMUNITY 3	RESERVE	COURT
Weed removal	✓	✓	✓	X	✓
Pressure washing/cleaning	N/A	N/A	N/A	N/A	✓
Crack repair	N/A	N/A	N/A	N/A	✓
Acrylic coating/surface	N/A	N/A	N/A	N/A	✓
Line marking	X	X	X	X	✓
Fencing repairs	✓	✓	✓	✓	✓

6.6 APPENDIX F: FEES AND CHARGES CALCULATION - SEASONAL



6.7 APPENDIX G: FEES AND CHARGES CALCULATION - CASUAL



6.8 APPENDIX H: 2026/27 FEES & CHARGES – PLAYING FIELDS (SEASONAL)

Note: Fees will increase by an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process annually over the life of the Policy. Year-round use of playing fields will attract a fee equivalent to twice the seasonal fee (plus any annual adjustments).

FEES AND CHARGES – SEASONAL USE (INCL. GST IF APPLICABLE)			
PLAYING FIELD CLASSIFICATION	**PER OVAL**	**PER PITCH**	**COMMENT**
Community 1	$5,625.00	$3,244.00	Charge is per season
Community 2	$3,679.00	$1,839.00	Charge is per season
Community 3	$1,839.00	$1,137.00	Charge is per season
Reserve	$778.00		Charge is per season
Court	$263.00		Charge is per season
SPORT SPECIFIC FACILITIES			
Criterium Track	$555.00		Charge is per season
Velodrome	$164.00		Charge is per season
BMX	$778.00		Charge is per season
Athletics (Goldsworthy Reserve)	$1,839.00		Charge is per season

6.9 APPENDIX I: 2026/27 FEES & CHARGES – REGIONAL FACILITIES (SEASONAL)

Note: Fees will increase by an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process annually over the life of the Policy. Year-round use of facilities will attract a fee equivalent to twice the seasonal fee (plus any annual adjustments).

FEES AND CHARGES – SEASONAL USE (INCL. GST IF APPLICABLE) REGIONAL FACILITIES			
FACILITY NAME	**PLAYING FIELD**	**PAVILION**	**COMMENT**
John Landy Field	$4,645.50	$1,678.00*	Charge based on Athletics Track (regional) + Extra Large Pavilion + 1 set of change rooms. Charge is per **season.**
Kardinia Park Netball Complex	$2,367.00 ($263.00 x 9 courts)	$992.00	Charged based on 9 x Courts + Medium Pavilion + 1 set of change rooms. Charge is per **season**.
Geelong Baseball Centre	$3,244.00 per pitch/diamond	$1,905.00	Charge is based on 4 x Community 1 (pitches), 1 x Medium Pavilion + 1 set of change rooms (Diamond 1) & 1 x Large Pavilion (Diamond 4). Charge is per **season**.
Geelong Cricket Ground	$5,625.00	$356.00	Charge is based on Community 1 (Oval) + 1 set of change rooms. Charge is per **season**.
Stead Park Regional Hockey	N/A - Lease	$2,043.00	Charge is based on Extra Large Pavilion + 2 sets of change rooms. Playing field is Leased. Charge is per **season**.

*Following completion of new pavilion construction

6.10 APPENDIX J: 2026/27 FEES & CHARGES – SPORTS LIGHTING (ANNUAL)

Note: Fees will increase by an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process over the life of the Policy.

FEES AND CHARGES – SEASONAL USE (INCL. GST IF APPLICABLE) SPORTS LIGHTING		
PLAYING FIELD TYPE	**PER PLAYING FIELD**	**COMMENT**
Oval/Pitch	$408.00	Charge is an annual fee, per oval/pitch
Court	$125.00	Charge is an annual fee, per court

6.11 APPENDIX K: 2026/27 FEES & CHARGES – PAVILIONS (SEASONAL)

Note: Fees will increase by an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process over the life of the Policy.. Year-round use of pavilions will attract a fee equivalent to twice the seasonal fee (plus any annual adjustments).

FEES AND CHARGES – SEASONAL USE (INCL. GST IF APPLICABLE) PAVILIONS		
CLASSIFICATION	**PER PAVILION**	**COMMENT**
Extra Large	$1,313.00	Charge is per season
Large	$913.00	Charge is per season
Medium	$627.00	Charge is per season
Standard	$455.00	Charge is per season
Basic	$280.00	Charge is per season
Change Rooms (per set of 2	$365.00	Change room fee is in addition to above, per season

DRAFT

6.12 APPENDIX L: 2026/27 FEES & CHARGES – PLAYING FIELDS (CASUAL COMMUNITY USE)

Note: Fees will increase by an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process over the life of the Policy.

FEES AND CHARGES – CASUAL COMMUNITY USE (INCL. GST IF APPLICABLE) OVALS, PITCHES, COURTS, RESERVES, SPORT SPECIFIC FACILITIES			
CLASSIFICATION	**PER DAY**	**PER HALF DAY**	**HOURLY**
Community 1 - Oval	$376.00	$188.00	$47.00
Community 1 – Pitch	$217.00	$108.00	$27.00
Community 2 - Oval	$247.00	$123.50	$31.00
Community 2 - Pitch	$123.00	$61.50	$15.00
Community 3 - Oval	$123.00	$61.50	$15.00
Community 3 – Pitch	$76.00	$38.00	$9.50
Reserve	$51.00	$25.50	$6.00
Court	$25.00	$15.00	$5.00
SPORT SPECIFIC FACILITIES			
Criterium Track	$38.00	$19.00	$5.00
Velodrome	$30.00	$15.00	$5.00
BMX	$51.00	$25.50	$6.00
Athletics – Goldsworthy Reserve	$215.00	$107.50	$27.00
Athletics – John Landy Field	$527.00	$263.50	$66.00
OPTIONAL			
Public Liability Insurance	$25 (daily fee)	Applies to bookings where infrastructure such as marquees, arbours etc. are requested to be erected by the casual user.	

6.13 APPENDIX M: 2026/27 FEES & CHARGES – PLAYING FIELDS (CASUAL COMMERCIAL USE)

Note: Fees will increase by an adjustment equivalent to the rate cap or CPI as determined within the City's annual budget process over the life of the Policy.

FEES AND CHARGES – CASUAL COMMERCIAL USE (INCL. GST IF APPLICABLE) OVALS, PITCHES, COURTS, RESERVES, SPORT SPECIFIC FACILITIES			
CLASSIFICATION	**PER DAY**	**PER HALF DAY**	**HOURLY**
Community 1 - Oval	$1,129.00	$564.00	$141.00
Community 1 – Pitch	$650.00	$325.00	$81.00
Community 2 - Oval	$741.00	$370.50	$93.00
Community 2 - Pitch	$371.00	$185.50	$46.00
Community 3 - Oval	$371.00	$185.50	$46.00
Community 3 – Pitch	$228.50	$114.00	$28.50
Reserve	$157.00	$78.50	$20.00
Court	$53.00	$26.50	$7.00
SPORT SPECIFIC FACILITIES			
Criterium Track	$113.00	$56.50	$14.00
Velodrome	$100.00	$50.00	$12.50
BMX	$148.00	$74.00	$18.50
Athletics – Goldsworthy Reserve	$435.00	$218.00	$54.00
Athletics – John Landy Field	$525.00	$315.00	$84.00
OPTIONAL			
Public Liability Insurance	$25 (daily fee)	Applies to bookings where infrastructure such as marquees, arbours etc. are requested to be erected by the casual user.	

DRAFT

6.14 APPENDIX N: PLAYING FIELDS BY CLASSIFICATION

CLASSIFICATION REGIONAL	NAME/DESCRIPTION	PLAYING FIELD TYPE	SPORTS LIGHTING Y/N
Regional	Geelong Cricket Ground	Oval	YES
Regional	Geelong Baseball Centre	Pitch (multiple)	YES
Regional	John Landy Field	Athletics	YES
Regional	Kardinia Park Netball	Court (multiple)	YES
Regional	Stead Park Hockey	Pitch (multiple)	YES
CLASSIFICATION **COMMUNITY 1**	**NAME/DESCRIPTION**	**PLAYING FIELD TYPE**	**SPORTS LIGHTING Y/N**
Community 1	Anakie Reserve	Oval	YES
Community 1	Barwon Heads Village Park No. 1	Oval	YES
Community 1	Barwon Heads Village Park No. 2	Oval/Pitch	YES
Community 1	Bell Park Sports Club – Soccer No. 1	Pitch	YES
Community 1	Burdoo Reserve	Oval	YES
Community 1	Central Boulevard Reserve No. 1	Oval	YES
Community 1	Central Boulevard Reserve No. 2	Oval	YES
Community 1	Collendina Recreation Reserve	Oval	YES
Community 1	Drysdale Recreation Reserve	Oval	YES
Community 1	Drysdale Sporting Precinct No. 1	Oval	YES
Community 1	Drysdale Sporting Precinct – Soccer No 1	Pitch	YES
Community 1	Drysdale Sporting Precinct – Soccer No 2	Pitch	YES
Community 1	Estuary Reserve – Soccer No 1	Pitch	YES
Community 1	Evans Reserve	Oval	YES
Community 1	Frier Reserve	Oval	NO
Community 1	Geelong West Oval	Oval	YES
Community 1	Grinter Reserve No. 1	Oval	YES
Community 1	Grovedale Recreation Reserve – Soccer No 1	Pitch	YES
Community 1	Grovedale Recreation Reserve – Soccer No 2	Pitch	YES
Community 1	Hamlyn Park	Oval	YES
Community 1	Harold Hurst Reserve No. 1	Oval	YES
Community 1	Hendy St Reserve (Flinders Peak) No. 1	Pitch	YES
Community 1	Hendy St Reserve (Flinders Peak) No. 2	Pitch	YES
Community 1	Herne Hill Reserve No. 1 - Walker	Oval	YES
Community 1	Herne Hill Reserve No. 2 - Drew	Oval	YES

CLASSIFICATION	NAME/DESCRIPTION	PLAYING FIELD TYPE	SPORTS LIGHTING Y/N
Community 1	Highton Reserve	Oval	YES
Community 1	Howard Glover Reserve	Pitch	YES
Community 1	Hume Reserve No. 1	Pitch	YES
Community 1	Hume Reserve No. 2	Pitch	YES
Community 1	Kardinia Park West	Oval	YES
Community 1	King Lloyd Reserve No. 1	Oval	YES
Community 1	Lara Recreation Reserve No. 1	Oval	YES
Community 1	Lara Recreation Reserve Baseball	Pitch	NO
Community 1	Lara Recreation Reserve Soccer – No. 1	Pitch	YES
Community 1	Lara Recreation Reserve Soccer – No. 2	Pitch	YES
Community 1	Leopold Memorial Reserve No. 1	Oval	YES
Community 1	McDonald Reserve No.1	Oval	YES
Community 1	Myers Reserve No. 1	Oval	YES
Community 1	Myers Reserve – Soccer No. 1	Pitch	YES
Community 1	Myers Reserve – Soccer No. 2	Pitch	YES
Community 1	Myers Reserve – Soccer No. 3	Pitch	YES
Community 1	Oakdene Oval	Oval	NO
Community 1	Osborne Park No. 1	Oval	YES
Community 1	Portarlington Recreation Reserve No. 1	Oval	YES
Community 1	Queens Park No. 1	Oval	YES
Community 1	Richmond Oval	Oval	YES
Community 1	Shell Reserve	Oval	YES
Community 1	Shell Road Reserve	Oval	YES
Community 1	Shell Road Reserve - Soccer No. 1	Pitch	YES
Community 1	Shell Road Reserve - Soccer No. 2	Pitch	YES
Community 1	South Barwon Reserve No. 1	Oval	NO
Community 1	South Barwon Reserve No. 2	Oval	NO
Community 1	Sovereign Drive Oval	Oval	YES
Community 1	St Albans Reserve	Oval	YES
Community 1	St Leonards Lake Reserve	Oval/Pitch	YES
Community 1	Stead Park – Soccer No. 1	Pitch	YES
Community 1	Stead Park – Soccer No. 2	Pitch	YES
Community 1	Stead Park – Softball No. 1	Pitch	YES
Community 1	Thomson Recreation Reserve No. 1	Oval	YES
Community 1	Vines Road Reserve (Western Heights)	Oval	YES

CLASSIFICATION	NAME/DESCRIPTION	PLAYING FIELD TYPE	SPORTS LIGHTING Y/N
Community 1	Wallington Reserve	Oval	NO
Community 1	Windsor Park No. 1	Oval	YES
Community 1	Winter Reserve No. 1	Oval	YES
CLASSIFICATION	**NAME/DESCRIPTION**	**PLAYING FIELD TYPE**	**SPORTS LIGHTING Y/N**
COMMUNITY 2			
Community 2	Bakers Oval	Oval	YES
Community 2	Bell Park Sports Club – Soccer No 2	Pitch	NO
Community 2	Bellarine Secondary College – Shell Rd Campus	Oval	NO
Community 2	Breakwater Reserve	Oval	NO
Community 2	Corio Community Reserve	Oval	NO
Community 2	Eastern Park No. 1	Oval	NO
Community 2	Estuary Reserve	Oval	NO
Community 2	Ervin Reserve No. 1	Oval	NO
Community 2	Grinter Reserve No. 2	Oval	YES
Community 2	Grovedale Recreation Reserve – Synthetic Soccer	Pitch	YES
Community 2	Grovedale Secondary College	Oval	YES
Community 2	Harold Hurst Reserve No. 2	Oval	NO
Community 2	Hume Reserve No. 3	Pitch	YES
Community 2	Lara Recreation Reserve No. 2	Oval	YES
Community 2	Lara Recreation Reserve No. 3	Oval	YES
Community 2	Lara Recreation Reserve No. 4	Oval	NO
Community 2	Leopold Memorial Reserve No. 2	Oval	YES
Community 2	McDonald Reserve No. 2	Oval	YES
Community 2	Myers Reserve No. 2	Oval	NO
Community 2	Ocean Grove Memorial Reserve	Oval	YES
Community 2	Osborne Park No. 2	Oval	NO
Community 2	Peter Lowe Reserve	Oval	NO
Community 2	Portarlington Recreation Reserve No. 2	Oval	NO
Community 2	Queens Park No. 2	Oval	YES
Community 2	South Barwon Reserve No. 3	Oval	NO
Community 2	South Barwon Reserve No. 4	Oval	NO
Community 2	South Barwon Reserve No. 5	Oval	NO
Community 2	Stead Park - Baseball	Pitch	NO
Community 2	Stead Park - Softball No. 2	Pitch	NO

CLASSIFICATION	NAME/DESCRIPTION	PLAYING FIELD TYPE	SPORTS LIGHTING Y/N
Community 2	Stead Park – Soccer No. 3	Pitch	YES
Community 2	Stead Park – Soccer No. 4	Pitch	YES
Community 2	Tim Hill Reserve	Oval	NO
Community 2	Thomson Recreation Reserve No. 2	Oval	YES
Community 2	Windsor Park No. 2	Oval	NO
Community 2	Winter Reserve No. 2	Oval	YES
CLASSIFICATION	**NAME/DESCRIPTION**	**PLAYING FIELD TYPE**	**SPORTS LIGHTING Y/N**
COMMUNITY 3			
Community 3	Belmont Common No. 1	Oval	NO
Community 3	Belmont Common No. 2	Oval	YES
Community 3	Belmont Common No. 3	Oval	NO
Community 3	Ceres Recreation Reserve	Oval	NO
Community 3	Eastern Park No. 2	Oval	NO
Community 3	Eastern Park No. 3	Oval	NO
Community 3	Eastern Park No. 5	Oval	NO
Community 3	Ervin Reserve No. 2	Oval	NO
Community 3	King Lloyd Reserve No. 2	Oval	NO
Community 3	Mt Duneed Recreation Reserve	Oval	NO
Community 3	Rees Reserve	Oval	NO
Community 3	South Barwon Reserve No. 6	Oval	NO
Community 3	St Leonards Charles McCarthy	Oval	NO
Community 3	Stead Park Softball 3 & 4	Pitch	NO
Community 3	Windmill Reserve	Oval	NO
CLASSIFICATION	**NAME/DESCRIPTION**	**PLAYING FIELD TYPE**	**SPORTS LIGHTING Y/N**
RESERVE			
Reserve	Abe Wood Reserve	Reserve	NO
Reserve	Belmont Common Canine	Reserve	NO
Reserve	Drysdale Market area	Reserve	NO
Reserve	Elcho Park Canine	Reserve	NO
Reserve	South Barwon Reserve No. 7	Reserve	NO
SPORT SPECIFIC			
Sport Specific	Geelong Criterium Circuit	Cycling	NO
Sport Specific	Geelong Velodrome	Cycling	NO

DRAFT

CLASSIFICATION	NAME/DESCRIPTION	PLAYING FIELD TYPE	SPORTS LIGHTING Y/N
Sport Specific	Goldsworthy Reserve	Athletics	NO
Sport Specific	Grinter Reserve BMX	BMX	YES

6.1 APPENDIX O: COURT LISTING (ALPHABETICAL ORDER)

CLASSIFICATION	NAME/DESCRIPTION	COURT TYPE	NO. OF COURTS	SPORTS LIGHTING Y/N
Court	Anakie Reserve	Tennis	5	NO
Court	Anakie Reserve	Netball	2	YES x 2
Court	Arthur Powell Reserve	Tennis	7	YES x 5
Court	Barwon Heads Village Park	Tennis	6	YES x 4
Court	Breakwater Reserve	Tennis	4	NO
Court	Burdoo Reserve	Tennis	8	YES x 8
Court	Burdoo Reserve	Netball	2	YES x 2
Court	Doris Smith Reserve	Tennis	3	NO
Court	Drysdale Recreation Reserve	Netball	2	YES x 2
Court	Drysdale Recreation Reserve	Tennis	2	NO
Court	Elderslie Reserve	Netball	2	YES x 2
Court	Ervin Reserve	Tennis	7	NO
Court	Francis St Reserve	Tennis	6	NO
Court	Frank Mann Reserve	Tennis	2	NO
Court	Pioneer Park	Tennis	6	YES x 3
Court	Geelong West Oval	Netball	2	YES x 2
Court	Grinter Reserve	Netball	2	YES x 2
Court	Hamlyn Park	Tennis	5	YES x 3
Court	Hamlyn Park	Netball	2	YES x 2
Court	Harold Hurst Reserve	Netball	3	NO
Court	Harvey Park	Tennis	2	NO
Court	Herne Hill Reserve	Netball	2	YES x 2
Court	Highton Reserve	Tennis	6	YES x 6
Court	Howard Glover Reserve	Tennis	4	NO
Court	Jetty Rd Reserve	Tennis	8	YES x 4
Court	Kenwith Park	Tennis	2	NO
Court	Lara Recreation Reserve	Tennis	8	YES x 8
Court	Lara Recreation Reserve	Netball	2	YES x 2

CLASSIFICATION	NAME/DESCRIPTION	COURT TYPE	NO. OF COURTS	SPORTS LIGHTING Y/N
Court	Leopold Memorial Reserve	Tennis	9	YES x 4
Court	Leopold Memorial Reserve	Netball	2	YES x 2
Court	Lunan Park	Tennis	2	NO
Court	Marcus Hill Reserve	Tennis	2	NO
Court	McDonald Reserve	Netball	2	YES x 2
Court	Moolap Reserve	Tennis	6	YES x 4
Court	Myers Reserve	Tennis	4	NO
Court	Myers Reserve	Netball	2	YES x 2
Court	Osborne Park	Netball	1	YES x 1
Court	Portarlington Recreation Reserve	Tennis	5	YES x 3
Court	Portarlington Recreation Reserve	Netball	2	YES x 2
Court	Queens Park	Netball	2	YES x 2
Court	Richmond Oval	Netball	2	YES x 2
Court	Shell Reserve	Netball	2	YES x 2
Court	Shell Road Reserve	Tennis	5	YES x 2
Court	Shell Road Reserve	Netball	4	YES x 4
Court	St Albans Reserve	Tennis	5	YES x 2
Court	St Albans Reserve	Netball	2	YES x 2
Court	St Leonards Lake Reserve	Tennis	2	NO
Court	Thomson Recreation Reserve	Tennis	4	YES x 2
Court	Thomson Recreation Reserve	Netball	2	YES x 2
Court	Tim Hill Reserve	Tennis	6	YES x 6
Court	Wathaurung Reserve	Tennis	6	YES x 6
Court	Waurn Ponds Reserve	Tennis	6	YES x 3
Court	Windsor Park	Netball	2	YES x 2
Court	Winter Reserve	Netball	2	YES x 2

DRAFT

6.2 APPENDIX P: PAVILION CLASSIFICATION LISTING (ALPHABETICAL ORDER)

LOCATION	NAME/DESCRIPTION	CLASSIFICATION	CHANGE ROOMS
Anakie Reserve	Main Pavilion	Large	2
Arthur Powell Reserve	Main Pavilion	Standard	0
Bakers Oval	Main Pavilion	Standard	1
Barwon Heads Village Park	Main Pavilion	Standard	1
Barwon Heads Village Park	Tennis Pavilion	Standard	0
Belmont Common	Main Pavilion	Basic	0
Belmont Criterium Track	Main Pavilion	Medium	1
Bell Park Sports Club	Main Pavilion	Extra Large	2
Breakwater Reserve	Main Pavilion	Basic	0
Burdoo Reserve	Main Pavilion	Extra Large	2
Burdoo Reserve	Tennis Pavilion	Standard	0
Central Boulevard Reserve	Main Pavilion	Large	3
Ceres Reserve	Main Pavilion	Medium	1
Collendina Reserve	Main Pavilion	Standard	1
Doris Smith Reserve	Main Pavilion	Basic	0
Drysdale Recreation Reserve	Football Pavilion	Medium	1
Drysdale Recreation Reserve	Cricket Pavilion	Standard	0
Drysdale Recreation Reserve	Netball Pavilion	Basic	1
Drysdale Sports Precinct	Main Pavilion	Medium	2
Elderslie Reserve	Main Pavilion	Extra Large	1
Elderslie Reserve	Netball Pavilion	Standard	1
Ervin Reserve	Main Pavilion	Standard	1
Ervin Reserve	Tennis Pavilion	Standard	0
Estuary Boulevard Reserve	Main Pavilion	Large	2
Evans Reserve	Main Pavilion	Standard	1
Flinders Peak Reserve	Main Pavilion	Large	1
Francis St Reserve	Main Pavilion	Standard	0
Frank Mann Reserve	Main Pavilion	Basic	0
Frier Reserve	Main Pavilion	Standard	1
Geelong West Oval	Main Pavilion	Extra Large	2
Geelong West Oval	Netball Change Rooms	Change only	1
Goldsworthy Reserve	Main Pavilion	Standard	1
Grinter Reserve	Main Pavilion	Extra Large	1
Grinter Reserve	Netball Pavilion	Basic	1
Grinter Reserve	BMX Pavilion	Basic	0
Grovedale Reserve	Main Pavilion	Large	2

LOCATION	NAME/DESCRIPTION	CLASSIFICATION	CHANGE ROOMS
Hamlyn Park	Commercial Pavilion	Commercial – excluded from Fair Play	N/A
Hamlyn Park	Main Pavilion	Large	1
Hamlyn Park	Tennis Pavilion	Standard	0
Harold Hurst Reserve	Main Pavilion	Standard	1
Harold Hurst Reserve	Netball	Basic	1
Harvey Park	Main Pavilion	Basic	0
Herne Hill Reserve	Main Pavilion	Large	3
Highton Reserve	Main Pavilion (AFL Barwon)	Commercial – excluded from Fair Play	N/A
Highton Reserve	Main Pavilion (Geelong Falcons)	Commercial – excluded from Fair Play	N/A
Highton Reserve	Main Pavilion (ATCC)	Medium	1
Highton Reserve	Tennis Pavilion	Standard	0
Howard Glover Reserve	Main Pavilion	Medium	1
Howard Glover Reserve	Tennis Pavilion	Basic	0
Hume Reserve	Main Pavilion	Large	2
Jetty Rd Reserve	Main Pavilion	Standard	0
Kardinia Park	West Pavilion (Football)	Extra Large	1
Kardinia Park	Netball Pavilion	Medium	1
Kardinia Park	Umpires Pavilion	Large	1
Kenwith Park	Main Pavilion	Basic	0
King Lloyd Reserve	Main Pavilion	Large	2
Lara Recreation Reserve	Commercial Pavilion	Commercial – excluded from Fair Play	N/A
Lara Recreation Reserve	Change Rooms (Oval 1)	Change rooms only	2
Lara Recreation Reserve	Tennis/Netball Pavilion	Large	2
Lara Recreation Reserve	Soccer Pavilion	Large	2
Lara Recreation Reserve	Multi Sport Pavilion	Large	2
Leopold Memorial Reserve	Main Pavilion	Extra Large	2
Leopold Memorial Reserve	Change Rooms (Oval 2)	Change rooms only	1
Leopold Memorial Reserve	Tennis Pavilion	Standard	0
Lunan Park	Main Pavilion	Basic	0
McDonald Reserve	Main Pavilion	Extra Large	2
Moolap Reserve	Main Pavilion	Standard	0
Myers Reserve	Main Pavilion	Extra Large	2
Myers Reserve	Soccer Pavilion Social	Medium	0
Myers Reserve	Change Rooms (Soccer)	Change rooms only	2
Ocean Grove Memorial Reserve	Main Pavilion	Medium	1

DRAFT

LOCATION	NAME/DESCRIPTION	CLASSIFICATION	CHANGE ROOMS
Osborne Park	Main Pavilion	Large	1
Portarlington Recreation Reserve	Main Pavilion	Extra Large	1
Portarlington Recreation Reserve	Netball Pavilion	Standard	0
Portarlington Recreation Reserve	Tennis Pavilion	Basic	0
Queens Park	Main Pavilion	Large	1
Queens Park	Pavilion (Oval 2)	Change rooms only	2
Queens Park	Netball Change Rooms	Change rooms only	1
Rees Reserve	Main Pavilion	Basic	0
Richmond Oval	Main Pavilion	Large	2
Shell Reserve	Main Pavilion	Extra Large	2
Shell Road Reserve	Social Rooms	Lease – excluded from Fair Play	N/A
Shell Road Reserve	Change Rooms	Change rooms only	3
Shell Road Reserve	Tennis Pavilion	Standard	0
South Barwon Reserve	Main Pavilion (SBCC)	Large	1
South Barwon Reserve	Main Pavilion (MCC)	Medium	1
South Barwon Reserve	Pavilion (Oval 3)	Basic	0
St Albans Reserve	Main Pavilion	Extra Large	0
St Albans Reserve	Change Rooms	Change rooms only	1
St Albans Reserve	Netball Pavilion	Basic	1
St Albans Reserve	Tennis Pavilion	Standard	0
St Leonards Lake Reserve	Main Pavilion	Medium	1
Stead Park	Soccer Change Rooms	Change rooms only	1
Stead Park	Softball/Baseball Pavilion	Large	1
Thomson Recreation Reserve	Main Pavilion	Large	0
Thomson Recreation Reserve	Change Rooms	Change rooms only	3
Tim Hill Reserve	Main Pavilion	Medium	0
Wallington Reserve	Main Pavilion	Large	1
Wathaurong Reserve	Main Pavilion	Standard	0
Waurn Ponds Tennis	Main Pavilion	Basic	0
Windsor Park	Main Pavilion	Large	1
Windsor Park	Pavilion (Oval 2)	Basic	0
Windsor Park	Netball Pavilion	Basic	0
Winter Reserve	Main Pavilion	Large	2

Implementation of this Policy

MONITORING AND REPORTING

The Community Participation department will be responsible for monitoring the application of this Policy.

The effectiveness of this Policy will be evaluated annually through facility usage and participation data, feedback from user groups, and outcomes of Fair Access Policy (2024) assessments.

This Policy will be formally reviewed every four years, or earlier if monitoring data indicates the need for revision.

ADVICE AND ASSISTANCE

The Responsible Officer for this policy manages the provision of advice to the organisation regarding this policy.

A person who is uncertain how to comply with this policy should seek advice from this person or from their Manager.

RECORDS

The City must retain records associated with this Policy and its implementation in accordance with its Records Information Management Policy

REVIEW

The City should review and, if necessary, amend this Policy within 4 years of the Approval Date if required.

DRAFT

References

Fair Play Strategy (2017)

Fair Play Management Guidelines (2026)

City of Greater Geelong Fair Access Policy (2024)

Preferred Sporting Facility Guidelines (as applicable, see Definitions)

Legislation

N/A

Other Documents

Records Information Management Policy

City of Greater Geelong outdoor recreation facility Master Plans and Facility Development Plans

Asset management, operational guidelines and financial plans

G21 Regional Sporting Strategies

2.5. Draft Long-Term Financial Plan 2025-2035

Source: **Corporate Services**
Executive Director: **Troy Edwards**

Purpose

1. To seek Council approval for the draft Long Term Financial Plan 2025-2035 as set out in **Attachment 1** to be endorsed for a period of community consultation.

Background

2. Under section 91 of the Local Government Act 2020 (the Act) Council must develop and keep in force a financial plan covering at least the next 10 financial years. The financial plan must be in place by 31 October the year following a general election and be developed in accordance with its deliberative engagement practices.

3. A financial plan must contain all required statements, reports and data as prescribed by the Act.

4. The Long-term Financial Plan 2025-35 (the Plan) is an integral part of Council's suite of strategic management plans which link Council's business plans and asset management plans and translates the outcomes and strategies of these plans into financial terms.

Key Matters

5. A new Long Term Financial Plan was drafted following the 2025 election of the new Council.

6. Feedback from deliberative community engagement has been incorporated into draft Plan.

7. The draft Plan details a 10 year projection of how it will manage finances to deliver on community priorities now, and in future years and aims to:

    7.1. Present a financial analysis of the strategic objectives and goals set out in key strategic documents

    7.2. Outline the key financial direction, strategies and outcomes of the Council

    7.3. Provide the City with information to assess resourcing requirements to achieve its strategic objectives and to assist the City to ensure long-term financial sustainability

    7.4. Address the operating and capital needs placed on the City over the next 10 years

    7.5. Enhance the transparency and accountability to both residents and rate payers

8. The draft Plan has been developed and informed by:

    8.1. A scan of relevant legislation and policy context.

8.2. Deliberative engagement inviting 60 panellists from the Council Plan deliberative engagement to participate in engagement on the Long Term Financial Plan. Eleven participants attended a face to face workshop with city officers in February 2025. Workshop participants were briefed on Councils financial background, current challenges and context relevant to the feedback being sought. A prioritisation decision tool was used to identify and provide feedback on the four areas of significant importance for Council in the next 10 years

9. The draft Plan is now ready for a period of community feedback to test the proposed roadmap for financial sustainability and to ensure it includes the community's needs prior to final adoption.

Recommendation

That Council:

1. **Endorse the Draft Long-Term Financial Plan 2025-2035 to be released for community consultation (Attachment 1).**

2. **Notes the Draft Long Term Financial Plan 2025-2035 will be published on Have Your Say for a four-week period from 23 July 2025.**

3. **Notes after consideration of the outcomes of the community consultation, the final version of the Long-Term Financial Plan 2025-35 will be presented for adoption at Council's September 2025 ordinary meeting.**

Financial Sustainability

10. Key financial sustainability principles guide Council's decision-making, ensuring sound and sustainable outcomes.

11. The approach to ensuring the Council's long-term financial sustainability involves monitoring key financial indicators. Specifically, tracking the operating surplus/(deficit) ratio, asset renewal funding ratio, liquidity, indebtedness ratio and ensuring consistent cash surplus results. These metrics are rigorously assessed against Council's benchmarks and risk appetite, providing confidence in our long-term financial performance and position.

Community Engagement

12. The *Local Government Act 2020* requires a financial plan be developed in accordance with its deliberative engagement practices.

13. In the development of the plan, a process of community engagement has been undertaken. The City have sought input into the plan through a deliberative community engagement workshop in February 2025. Feedback from the engagement process was considered in preparation of the Plan.

14. Those who submitted feedback have been acknowledged and thanked for their input.

Social Equity and Sustainability

15. The City's social equity principles have influenced the development of the Plan.

Relevant Law/Policy/Legal Implications

16. The Plan has been prepared to comply with the requirements of the *Local Government Act 2020* and Council's Borrowing Policy.

Alignment to Community Plan and Vision

17. This report aligns with Our Community Plan 2021-2025 strategic priority:
    High-performing council and organisation.
    Strong local economy.

18. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
    A prosperous economy that supports jobs and education opportunities.

Conflict of Interest

19. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

20. Under section 91 of the *Local Government Act 2020* Council must develop and adopt a Financial Plan by the 31 October in the year following a general election.

Environmental Sustainability

21. The proposed Plan identifies sources and allocation of resources to assist in the implementation of a number of initiatives to support environmental sustainability as identified in the Council Plan.

Attachments

1. Long Term Financial Plan 2025-35 [**2.5.1** - 50 pages]



THE CITY OF
GREATER GEELONG

DRAFT LONG-TERM FINANCIAL PLAN 2025-2035

CITY OF GREATER GEELONG

Contents

Executive Summary **5**

Background **6**

Purpose 6

Legislative Requirements 6

Integrated Planning 6

Service Level Planning 7

Influences of the Long-Term Financial Plan 8

How We Engaged **9**

Context – Local Government Sector **10**

Sector Overview & Financial Challenges 10

Defining Financial Sustainability **11**

Strategic Financial Outcomes 11

Measurement of Financial Sustainabiltiy 11

Key Risks **13**

The Long-Term Financial Plan **14**

Key Strategic Financial Outcomes 14

Financial Sustainability 14

Financial Discipline Principles 15

Strategic Financial Levers 16

Financlal Sustainability Commitments 18

a. Underlying Operating Ratio 18

b. Working Capital Ratio 19

c. Indebtedness Ratio 20

d. Asset Renewal & Upgrade Ratio 21

Revenue 23

a. Rates & Charges 23

b. Contributions 24

c. User Fees 24

d. Government Grants 25

e. Statutory Fees & Charges 25

Expenditure 26

a. Employee Costs 26

b. Materials & Services 26
c. Depreciation & Amortisation....27
d. Efficiency Realisation....27
Capital Program of Works 28
Appendix 1 – Financial Statements 29
Comprehensive Income Statement 30
Income Statement Converted to Cash 31
Balance Sheet 32
Statement of Changes in Equity.... 34
Statement of Cash Flows.... 36
Statement of Capital Works 37
Statement of Human Resources 39
Appendix 2: Financial Performance Indicators.... 43
Notes to Indicators.... 44
Adjusted Underlying Result.... 45
Appendix 3: Strategies & Plans 46
Borrowing Strategy 46
Reserves Strategy 47
Development Contributions Reserve.... 47
Waste Reserve 47
Capital Commitment Reserve 47
Contact Us.... 49

The City of Greater Geelong acknowledges Wadawurrung people as the Traditional Owners of this land. It also acknowledges all other Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.



Artwork: *On Country* by Ammie Howell.

Executive Summary

The City of Greater Geelong (the City) is going through a period of significant growth, and this Long-term Financial Plan outlines its current and projected financial capacity to continue delivering critical services, infrastructure and facilities, whilst identifying important new capital investment to support this growth.

The Long-Term Financial Plan (the plan), covering a period of 10 years, is an integral part of the City's suite of strategic management plans. Its role is to link our strategic and business plans and translates the outcomes and strategies of these plans into financial terms.

The development of the plan is in accordance with the requirements under the *Local Government Act 2020.* The Long-Term Financial Plan covers the period 2025-26 to 2034-35, with the first four years being underpinned by the 2025-26 to 2028-29 Budget.

The plan was guided by our existing policies and plans and most importantly the views of the community. The plan is underpinned by the objectives and outcomes of the *Our Council Plan 2025-29,* and the 30-Year Community Vision, *Greater Geelong: A Clever and Creative* Future. Further generations of the plan will be considered as other significant plans are developed and adopted by Council.

The City uses five key financial indicators to assess the City's financial health and long-term financial sustainability. These measures are consistent with the financial performance indicators reported under the Local Government Performance Reporting Framework (LGPRF) to measure financial performance and position. The five key financial indicators are:

1. Underlying Operating Ratio
2. Working Capital Ratio
3. Asset Renewal & Upgrade Ratio
4. Indebtedness Ratio
5. Cash Surpluses

Our aim in developing the plan is to achieve the following objectives:

- Ensure that we can meet the objectives of Our Community Plan and the 30-Year Community Vision while remaining financially sustainable
- Continually improving our efficiency in the provision of existing and future services by proactively seeking out savings without affecting service level
- Preserving cash by ensuring that the budgets and financial commitments of the City result in cash surpluses
- Maintain operating surpluses over the period of the plan
- Hold sufficient cash to ensure the City can meet its financial obligations and liabilities, while also reserving capacity to respond to unexpected events
- Continuously improving our asset management plans to enable us to appropriately maintain over $6 billion of assets by renewing vital infrastructure and facilities
- Maintain debt and interest costs within our established benchmarks and ensuring our capacity to service and repay this debt into the future
- Pursue state and federal funding opportunities where aligned to key strategic outcomes

Background

PURPOSE

The purpose of the plan is to:

- Present a financial analysis of the strategic objectives and goals set out in key strategic documents
- Outline the key financial direction, strategies and outcomes of the Council
- Provide the City with information to assess resourcing requirements to achieve its strategic objectives and to assist the City to ensure long-term financial sustainability
- Address the operating and capital needs placed on the City over the next 10 years
- Enhance the transparency and accountability to both residents and rate payers

LEGISLATIVE REQUIREMENTS

The *Local Government Act 2020* requires Councils to develop, adopt and maintain a financial plan covering a span of at least 10 financial years.

The plan must include:

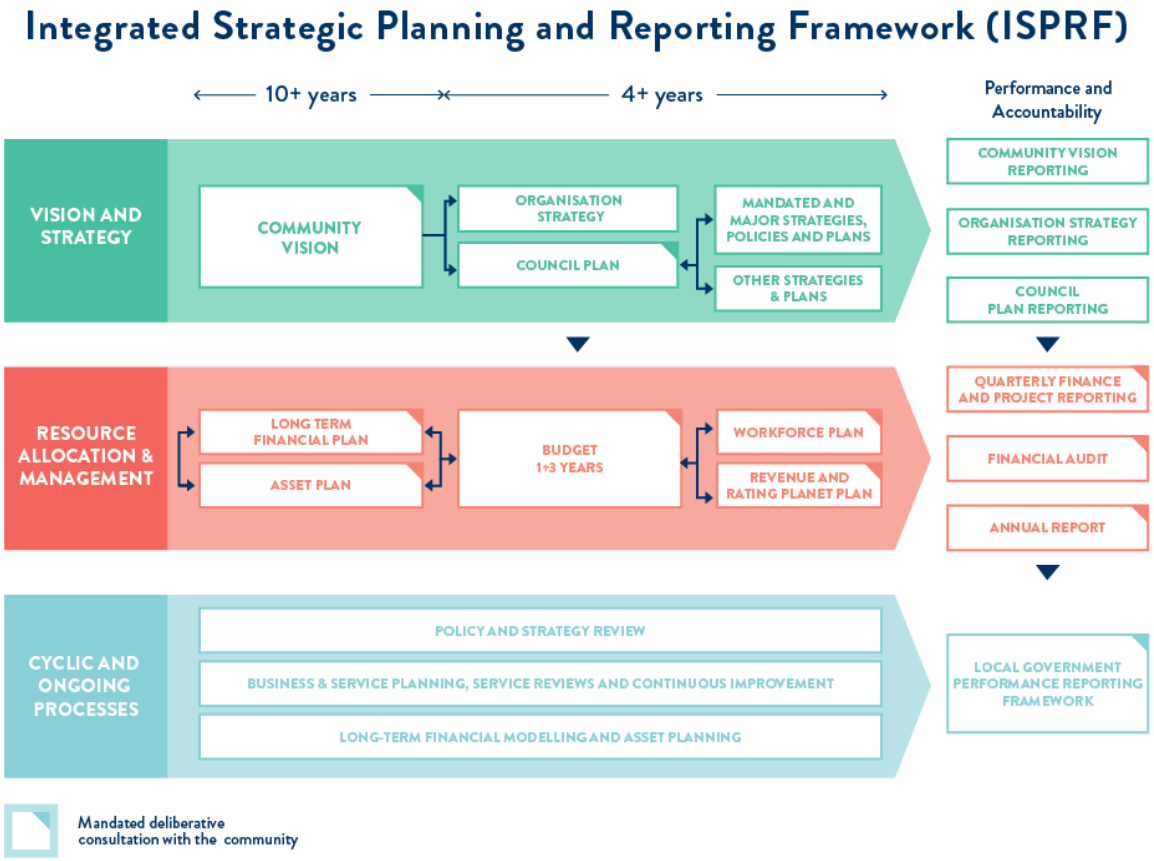
- Statements describing the financial resources required to give effect to the Council Plan other strategic plans of the Council
- Information about the decisions and assumptions that underpin the forecasts in the statements
- Statements describing any other resource requirements that the Council considers appropriate to include
- Any other matters prescribed by the regulations

It must also be developed in accordance with its deliberative engagement practices and adopted by 31 October in the year following a general election.

INTEGRATED PLANNING

This section describes how the plan links to the achievement of the 30-Year Community Vision, Our Community Plan and other strategies within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long-term (Community Vision and Financial Plan), medium term (Our Community Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report). The timing of each component of the framework is critical to the successful achievement of the planned outcomes.

The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



SERVICE LEVEL PLANNING

The City delivers a wide range of services, infrastructure and facilities to the community. Although councils have a legal obligation to provide some services such as animal management, local roads, food safety and statutory planning, most council services are not legally mandated, including some services closely associated with councils such as libraries, building permits and sporting facilities.

Over time, the needs and expectations of communities' change. Therefore, councils should have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations.

The plan assumes current services and agreed services levels are maintained throughout the life of the plan. Future plans will be reviewed and amended for any proposed changes in services, service levels or service delivery models.

INFLUENCES OF THE LONG-TERM FINANCIAL PLAN

Long-term Financial Plan Influences	
Greater Geelong: A Clever and Creative Future A 30-year document which outlines the communities' vision *"By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment."*	Features nine community aspirations: • A prosperous economy that supports jobs and education opportunities • A leader in developing and adopting technology • Creativity drives culture • A fast, reliable and connected transport network • A destination that attracts local and international visitors • People feel safe wherever they are • An inclusive, diverse, healthy and socially connected community • Sustainable development that supports population growth and protects the natural environment • Development and implementation of sustainable solutions
Our Council Plan A 4-year plan, which outlines how the City will work towards making Greater Geelong a clever and creative city. It guides the resources to deliver infrastructure, services and programs to ensure the social, economic and environmental sustainability of the region,	There are six strategic directions for us to focus on over the next four years. They are: • Plan, deliver, manage and optimise core and critical infrastructure across our growing region • Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities • Lead efforts to strengthen our diverse economic precincts and workforce to enhance prosperity across our community • Champion our unique heritage and culture • Protect and enhance our unique natural environment and surrounds • Commit to the highest levels of leadership, integrity, financial stewardship, and meaningful community engagement
Engagement with stakeholders and community	
Our local policies and strategies	• Asset Management Plan (due for adoption by July 2025) • Workforce Management Plan

How We Engaged

Community engagement is a vital step in the planning process, it has helped shape several strategic plans and key projects for the City. This feedback has influenced the development of the Long-term Financial Plan.

We have engaged the community in several ways:

- **Greater Geelong: A Clever and Creative Future:** The community-led 30-year vision, developed in 2016 following a considerable deliberative engagement process which captured the voices of over 16,000 community members. The community told us what they valued about the region, how it rated against recognised elements of a successful community, and shared ideas about how to address challenges now and into the future.

  The 30-year vision is the leading strategy that drives long-term investment and decision making as the City continues to the path towards a clever and creative future.

- ***Our Council Plan 2025-29*** **and Long-term Financial Plan:** To develop the Council Plan community deliberative workshops held during 2024 along with Stakeholder focus groups and open submissions to selected partner organisations, community groups and advisory committees.

  - The Draft Council Plan 2025–29 was endorsed for public consultation and released with the 4-year budget for community feedback in May 2025
  - The final Council Plan and refreshed vision will go to Council for adoption in July 2025

  Our Council Plan and the actions supporting this plan, have underpinned the development of the first four years of the Long-term Financial Plan.

- **Revenue and Rating Plan**:

  The 2025-26 to 2028-29 Revenue and Rating Plan was adopted by Council in June 2025.

  The City completed its consultation process for the four-year Revenue and Rating Plan. This process which included online engagement and face to face meetings with the community groups ran from 5 February to 23 February 2025.

  The community was asked seven questions to assess their preference for continuing the current rating strategy or propose alternative strategies.

  Seventy-two responses were received from the community during the engagement.

  A comprehensive review of all responses has been undertaken, resulting in the identification of key themes included:

  - Cost saving policies
  - Back to basics
  - Car parking
  - Strategies to increase investment in the City
  - Advocacy to increase State/federal funding
  - Increased consultation with the community

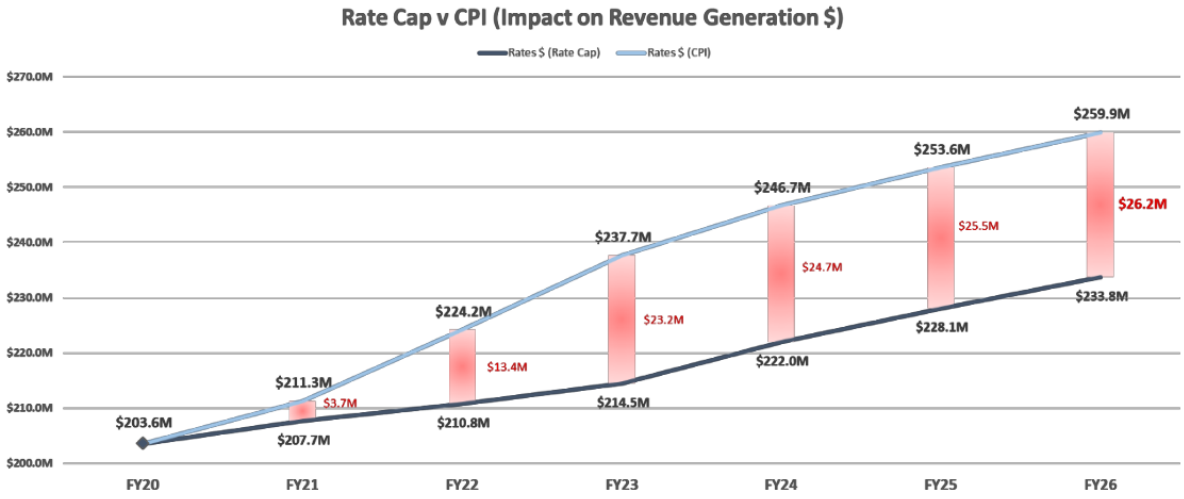
Context – Local Government Sector

SECTOR OVERVIEW & FINANCIAL CHALLENGES

The Local Government Sector is experiencing financial difficulty primarily caused by:

1. A relatively low rate cap - since COVID, we have experienced a high period of inflation. This has caused a significant increase in the cost of delivering our services, operating our business and delivering our projects. The rate cap has been relatively low compared to inflation (CPI). The result is that our costs have increased at a much higher rate than our revenue.

   The graph below depicts the impact of the relatively low rate cap on the City. If the rate cap was set at the same level as CPI from 2019-20 to 2025-26, the City would have $26.2mil of further rates revenue available in 2025-26. With the rate cap being set a lower level than inflation, the City has had to absorb the impact of rising costs without a corresponding revenue increase.



2. Cost shifting – this is the practice whereby other levels of government delegate responsibilities, add regulations, set fees, or reduces financial support for Victorian councils. The original 50/50 funding split for a number of services has been slowly eroding, with Local Government having to absorb the impact.

   Council has absorbed the financial impact of cost shifting at the same time that our underlying costs have been increasing at a much higher rate than our revenue.

The consequences of these challenges for Council's are:

- Difficulty in sustaining operating surpluses
- Deteriorating liquidity and cash
- Increased levels of debt
- Decreased levels of investment into asset renewals

These challenges, as well as others, where outlined in a report tabled to parliament on 28 November 2024. The parliamentary inquiry into Local Government funding and services analysed cost shifting, the ability of local governments to meet core service delivered, revenue structures and alternative funding models. A full copy of the report is available at: Inquiry into Local Government funding and services - Parliament of Victoria

Defining Financial Sustainability

STRATEGIC FINANCIAL OUTCOMES

Financial sustainability is Council's ability to manage its financial resources in a responsible and efficient manner over the long term. This ensures Council will have the financial resources required to deliver on the Community Vision and Council Plan.

MEASUREMENT OF FINANCIAL SUSTAINABILTIY

To assess the financial health of the City, several measures are used for planning, monitoring and reporting. These measures are based on the Local Government Performance Reporting Framework which provides a consistent and transparent reporting framework for the sector.

These measures are designed to assess the financial health of the organisation over 5 key pillars of financial health:

1. Operating Position: the financial ability of the City to operate the business and provide our services on an on-going basis.
2. Asset Management: ensuring the community enjoyment of assets can continue.
3. Liquidity: the financial ability of the City to its meet financial liabilities.
4. Debt: the financial ability of the City to meet its debt obligations.
5. Cash Allocation: measuring the overall cash allocation with the Income Statement Converted to Cash

Under each pillar of financial health, a number of measures are used. Each measure is categorised as:

1. Primary – these measures are the strongest metrics of overall financial health that will be committed to as a primary measure of financial sustainability in budgets and long-term financial plans.
2. Secondary – these are supporting measures that are indicative of financial health that will be used to assist with the measurement of financial sustainability.

Measure	Category of Measure	Financial Health Indication	Calculation
Operating Position			
Underlying Operating Margin	Primary	The financial ability and contingency available to operate the business and provide services on an on-going basis (LGPRF OP1)	Underlying Operating Result *Divided by* Underlying Operating Revenue
Operating Costs per Assessable Property	Secondary	The relative amount of operational expenses as compared to assessable properties (LGPRF E2)	Underlying Operating Expenditure *Divided by* Total Assessable Properties
Rates Concentration	Secondary	The level of reliance on rates and the ability to generate other revenue to fund business operations and services. (LGPRF S1)	Total Rates Revenue *Divided by* Underlying Operating Revenue
Asset Management			
Asset Renewal & Upgrade Ratio	Primary	The financial capacity to fund asset renewal as required (LGPRF O5)	Asset Renewal and Upgrades *Divided by* Asset Depreciation
Asset Renewal Ratio	Secondary	The financial capacity to fund asset renewal as required (modified version of LGPRF O5)	Asset renewals *Divided by* Asset Depreciation
Liquidity			
Working Capital Ratio	Primary	The financial ability to be able to meet and pay obligations (LGPRF L1)	Current Assets *Divided by* Current Liabilities
Unrestricted Working Capital Ratio	Primary	The financial ability to be able to meet and pay short-term obligations (LGRPF L2)	Unrestricted Cash *Divided by* Current Liabilities
Debt			
Indebtedness v Rates Ratio	Primary	The relative amount of debt outstanding as compared to revenue generate by rates (LGPRF O2)	Total Interest-Bearing Liability *Divided by* Total Rates Revenue
Loan Repayment Effort	Secondary	The relative amount of cash being consumed to meet debt obligations. (LGPRF O3)	Total Interest + Principal Repayments *Divided by* Total Rates Revenue
Indebtedness Ratio	Secondary	The relative amount of debt outstanding as compared to the amount of assets held (LGPRF O4)	Non-current Liabilities Divided by Own Source Revenue
Cash Allocation			
Cash Surpluses	Primary	Ensures that the cash position is not deteriorating by comparing the total cash received against the total cash allocated.	Income Statement Converted to Cash

Key Risks

The plan relies upon several key assumptions, based on the latest available data and professional judgement. Over time, these assumptions will change based on the evolving internal and external environment. The plan will be actively monitored with regular revision to ensure the latest assumptions are incorporated within and to ensure it remains robust in the face of these challenges.

The inherent challenges and risks faced in developing the long-term financial plan are summarised below.

Growth

- New infrastructure required to support a growing community
- Funding shortfalls of Developer Contribution Plans
- Maintaining an expanding asset base of new infrastructure
- Maintaining the ageing existing asset base
- Providing services to a growing community

Economic Changes

- Interest rate fluctuation
- Inflation and movements in the Consumer Price Index (CPI)
- Economic growth – residential and new business development

Political Changes

- Cost shifting from the State and Federal Governments
- Setting of the rate cap and changes to rating capping regulations
- Changes to levies and their conditions (i.e. Environment Protection Authority levy)

Climate Changes

- Impacts of climate change including impacts which affect asset condition and functionality in the long term.
- Natural disasters

Internal Risks

- Service reviews and changes in agreed service levels
- Infrastructure asset management and asset renewal
- Changes in fees and charges and other revenue sources
- Delivery of key projects and efficiency programs
- Workforce management

Community

- Community needs and expectations
- Demographic changes
- Our Community Plan updates
- Other key strategies

The Long-Term Financial Plan

KEY STRATEGIC FINANCIAL OUTCOMES

The City's long-term financial plan outlines how services and infrastructure will be delivered to the community over a 10-year period.

The 2025-26 to 2028-29 Budget provides the first four years as the foundation of the plan. With the remaining six financial years being based on key principles, assumptions and inputs from other strategic plans and community priorities.

This plan includes the key assumptions for the major revenue end expense categories that have been based on available data sources and professional judgement.

Key strategic financial outcomes of the plan include:

- **Underlying operating surpluses**: Over the next 10-year period, the achievement of underlying operating surpluses is a key principle of the plan. This will require the realisation of ongoing financial benefits using the key strategic financial levers.
- **Effective liquidity management:** Ensuring adequate liquidity is held at all times over the plan to ensure the City is always in a position to meet its financial obligations including payments to employees and suppliers.
- **Effective management and reduction of debt:** A key principle of the plan is to effectively manage debt, targeting a reduction of the City's indebtedness.
- **A focus on renewing the City's assets:** Focused investment in existing assets to maintain asset condition and performance for the community.

FINANCIAL SUSTAINABILITY

Our Council acknowledges that it must plan for the current and future needs of the community in a socially, culturally, environmentally and financially sustainable manner. The City has a responsibility to guarantee that it has enough resources now and into the future to deliver the services and programs expected by the community. There is also a need to maintain community assets to a certain level so that the cost does not become a burden for future ratepayers and for the City to remain financially viable.

At the same time, it is critical that the City continues to provide vital infrastructure and services to the community.

This presents a difficult challenge balancing financial influences with community needs and expectations. Given the current financial environment, this is particularly challenging given the upward pressure on costs for service and asset provision, ongoing property development and population driving service demand, with revenue not keeping pace.

The financial discipline principles assist with decision making and striking the balance between financial sustainability and the community needs. The financial discipline principles are a set of key principles that will be used to guide financial decisions making in budgets, as well as responding to emerging risks and opportunities.

FINANCIAL DISCIPLINE PRINCIPLES

STRATEGIC ALIGNMENT	Financial decisions should create progress towards Council Strategies and be consistent with key Council priorities. Financial decisions need to be aligned with key policies and strategic plans of the City, including the outcomes as set out in this Long-term Financial Plan.
EQUITABLE INVESTMENT & REVENUE MECHANISMS	Overall revenue growth needs to be consistent with growth in costs. Funding sources and distribution should align with benefit and enjoyment, while also considering capacity to pay. Funding mechanisms are transparent, practical to implement and do not create burdensome administrative upkeep. Investment in the community services and infrastructure is equitably and fairly distributed.
SUSTAINABLE OPERATING POSITION	Expenditure on service delivery needs to be managed within the constraints of available revenue. The net cashflow generated from operational activities should be allocated to repaying debt and renewing the existing asset base.
PRESERVATION OF EXISTING ASSET BASE	Investment into renewing existing asset base consistent with Asset Management Policy needs to take priority in the capital program. Assets will be managed efficiently relevant to community need, focusing on optimum utilisation and life-long cost management. Strategic decisions to be made on disposal of surplus assets to free up capacity to upkeep of priority assets.
RESPONSIBLE WORKING CAPITAL MANAGEMENT	Working capital will be maintained at sufficient levels to ensure liquidity, considering restricted cash obligations. Restricted cash will be appropriately identified and reserved. Borrowings will be managed to ensure indebtedness and repayments are manageable. Borrowings should only occur for projects where there is inter-generational benefit and strong alignment to strategic outcomes.
EFFICIENT & EFFECTIVE SERVICE DELIVERY	Focus on delivering maximum value to the community with available funding. Appropriate investments to be made to create long-term financial capacity. Focus on productivity and efficient service delivery through on-going efficiency dividend and scheduled Service Reviews.

STRATEGIC FINANCIAL LEVERS

The City has the ability increase its financial capacity by using strategic financial levers. Effective use the of strategic financial levers will allow for the City to respond to community needs through further investment into services or infrastructure while not impacting financial sustainability.

LEVER 1 – OPTIMISE CURRENT & EXPLORE NEW REVENUE OPPORTUNITIES

One of the key indicators of assessing Council's financial sustainability is the ability to generate sufficient cash flows and the level of unrestricted cash held.

Council must maintain an adequate level of cash in order to meet the requirements of Council operations and to ensure timely payment of all liabilities.

Given the existing limitations of the Rate Cap, Council is restricted in its ability to enhance the revenue generated from Rates. As such, consideration must be given to how other revenue streams can be enhanced in conjunction with exploring opportunities for Council to generate new revenue streams.

Opportunities exists to increase revenue through fees, charges and other contributions.

Some of the options may include:

- Benchmarking of existing user fees
- Generating revenue from the City's existing asset base (for example, generating lease revenue on properties)
- Implementation of new revenue streams

LEVER 2 – INITIATE STRATEGIC EFFICIENCIES

Initiating strategic efficiencies allows Council to improve service delivery and reduce unnecessary cost in order to achieve long-term sustainability.

Some of the options may include increasing operational efficiencies through technology, process, procurement, project planning and delivery improvements.

LEVER 3 – REVIEW & RATIONALISE PROPERTY & ASSETS

The City currently manages assets and infrastructure to the value of $6.095 billion.

The existing asset base requires regular review by Council to ensure that public value is being maximised.

We intend to adopt several innovative approaches to measure the utilisation of our assets. This includes providing people counters for building and public spaces, graphic counters at some of our critical infrastructure assets, to enable us to measure the value these assets provide to the community. Where an asset is underutilised, then we will work with service managers to rationalise assets to gain better value for the community.

LEVER 4 – STRATEGIC SERVICE REVIEWS

Local governments deliver an array of services to the community with limited budgets. Councils often find themselves in the difficult position of being required to deliver essential and community valued services when other market providers, including other levels of Government, have chosen to either reduce their offerings or exit from these services.

Given the implications of cost shifting and the ever-evolving demands and expectations of our residents, Council alongside the Community must continue to review and make informed decisions about the role that Local Government continues to play in delivering these services to the Community.

In considering the role that Council continues to play in the delivery of its services, some of the following options may include:

- Advocating for additional funding from Federal and State Government to assist with offsetting the increasing cost to Council for services that are being delivered on behalf of other tiers of government.
- Identifying new efficiencies in the delivery of current services
- Undertaking a review of Council services for which there is an opportunity to cost effectively outsource part or all of this service to other market providers.
- Undertaking a review of services that Council should consider exiting

LEVER 5 – STRATEGIC & SUSTAINABLE DESIGN OF CAPITAL PROGRAM

There is a need to maintain community assets to a certain level so that the cost does not become a burden for future ratepayers and for the City to remain financially viable.

If asset renewal needs are not met this results in higher maintenance costs, lower asset service standards and the potential for asset failure.

Priority should be given to investing in the renewal and upgrade of City of Greater Geelong’s existing assets over the delivery of new assets.

The use of borrowings for new and existing assets must ensure intergenerational equity by aligning asset consumption with the future generations benefiting from those assets. Debt should only be considered as a funding source for infrastructure where that infrastructure provides a highly material, broad and intergenerational benefit to the community.

Some of the options for designing a strategic and sustainable capital program may include:

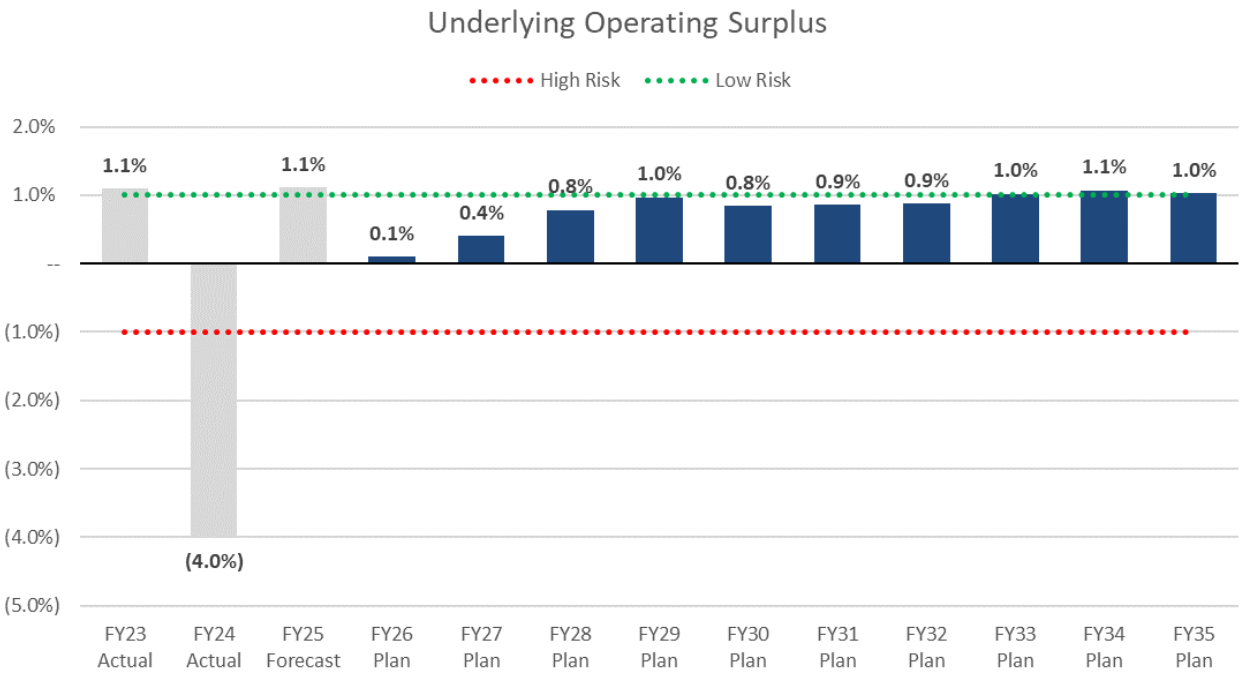
- Reviewing and reprioritising the capital program
- Longer-term capital works planning
- Advocating for grant funding for priority infrastructure

FINANCIAL SUSTAINABILITY COMMITMENTS

To ensure the City is financially sustainable and is in the financial position to deliver on the Community Vision and Council Plan, a commitment is made to achieve the following financial sustainability measures:

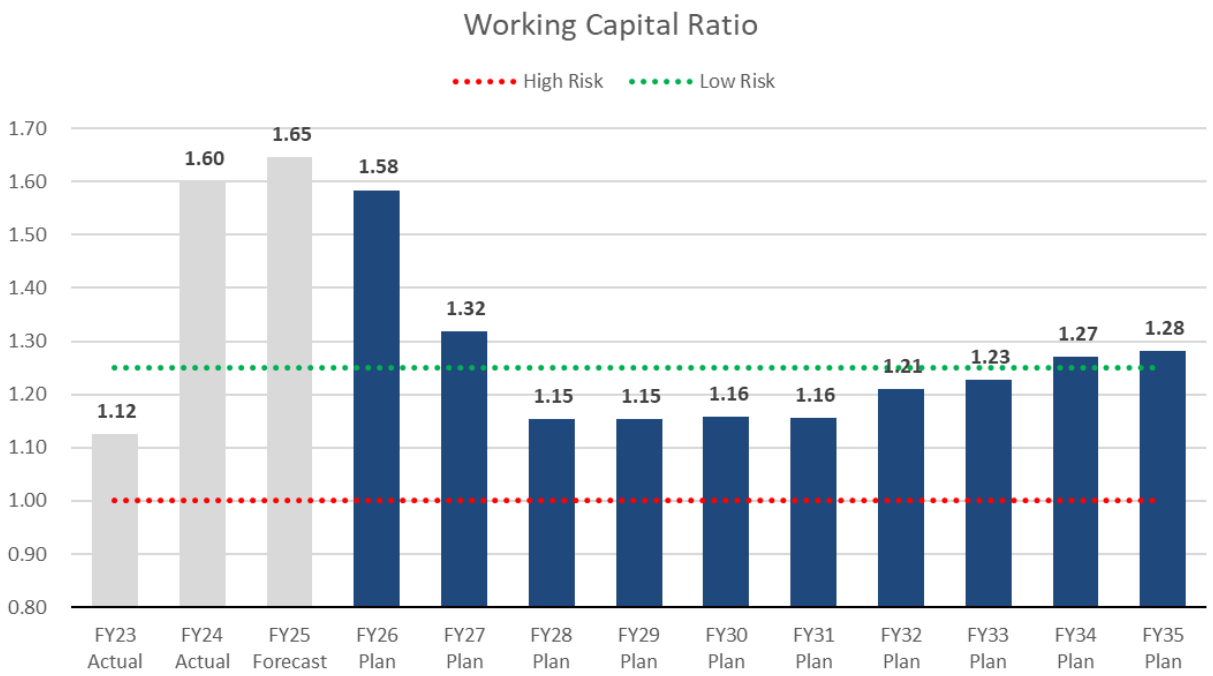
a. Underlying Operating Ratio

Purpose	Demonstrates the City's ability to fund services and operations over the long-term.		
Formula	Underlying Operating Result / Underlying Operating Revenue.		
Low Risk	> 1.0%	Underlying operating surplus maintained for all periods in the long-term plan.	
Medium Risk	(1.0%) to 1.0%	Average underlying operating result over the plan around a breakeven position, being from (1.0%) to 1.0%, with some periods of operating deficit.	
High Risk	> (1.0%)	Sustained periods of underlying operating deficits greater than (1.0%).	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Low Risk Range	1.0%	1.0%	An operating surplus demonstrates the ability to fund services, business operations and asset renewal. The 1.0% margin provides contingency for risks and capacity for opportunities.



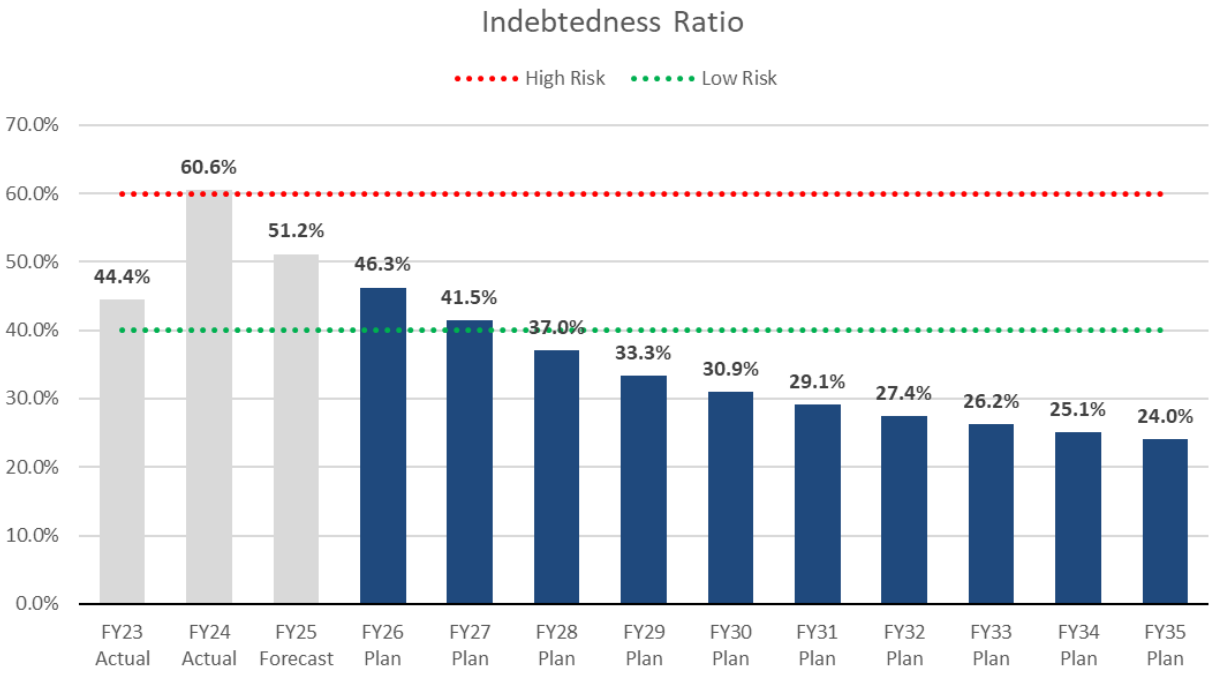
b. Working Capital Ratio

Purpose	Measures the City's ability to meet financial obligations and liabilities.		
Formula	Current Assets / Current Liabilities.		
Low Risk	> 1.25	Average liquidity is maintained above 1.25 over the life of the plan.	
Medium Risk	<1.0 to 1.25	Average liquidity is maintained between 1.00 and 1.25 over the life of the plan.	
High Risk	<1.00	Average liquidity is maintained less than 1.00 over the life of the plan.	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Medium Risk Range	1.10	> 1.10	A ratio of >1.0 ensures that Council will be able to meet its current financial obligations and liabilities. A target of >1.1 provides contingency for risks and capacity for opportunities.



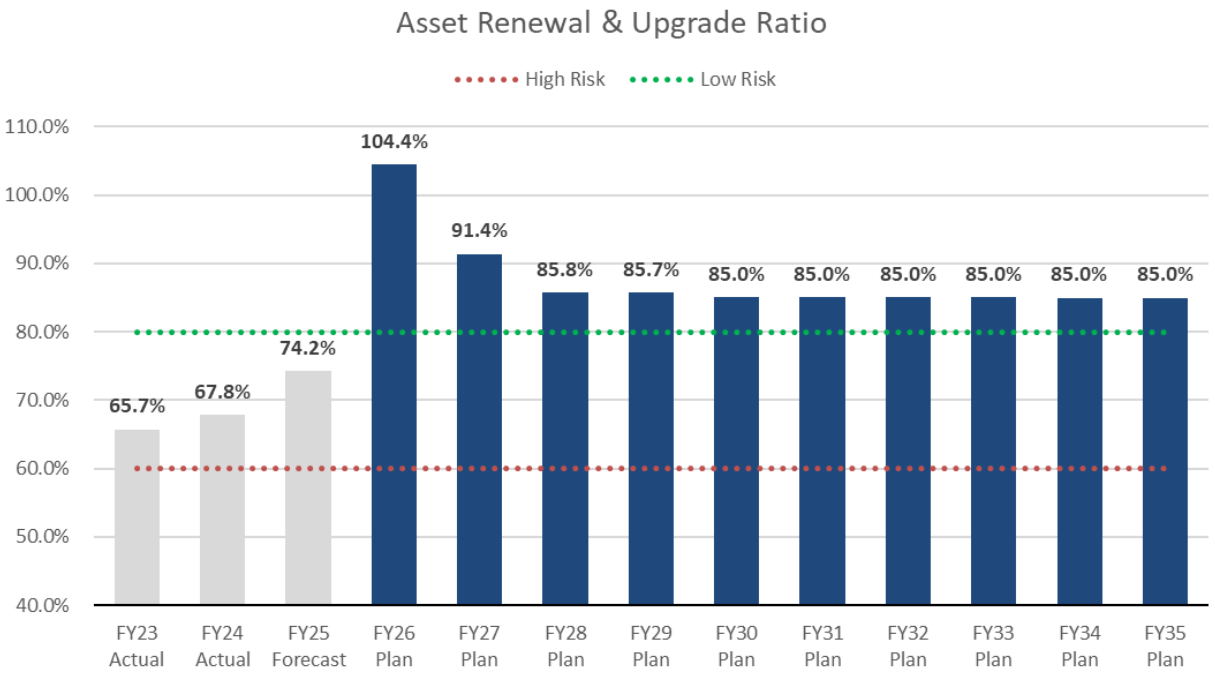
c. Indebtedness Ratio

Purpose	Determines the City's ability to service debt from its primary revenue source (rates)		
Formula	Loans and Borrowings / Rates Revenue		
Low Risk	< 40%	Average ratio is below 40% over the life of the plan.	
Medium Risk	> 40% and < 60%	Average ratio is between 40% and 60% over the life of the plan.	
High Risk	> 60%	Average ratio is greater than 60% over the life of the plan. Limited capacity for the City to increase borrowings, debt may become a burden.	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Low Risk	< 40%	< 40%	Indebtedness below 40% represents a low risk of being unable to meet debt commitments. This also provides Council with future borrowing capacity to allow for strategic use of debt for responding to future community needs.



d. Asset Renewal & Upgrade Ratio

Purpose	Calculates the annual expenditure on renewing the City's assets against depreciation to measure whether Council is reinvesting appropriately in existing infrastructure assets.		
Formula	Capital Expenditure on Renewal and Upgrade of Assets / Depreciation Expense.		
Low Risk	> 80%	Average renewal rates are greater than 80% of depreciation over the life of the plan.	
Medium Risk	> 60% and <80%	Average renewal rates are between 60% and 80% of depreciation over the life of the plan.	
High Risk	< 50%	Average renewal rates lower than 60% of depreciation over the life of the plan.	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Low Risk	85%	85%	A high renewal rate ensures that Council is able to fund to renewal, restoration and replacement of existing assets. This ensures asset are in good functioning condition for community use and enjoyment.



KEY ASSUMPTIONS

Financial and social indicators are inherent to predicting future values; these include Consumer Price Index, interest rates, employment levels, and population growth. The plan assesses financial trends over the ten-year period on a range of assumptions and provides the City with information to assess resourcing requirements to achieve its strategic objectives and to assist the City to ensure long-term financial sustainability.

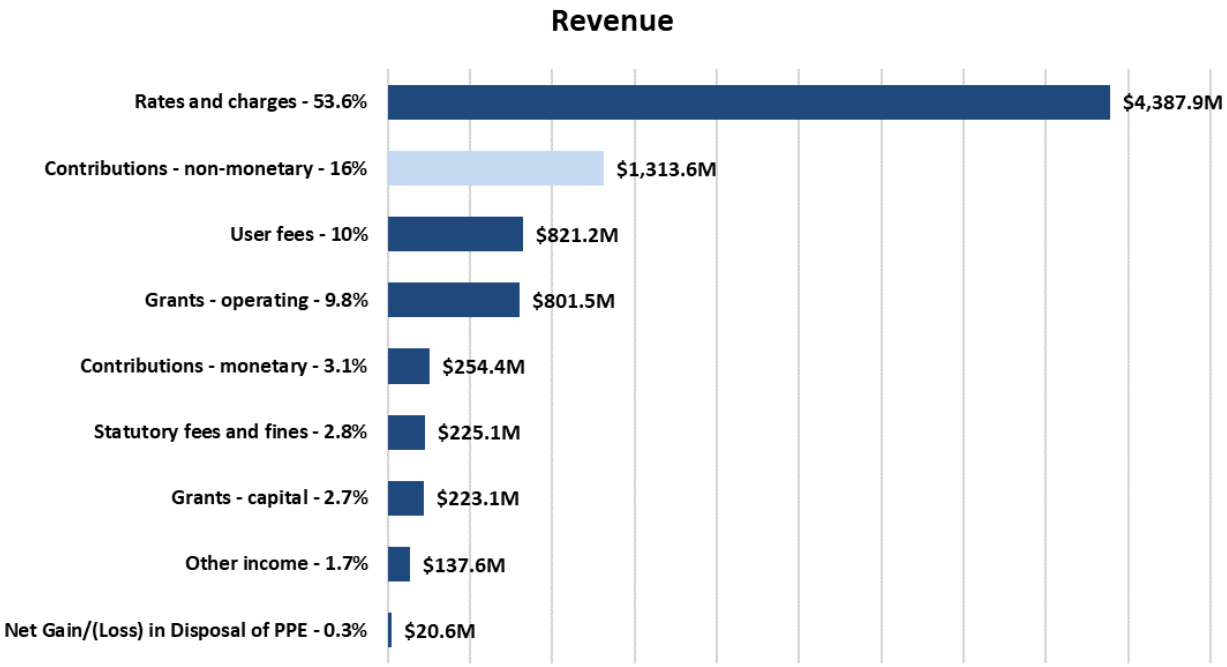
It is important that the plan considers the most recent economic data and forecasts available. A review will be conducted each year to ensure that the underlying assumptions and parameters are reasonable given changes in the economic, internal and external environments.

The key assumptions in the long-term financial plan are listed below.

Movement %	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Core Assumptions										
CPI / Inflation	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Property & Service Volume Growth	2.50%	2.50%	2.50%	2.50%	2.25%	2.00%	1.90%	1.90%	1.85%	1.85%
Key Revenue Assumptions										
General Rates / Rate Cap	2.50%	2.75%	2.75%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste Charge	7.67%	7.00%	7.00%	7.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
Statutory Fees & Fines	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Users Charges	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Operating	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Grants - Capital	Per FY26-FY29 Adopted Budget				11.92% of Capital Program Funding					
Contribution - Monetary	Per Projections on Developer Contributions									
Contribution - Non-Monetary	4.00%	4.00%	4.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Key Revenue Assumptions										
Salaries & Wages / EA Increase	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Services	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation	5.76%	4.62%	4.45%	5.11%	4.24%	4.25%	4.23%	4.05%	3.96%	3.93%

REVENUE

The City relies on revenue to fund the delivery of its services and infrastructure. The following table highlights the key revenues sources for the City over the life of the plan.



a. Rates & Charges

Rates and charges on average comprise 53.6% of total revenue over the life of the plan, being the most critical income source. Rates and charges income are budgeted at $341.7 million in 2025-26 and is expected to rise by $195.3 million to reach $537.0 million by 2034-35.

The Revenue and Rating Plan 2025-26 outlines the short and medium-term rating strategy that forms the basis of the plan. The intention of the strategy is to:

- Maintain where possible, the commercial/industrial rate in the dollar relative to the residential rate at 1.8 times, noting the annual rate cap and valuation changes of other differentials may impact relativity in the future, and
- Increase the farm rate in the dollar to 75% of the residential rate over the long-term.

All rating categories including vacant land, mixed use and other land use types will continue to be reviewed on an annual basis and will consider property valuations and community input.

Assumptions

The revenue and rating plan includes a rate increase of 2.5% in 2025-26, being 0.5% lower than the state government rate cap. The rate cap is assumed to be 2.75% for 2026-2027 to 2028-29, and 2.50% thereafter. Rates increases are assumed to be at the level of the rate cap.

The City is in a period of significant growth and will see approximately 35,706 new rateable properties over the life of the plan. Growth has been assumed using available population forecast data and is expected to be 2.5% for 2025-26 to 2028-29. Growth continues beyond this, but at a slower rate, expected to be 1.85% by 2034-35.

Waste Charge

The waste collection service charge is a cost recovery model whereby all costs for delivering the service, including funding the required infrastructure, are recovered through the charge. This includes direct, indirect and overhead costs. A reserve is used to manage the funding of the waste collection service.

Significant investments are expected to be made over the ten years of the plan in order to deliver state government's waste plans. Investments include:

- Rollout of the food organics and garden organics service delivery, requiring facility upgrade works to allow for organics processing
- Purchase of kerbside glass bins for kerbside collection of glass bins by 2027 as mandated by kerbside reform
- Planning and construction of a regional resource hub
- Investment in the development of a new resource recovery centre due to growth in the region
- State government Environment Protection Authority levy increases

Assumptions

The waste charge has been increased by 7.67% in 2025-26 and is expected to increase by 7.00% from the 2026-27 to 2028-29. This increase is required to absorb the increase in the EPA levy of 27.9% in 2025-26 and to deliver the kerbside reform mandated by the state government.

Beyond 2028-29, it is planned the waste charge be set at a level consistent with CPI.

Growth in tenements (kerbside bins) is expected to generally increase consistent with the growth in assessable properties.

b. Contributions

Contributions represent funds received by Council, usually in the form of developer contributions, that are linked the to the delivery of infrastructure. Contributions can be made to the City in the form of either cash payments (monetary) or asset handovers (non-monetary).

The plan includes the following contributions based on current projections:

- Monetary contributions from developers under planning and development agreements
- Monetary contributions under developer contribution plans and infrastructure contribution plans
- Facility upgrade contributions from user groups
- Assets handed over to the City from developers at the completion of a subdivision, such as roads, drainage, and streetlights.
- Monetary contributions are based on the contract payments as outlined in developer contribution plans.

c. User Fees

The City provides a wide range of services to our community. In undertaking this role, the City, through its planning and engagement processes, will assesses community needs and outline which services the City will fund. Contributions can be made by the users of the services to help fund service delivery; all fees and charges are reviewed annually and are guided by the City's fees and charges policy.

Assumptions

User Fees are generally assumed to increase in line with the CPI annually. Growth in the volume of User Fees is also expected at a rate generally consistent with assessable property growth.

d. Government Grants

Grant revenue represents income usually received from other levels of government. The City actively advocates external grant funds for programs and prioritised works.

A large proportion of operating grants income is made up of the Financial Assistance Grant provided by the Commonwealth Government under the Local Government (Financial Assistance) Act 1995 (Commonwealth) and distributed annually to 79 local governing bodies within Victoria.

Capital grants have a material impact on the City's financial capacity to deliver infrastructure. The City will continue to advocate for grants to complete large projects over the life of the Plan.

Assumptions

Operating grants are assumed to increase a rate slightly beyond inflation. It is common practice that the formulas used for grant funding allocation consider increase in volumes and growth. Due to our expected growth, it is assumed that operating grants to be received will increase at rate slightly beyond inflation.

The value of capital grants will vary over the life of the plan depending on the value and nature of the capital projects being undertake and commitments made by the State and Federal Government. Based on recent trends, capital grants are expected to represent around 12% of the funding for the City's capital program.

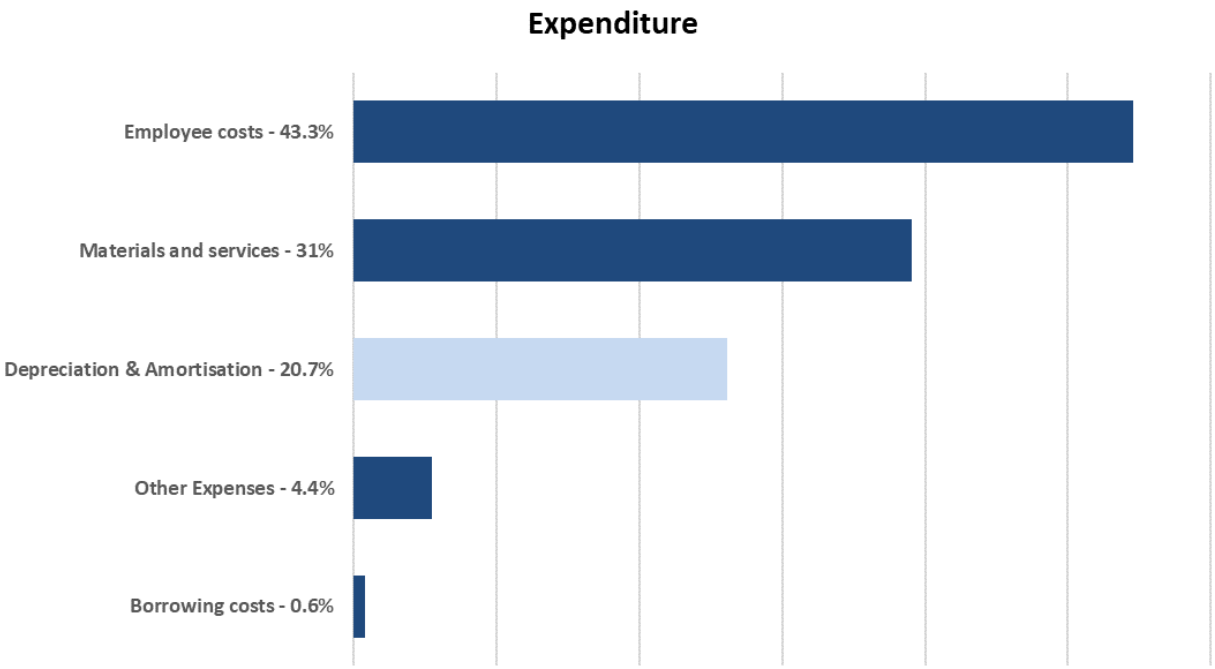
e. Statutory Fees & Charges

Statutory fees and fines are those which the City collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Assumptions

Statutory Fees are assumed to increase in line with the CPI annually generally, however, will be updated in line with any government announcements. Prior year data and trends suggests the these are announced at a rate slightly lower than CPI.

EXPENDITURE



a. Employee Costs

Employees are an integral part of the success of the City through the delivery of programs and services to our community. Total employee costs on average account for 43.3% of all expenditure. Employee costs are forecast at $210.6 million for the 2025-26 financial year and will rise to $341.8 million over the 10 years of the plan, to meet the growing needs of the municipality.

Assumptions

Consistent with the current EBA, increases to salaries are expected to be 3.00% until 2028-29. Beyond this, EA increases are assumed to be 2.5% consistent with the assumed CPI.

The growth in population and rateable properties will result in an increase in demand for services. Growth in staff numbers is therefore expected to increase at a level generally consistent with assessable property growth.

b. Materials & Services

The 2025-26 budget for materials and services is $171.4mil, growing to $222.9 million by 2034-35. The most significant expense category within materials and services are contracts, which account for almost half of total materials and services.

Where the private sector is better positioned to deliver services on its behalf, contractors are engaged. The City's most significant contracted services are for waste management, home care support, parking and asset maintenance.

Assumptions

Materials and services are assumed to increase consistent with inflation over the life of the plan.

The growth in population and rateable properties will result in an increase in demand for services. Growth in materials and services are therefore expected to increase at a level generally consistent with assessable property growth.

c. Depreciation & Amortisation

The City has infrastructure assets including roads, footpaths, buildings, drains and open space that average $xx billion over the life of the Plan.

Assumptions

Depreciation is calculated based on the expected useful life of each asset (excluding land). Depreciation fluctuates based on the changes in the City's asset base. With a growing asset base, depreciation is expected to increase on average by around 4.5% over the life of the plan.

d. Efficiency Realisation

The 2025-26 budget includes an efficiency benefit of $16.6mil to be realised. The plan also shows a need for on-going efficiency beyond the 2025-26 budget. The realisation of this efficiency is critical for the achievement of the financial results projected in this plan.

Realisation of permanent efficiencies that result in on-going financial benefit to the organisation will diminish and eliminate the need for further financial rectification.

CAPITAL PROGRAM OF WORKS

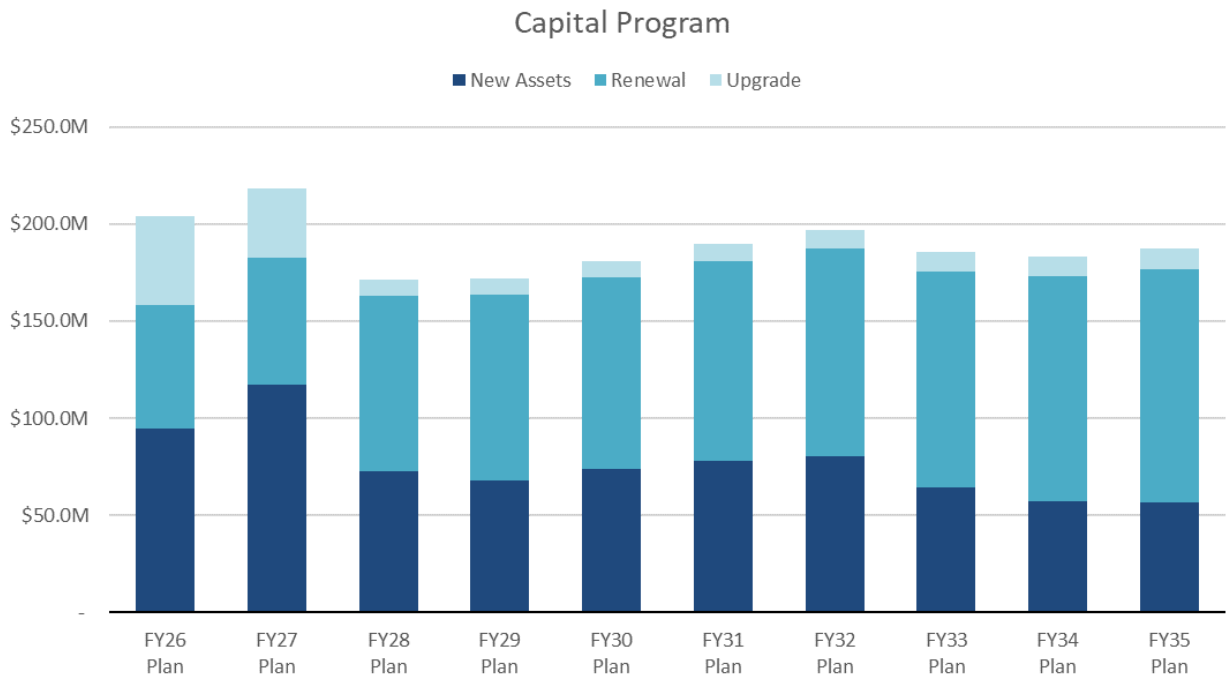
The capital works program aims to meet the infrastructure service requirements of the City and its forecasted population growth. High demand for new infrastructure needs to be balanced with the community's expectation on maintenance and renewal of existing assets.

The Asset Management Plan will guide the investment in renewal, replacement and upgrade and our assets. The Asset Management Plan also guides how we identify, plan and decommission building assets that are no longer safe or functional, where a viable alternative is available.

The capital works program for 2025-26 to 2028-29 is as per the 2056-26 adopted budget. Beyond this, the capital program has been projected based on the key principles that underpin the strategic financial outcomes included in the plan, including:

- Achieving an asset renewal and upgrade ratio of 85%
- Achieving cash surpluses over the life of the plan
- No further utilisation of debt
- Holding sufficient working capital

The planned strengthening of the working capital position and the reduction of debt provides the City with the financial capacity to respond to growth and future community needs in the capital program. This allows the City to utilise cash reserves, debt, or a combination of both to strategically fund intergenerational infrastructure of a high community value.



Appendix 1 – Financial Statements

Financial Plan Statements

This section presents information in regard to the financial plan statements for the ten years from 2025-25 to 2034-35.

Comprehensive Income Statement

Income Statement Converted to Cash

Balance Sheet

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Statement of Changes in Equity

COMPREHENSIVE INCOME STATEMENT

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income / Revenue											
Rates and charges	323,128	341,652	362,184	384,263	408,313	428,637	449,124	470,242	492,363	514,182	536,968
Statutory fees and fines	16,301	18,328	19,256	20,231	21,151	22,060	22,951	23,855	24,794	25,758	26,759
User fees	65,848	67,662	70,161	73,713	77,067	80,377	83,624	86,917	90,340	93,852	97,500
Grants - operating	74,868	77,794	71,963	73,942	75,976	78,065	80,212	82,418	84,684	87,013	89,406
Grants - capital	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Contributions - monetary	39,053	41,515	30,881	24,469	40,778	26,278	27,988	35,764	13,534	10,742	2,500
Contributions - non-monetary	137,907	116,012	120,652	125,478	127,988	130,547	133,158	135,822	138,538	141,309	144,135
Net gain (or loss) on disposal of PPE	(2,147)	11,018	3,405	707	726	744	762	780	799	818	838
Other income	16,275	13,760	11,574	11,666	12,856	13,265	13,707	14,342	14,879	15,550	16,024
Total income / revenue	**692,162**	**728,047**	**729,229**	**719,336**	**769,721**	**801,545**	**834,125**	**873,613**	**882,042**	**911,042**	**936,475**
Expenses											
Employee costs	203,906	210,553	220,950	235,098	250,152	264,256	278,481	293,186	308,669	324,811	341,797
Materials and services	152,423	171,382	173,115	179,337	186,177	192,181	197,522	203,347	211,085	215,924	222,896
Depreciation	99,617	105,358	110,226	115,129	121,010	126,138	131,494	137,061	142,611	148,256	154,079
Amortisation - intangible assets	1,726	1,727	1,727	1,470	1,340	1,340	1,340	1,340	-	-	-
Depreciation - right of use assets	1,522	2,042	685	388	341	325	325	183	-	-	-
Allowance for impairment losses	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	5,755	5,124	2,823	3,216	2,989	3,973	4,535	4,775	4,111	4,562	3,360
Finance costs - leases	179	164	106	70	56	43	33	21	-	-	-
Other expenses	22,200	21,215	22,938	23,450	25,306	26,587	27,933	29,347	30,833	32,394	34,034
Total expenses	**487,328**	**517,565**	**532,570**	**558,158**	**587,370**	**614,844**	**641,662**	**669,260**	**697,308**	**725,946**	**756,166**
Surplus/(deficit) for the year	**204,834**	**210,482**	**196,659**	**161,177**	**182,350**	**186,701**	**192,464**	**204,353**	**184,734**	**185,097**	**180,309**
Other comprehensive income											
Net asset revaluation gain /(loss)	203,611	211,755	220,226	229,035	233,615	238,288	243,053	247,915	252,873	257,930	263,089
Total other comprehensive income	**203,611**	**211,755**	**220,226**	**229,035**	**233,615**	**238,288**	**243,053**	**247,915**	**252,873**	**257,930**	**263,089**
Total comprehensive result	**408,445**	**422,237**	**416,885**	**390,212**	**415,966**	**424,989**	**435,517**	**452,267**	**437,607**	**443,027**	**443,398**

INCOME STATEMENT CONVERTED TO CASH

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Surplus/(deficit) for the year	**204,834**	**210,482**	**196,659**	**161,177**	**182,350**	**186,701**	**192,464**	**204,353**	**184,734**	**185,097**	**180,309**
Adjustment for Non-Cash Items											
Contributions - non-monetary	(137,907)	(116,012)	(120,652)	(125,478)	(127,988)	(130,547)	(133,158)	(135,822)	(138,538)	(141,309)	(144,135)
Depreciaiton & ammortisation	102,865	109,126	112,637	116,987	122,690	127,803	133,159	138,584	142,611	148,256	154,079
Written-Down Value of Asset Diposals	3,892	6,456	485	507	530	553	575	598	621	645	670
Adjustment for Non-Cash Items											
Capital Expenditure	(158,234)	(204,342)	(218,204)	(171,135)	(171,695)	(180,927)	(189,547)	(196,876)	(185,447)	(183,000)	(187,407)
Adjustment for Financing Items											
New Borrowings	-	-	-	-	-	-	41,000	17,000	-	70,000	-
Loan Repayments	(20,085)	(7,423)	(7,555)	(7,690)	(6,347)	(3,427)	(42,808)	(18,700)	-	(70,000)	-
Lease Repayments	(718)	(1,274)	(1,360)	(720)	(399)	(367)	(370)	(302)	-	-	-
Adjustment for Reserve Movements											
Reserve Drawdown/(Replishment)	5,700	6,759	21,160	22,123	13,801	3,287	-	-	-	-	(2,994)
Cash Surplus/(Deficit) for the Year	**346**	**3,773**	**(16,829)**	**(4,230)**	**12,943**	**3,075**	**1,314**	**8,834**	**3,981**	**9,688**	**523**

BALANCE SHEET

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Assets											
Current assets											
Cash and cash equivalents	75,040	75,590	77,301	70,573	77,474	79,870	83,016	90,155	95,060	102,637	105,906
Trade and other receivables	24,702	26,181	26,925	28,043	30,741	31,181	32,691	34,639	34,693	36,000	37,016
Other financial assets	112,561	113,384	77,301	57,742	51,649	53,246	55,344	60,103	63,373	68,425	70,604
Inventories	1,266	1,279	1,292	1,305	1,318	1,331	1,344	1,358	1,371	1,385	1,399
Prepayments	4,373	5,391	5,072	3,598	3,690	4,548	4,693	4,834	4,875	4,968	5,101
Non-current assets classified as held for sale	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479
Other assets	2,222	2,394	2,347	2,120	2,138	2,304	2,328	2,351	2,358	2,373	2,394
Total current assets	**229,643**	**233,698**	**199,718**	**172,858**	**176,489**	**181,959**	**188,895**	**202,919**	**211,209**	**225,267**	**231,900**
Non-current assets											
Trade and other receivables	13,672	14,491	14,903	15,521	17,015	17,258	18,094	19,172	19,202	19,925	20,488
Investments in associates	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586
Property, infrastructure, plant & equipment	5,268,388	5,688,684	6,137,055	6,547,068	6,958,825	7,381,897	7,815,588	8,258,542	8,692,168	9,125,505	9,565,388
Right-of-use assets	4,288	2,246	1,562	1,174	833	508	183	-	-	-	-
Intangible assets	10,284	8,557	6,830	5,360	4,020	2,680	1,340	-	-	-	-
Total non-current assets	**5,307,218**	**5,724,564**	**6,170,936**	**6,579,709**	**6,991,279**	**7,412,930**	**7,845,790**	**8,288,300**	**8,721,956**	**9,156,017**	**9,596,462**
Total assets	**5,536,861**	**5,958,262**	**6,370,653**	**6,752,567**	**7,167,769**	**7,594,889**	**8,034,685**	**8,491,218**	**8,933,165**	**9,381,283**	**9,828,362**

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Liabilities											
Current liabilities											
Trade and other payables	39,425	42,579	44,602	40,128	41,317	42,557	44,295	45,712	44,989	44,837	43,044
Trust funds and deposits	17,434	17,957	18,496	19,051	19,622	20,211	20,817	21,442	22,085	22,748	23,430
Contract and other liabilities	23,079	24,333	23,092	23,840	24,588	25,347	26,116	26,903	27,714	28,548	29,407
Provisions	50,844	53,773	56,874	60,156	63,631	66,970	70,313	73,752	77,361	81,109	85,039
Interest-bearing liabilities	7,423	7,555	7,690	6,347	3,427	1,808	1,700	-	-	-	-
Lease liabilities	1,274	1,360	720	399	367	370	302	-	-	-	-
Total current liabilities	**139,480**	**147,557**	**151,474**	**149,921**	**152,952**	**157,262**	**163,543**	**167,809**	**172,149**	**177,242**	**180,920**
Non-current liabilities											
Provisions	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336
Interest-bearing liabilities	157,558	150,003	142,313	135,966	132,539	130,731	129,031	129,031	129,031	129,031	129,031
Lease liabilities	4,165	2,805	2,085	1,685	1,319	948	646	646	646	646	646
Total non-current liabilities	192,058	183,143	174,733	167,987	164,193	162,015	160,012	160,012	160,012	160,012	160,012
Total liabilities	**331,538**	**330,701**	**326,207**	**317,908**	**317,145**	**319,277**	**323,556**	**327,821**	**332,162**	**337,254**	**340,933**
Net assets	**5,205,323**	**5,627,561**	**6,044,446**	**6,434,658**	**6,850,623**	**7,275,612**	**7,711,130**	**8,163,397**	**8,601,004**	**9,044,030**	**9,487,429**
Equity											
Accumulated surplus	2,368,222	2,585,463	2,803,283	2,986,583	3,182,735	3,372,724	3,565,187	3,769,540	3,954,274	4,139,371	4,316,686
Asset Revalution Reserves	2,769,970	2,981,725	3,201,951	3,430,986	3,664,601	3,902,889	4,145,942	4,393,857	4,646,729	4,904,660	5,167,749
Other Cash Reserves	67,131	60,372	39,212	17,088	3,287	-	-	-	-	-	2,994
Total equity	**5,205,323**	**5,627,561**	**6,044,446**	**6,434,658**	**6,850,623**	**7,275,612**	**7,711,130**	**8,163,397**	**8,601,004**	**9,044,030**	**9,487,429**

STATEMENT OF CHANGES IN EQUITY

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2025 Forecast Actual				
Balance at beginning of the financial year	4,796,878	2,157,689	2,566,359	72,831
Surplus/(deficit) for the year	204,834	204,834	-	-
Net asset revaluation gain/(loss)	203,611	-	203,611	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	5,700	-	(5,700)
Balance at end of the financial year	**5,205,323**	**2,368,222**	**2,769,970**	**67,131**
2026 Budget				
Balance at beginning of the financial year	5,205,323	2,368,222	2,769,970	67,131
Surplus/(deficit) for the year	210,482	210,482	-	-
Net asset revaluation gain/(loss)	211,755	-	211,755	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	6,759	-	(6,759)
Balance at end of the financial year	**5,627,561**	**2,585,463**	**2,981,725**	**60,372**
2027				
Balance at beginning of the financial year	5,627,561	2,585,463	2,981,725	60,372
Surplus/(deficit) for the year	196,659	196,659	-	-
Net asset revaluation gain/(loss)	220,226	-	220,226	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	21,160	-	(21,160)
Balance at end of the financial year	**6,044,446**	**2,803,283**	**3,201,951**	**39,212**
2028				
Balance at beginning of the financial year	6,044,446	2,803,283	3,201,951	39,212
Surplus/(deficit) for the year	161,177	161,177	-	-
Net asset revaluation gain/(loss)	229,035	-	229,035	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	22,123	-	(22,123)
Balance at end of the financial year	**6,434,658**	**2,986,583**	**3,430,986**	**17,088**
2029				
Balance at beginning of the financial year	6,434,658	2,986,583	3,430,986	17,088
Surplus/(deficit) for the year	182,350	182,350	-	-
Net asset revaluation gain/(loss)	233,615	-	233,615	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	13,801	-	(13,801)
Balance at end of the financial year	**6,850,623**	**3,182,735**	**3,664,601**	**3,287**
2030				
Balance at beginning of the financial year	6,850,623	3,182,735	3,664,601	3,287
Surplus/(deficit) for the year	186,701	186,701	-	-
Net asset revaluation gain/(loss)	238,288	-	238,288	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	3,287	-	(3,287)
Balance at end of the financial year	**7,275,612**	**3,372,724**	**3,902,889**	**-**

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2031				
Balance at beginning of the financial year	7,275,612	3,372,724	3,902,889	-
Surplus/(deficit) for the year	192,464	192,464	-	-
Net asset revaluation gain/(loss)	243,053	-	243,053	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**7,711,130**	**3,565,187**	**4,145,942**	**-**
2032				
Balance at beginning of the financial year	7,711,130	3,565,187	4,145,942	-
Surplus/(deficit) for the year	204,353	204,353	-	-
Net asset revaluation gain/(loss)	247,915	-	247,915	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**8,163,397**	**3,769,540**	**4,393,857**	**-**
2033				
Balance at beginning of the financial year	8,163,397	3,769,540	4,393,857	-
Surplus/(deficit) for the year	184,734	184,734	-	-
Net asset revaluation gain/(loss)	252,873	-	252,873	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**8,601,004**	**3,954,274**	**4,646,729**	**-**
2034				
Balance at beginning of the financial year	8,601,004	3,954,274	4,646,729	-
Surplus/(deficit) for the year	185,097	185,097	-	-
Net asset revaluation gain/(loss)	257,930	-	257,930	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**9,044,030**	**4,139,371**	**4,904,660**	**-**
2035				
Balance at beginning of the financial year	9,044,030	4,139,371	4,904,660	-
Surplus/(deficit) for the year	180,309	180,309	-	-
Net asset revaluation gain/(loss)	263,089	-	263,089	-
Transfers to other reserves	-	(2,994)	-	2,994
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**9,487,429**	**4,316,686**	**5,167,749**	**2,994**

STATEMENT OF CASH FLOWS

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	322,912	339,954	361,329	382,979	405,215	428,132	447,391	468,005	492,300	512,681	535,802
Statutory fees and fines	18,730	19,610	20,457	21,480	22,361	23,443	24,338	25,275	26,376	27,332	28,412
User fees	63,666	66,656	69,536	73,012	76,008	79,684	82,727	85,911	89,656	92,905	96,574
Grants - operating	80,679	78,689	70,648	74,704	76,304	78,625	80,735	82,894	85,482	87,638	90,095
Grants - capital	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Contributions - monetary	39,053	41,515	30,881	24,469	40,778	26,278	27,988	35,764	13,534	10,742	2,500
Interest received	8,563	7,169	4,814	3,241	3,093	3,118	3,179	3,427	3,562	3,819	3,866
Other receipts	8,957	6,426	6,542	8,193	9,490	9,900	10,255	10,625	11,048	11,429	11,851
Employee costs	(200,981)	(209,089)	(219,400)	(233,457)	(248,415)	(262,587)	(276,809)	(291,467)	(306,864)	(322,937)	(339,831)
Materials and services	(169,113)	(189,010)	(192,174)	(204,158)	(208,662)	(216,731)	(222,203)	(229,711)	(240,892)	(246,702)	(256,905)
Net cash from operating activities	**193,396**	**202,226**	**191,787**	**155,330**	**181,039**	**191,434**	**200,199**	**214,196**	**196,313**	**198,727**	**194,707**
Cash flows from investing activities											
Payments for PPE	(158,272)	(204,342)	(218,204)	(171,135)	(171,695)	(180,927)	(189,547)	(196,876)	(185,447)	(183,000)	(187,407)
Proceeds from sale of PPE	1,744	17,474	3,890	1,214	1,255	1,296	1,337	1,377	1,420	1,463	1,509
Net cash for investing activities	**(156,528)**	**(186,868)**	**(214,314)**	**(169,921)**	**(170,439)**	**(179,631)**	**(188,210)**	**(195,499)**	**(184,027)**	**(181,537)**	**(185,899)**
Cash flows from financing activities											
Finance costs	(5,934)	(5,288)	(2,930)	(3,286)	(3,045)	(4,016)	(4,567)	(4,796)	(4,111)	(4,562)	(3,360)
Proceeds from borrowings		-	-	-	-	-	41,000	17,000	-	70,000	-
Repayment of borrowings	(20,085)	(7,423)	(7,555)	(7,690)	(6,347)	(3,427)	(42,808)	(18,700)	-	(70,000)	-
Interest paid - lease liability	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities	(718)	(1,274)	(1,360)	(720)	(399)	(367)	(370)	(302)	-	-	-
Net cash from financing activities	**(26,737)**	**(13,985)**	**(11,844)**	**(11,696)**	**(9,791)**	**(7,811)**	**(6,746)**	**(6,799)**	**(4,111)**	**(4,562)**	**(3,360)**
Net increase/(decrease) in cash	10,131	1,373	(34,371)	(26,288)	809	3,993	5,244	11,898	8,175	12,629	5,449
Cash at the beginning of the financial year	177,470	187,601	188,974	154,603	128,314	129,123	133,116	138,360	150,258	158,433	171,062
Cash at the end of the financial year	**187,601**	**188,974**	**154,603**	**128,314**	**129,123**	**133,116**	**138,360**	**150,258**	**158,433**	**171,062**	**176,510**

STATEMENT OF CAPITAL WORKS

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Property											
Land	49,018	23,494	8,711	5,719	8,836	18,762	19,656	20,416	19,231	18,977	19,434
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Total land	**49,018**	**23,494**	**8,711**	**5,719**	**8,836**	**18,762**	**19,656**	**20,416**	**19,231**	**18,977**	**19,434**
Buildings	22,735	64,782	60,243	34,527	48,595	45,228	47,383	49,215	46,358	45,746	46,848
Heritage buildings	345	2,000	2,000	3,000	1,000	1,635	1,712	1,779	1,675	1,653	1,693
Total buildings	**23,079**	**66,782**	**62,243**	**37,527**	**49,595**	**46,862**	**49,095**	**50,993**	**48,033**	**47,399**	**48,541**
Total property	**72,097**	**90,276**	**70,954**	**43,246**	**58,431**	**65,625**	**68,751**	**71,410**	**67,264**	**66,377**	**67,975**
Plant and equipment											
Plant, machinery and equipment	3,987	6,428	6,859	8,813	9,502	6,971	7,304	7,586	7,146	7,051	7,221
Fixtures, fittings and furniture	378	352	366	446	470	394	413	429	404	398	408
Computers and telecommunications	2,311	1,942	1,981	2,642	2,838	2,295	2,404	2,497	2,352	2,321	2,377
Library books	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	**6,676**	**8,722**	**9,206**	**11,901**	**12,810**	**9,660**	**10,121**	**10,512**	**9,902**	**9,771**	**10,006**
Infrastructure											
Roads	27,114	29,567	37,416	47,066	43,521	36,178	37,902	39,367	37,082	36,593	37,474
Bridges	310	610	310	419	452	412	431	448	422	416	426
Footpaths and cycleways	9,225	12,874	5,023	6,446	6,185	7,787	8,158	8,474	7,982	7,877	8,066
Drainage	4,622	6,449	7,670	7,933	7,897	6,772	7,095	7,369	6,941	6,850	7,015
Recreational, leisure and community facilities	4,777	5,688	5,820	10,276	19,769	9,076	9,508	9,876	9,303	9,180	9,401
Waste management	2,935	15,183	38,727	10,114	1,517	13,414	14,053	14,596	13,749	13,568	13,894
Parks, open space and streetscapes	18,052	24,566	32,904	25,169	12,184	22,112	23,165	24,061	22,664	22,365	22,904
Other infrastructure	12,425	10,405	10,174	8,564	8,928	9,892	10,363	10,764	10,139	10,005	10,246
Total infrastructure	79,460	105,344	138,044	115,988	100,454	105,642	110,675	114,955	108,281	106,853	109,426
Total capital works expenditure	**158,234**	**204,342**	**218,204**	**171,135**	**171,695**	**180,927**	**189,547**	**196,876**	**185,447**	**183,000**	**187,407**

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Represented by:											
New asset expenditure	84,306	94,363	117,500	72,400	68,022	73,708	77,774	80,374	64,235	57,003	56,479
Asset renewal expenditure	51,943	63,664	64,923	90,750	95,492	98,655	102,846	107,197	111,531	115,934	120,471
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	21,985	46,315	35,781	7,986	8,180	8,564	8,927	9,305	9,681	10,063	10,457
Total capital works expenditure	**158,234**	**204,342**	**218,204**	**171,135**	**171,695**	**180,927**	**189,547**	**196,876**	**185,447**	**183,000**	**187,407**
Funding sources represented by:											
Grants	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Contributions	39,053	22,514	30,157	34,981	43,206	26,278	27,988	35,764	13,534	10,742	2,500
Council cash	98,251	141,522	148,894	131,287	123,622	133,077	138,960	137,639	149,802	150,439	162,563
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	**158,234**	**204,342**	**218,204**	**171,135**	**171,695**	**180,927**	**189,547**	**196,876**	**185,447**	**183,000**	**187,407**

STATEMENT OF HUMAN RESOURCES

Planned Expenditure	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/230 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Chief Executive										
Permanent - Full time	**654**	**686**	**730**	**777**	**820**	**864**	**910**	**958**	**1,008**	**1,061**
Women	654	686	730	777	820	864	910	958	1,008	1,061
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Chief Executive	**654**	**686**	**730**	**777**	**820**	**864**	**910**	**958**	**1,008**	**1,061**
City Infrastructure										
Permanent - Full time	**35,498**	**37,251**	**39,636**	**42,174**	**44,552**	**46,951**	**49,430**	**52,040**	**54,762**	**57,625**
Women	6,451	6,770	7,203	7,664	8,096	8,532	8,983	9,457	9,952	10,472
Men	29,047	30,482	32,433	34,510	36,456	38,418	40,447	42,583	44,810	47,153
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**14,446**	**15,159**	**16,130**	**17,163**	**18,131**	**19,107**	**20,115**	**21,178**	**22,285**	**23,451**
Women	2,625	2,755	2,931	3,119	3,295	3,472	3,656	3,849	4,050	4,262
Men	11,821	12,404	13,199	14,044	14,836	15,634	16,460	17,329	18,235	19,189
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total City Infrastructure	**49,944**	**52,410**	**55,766**	**59,337**	**62,683**	**66,057**	**69,545**	**73,218**	**77,047**	**81,076**
City Life										
Permanent - Full time	**30,097**	**31,583**	**33,605**	**35,757**	**37,773**	**39,806**	**41,908**	**44,121**	**46,429**	**48,857**
Women	23,642	24,810	26,398	28,089	29,672	31,269	32,921	34,659	36,472	38,379
Men	6,393	6,708	7,138	7,595	8,023	8,455	8,901	9,371	9,862	10,377
Persons of self-described gender	62	65	69	74	78	82	86	91	95	100
Permanent - Part time	**33,434**	**35,085**	**37,331**	**39,722**	**41,961**	**44,220**	**46,555**	**49,013**	**51,577**	**54,274**
Women	26,264	27,560	29,325	31,203	32,962	34,737	36,571	38,502	40,516	42,634
Men	7,101	7,452	7,929	8,437	8,913	9,392	9,888	10,411	10,955	11,528
Persons of self-described gender	69	72	77	82	86	91	96	101	106	112
Total City Life	**63,530**	**66,667**	**70,936**	**75,478**	**79,734**	**84,026**	**88,463**	**93,135**	**98,005**	**103,130**

Planned Expenditure	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/230 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Corporate Services										
Permanent - Full time	**32,389**	**33,989**	**36,165**	**38,481**	**40,650**	**42,839**	**45,101**	**47,482**	**49,966**	**52,579**
Women	21,683	22,754	24,211	25,761	27,213	28,678	30,193	31,787	33,449	35,198
Men	10,706	11,235	11,955	12,720	13,437	14,161	14,908	15,696	16,516	17,380
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**5,801**	**6,087**	**6,477**	**6,892**	**7,280**	**7,672**	**8,077**	**8,504**	**8,949**	**9,417**
Women	3,883	4,075	4,336	4,614	4,874	5,136	5,407	5,693	5,991	6,304
Men	1,918	2,012	2,141	2,278	2,407	2,536	2,670	2,811	2,958	3,113
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	**38,190**	**40,076**	**42,642**	**45,373**	**47,931**	**50,511**	**53,178**	**55,986**	**58,914**	**61,995**
Placemaking										
Permanent - Full time	**22,193**	**23,289**	**24,780**	**26,367**	**27,853**	**29,353**	**30,903**	**32,534**	**34,236**	**36,026**
Women	14,597	15,318	16,298	17,342	18,320	19,306	20,325	21,399	22,518	23,695
Men	7,487	7,857	8,360	8,895	9,397	9,902	10,425	10,976	11,550	12,154
Persons of self-described gender	109	115	122	130	137	144	152	160	168	177
Permanent - Part time	**3,589**	**3,766**	**4,007**	**4,264**	**4,504**	**4,747**	**4,998**	**5,262**	**5,537**	**5,826**
Women	2,361	2,477	2,636	2,805	2,963	3,122	3,287	3,461	3,642	3,832
Men	1,211	1,271	1,352	1,439	1,520	1,601	1,686	1,775	1,868	1,966
Persons of self-described gender	18	19	20	21	22	23	25	26	27	29
Total Placemaking	**25,782**	**27,055**	**28,787**	**30,631**	**32,358**	**34,100**	**35,900**	**37,796**	**39,773**	**41,852**
Casuals, temporary and other expenditure	32,453	34,055	36,236	38,556	40,730	42,923	45,189	47,575	50,063	52,682
Total Salaries & Wages (Operating)	**210,553**	**220,950**	**235,098**	**250,152**	**264,256**	**278,481**	**293,186**	**308,668**	**324,811**	**341,797**
Capitalised labour costs	9,421	10,026	10,670	11,355	11,995	12,641	13,308	14,011	14,743	15,515
Total staff expenditure	**219,975**	**230,976**	**245,767**	**261,507**	**276,251**	**291,121**	**306,494**	**322,679**	**339,554**	**357,311**

Planned FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2028/30 FTE	2028/31 FTE	2028/32 FTE	2028/33 FTE	2028/34 FTE	2028/35 FTE
Chief Executive										
Permanent - Full time	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Chief Executive	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
City Infrastructure										
Permanent - Full time	**321.3**	**329.3**	**337.6**	**346.0**	**353.8**	**360.9**	**367.7**	**374.7**	**381.6**	**388.7**
Women	58.4	59.8	61.3	62.9	64.3	65.6	66.8	68.1	69.4	70.6
Men	262.9	269.5	276.2	283.1	289.5	295.3	300.9	306.6	312.3	318.1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**130.7**	**134.0**	**137.4**	**140.8**	**144.0**	**146.8**	**149.6**	**152.5**	**155.3**	**158.2**
Women	23.8	24.4	25.0	25.6	26.2	26.7	27.2	27.7	28.2	28.7
Men	107.0	109.7	112.4	115.2	117.8	120.2	122.4	124.8	127.1	129.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total City Infrastructure	**452.0**	**463.3**	**474.9**	**486.8**	**497.7**	**507.7**	**517.4**	**527.2**	**536.9**	**546.9**
City Life										
Permanent - Full time	**288.2**	**295.4**	**302.8**	**310.3**	**317.3**	**323.7**	**329.8**	**336.1**	**342.3**	**348.6**
Women	226.4	232.0	237.8	243.8	249.3	254.3	259.1	264.0	268.9	273.9
Men	61.2	62.7	64.3	65.9	67.4	68.7	70.1	71.4	72.7	74.1
Persons of self-described gender	0.6	0.6	0.6	0.6	0.7	0.7	0.7	0.7	0.7	0.7
Permanent - Part time	**320.1**	**328.1**	**336.3**	**344.8**	**352.5**	**359.6**	**366.4**	**373.4**	**380.3**	**387.3**
Women	251.5	257.8	264.2	270.8	276.9	282.5	287.8	293.3	298.7	304.2
Men	68.0	69.7	71.4	73.2	74.9	76.4	77.8	79.3	80.8	82.3
Persons of self-described gender	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.8	0.8	0.8
Total City Life	**608.3**	**623.5**	**639.1**	**655.1**	**669.8**	**683.2**	**696.2**	**709.4**	**722.6**	**735.9**

Planned FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2028/30 FTE	2028/31 FTE	2028/32 FTE	2028/33 FTE	2028/34 FTE	2028/35 FTE
Corporate Services										
Permanent - Full time	**223.6**	**229.2**	**234.9**	**240.8**	**246.2**	**251.1**	**255.9**	**260.8**	**265.6**	**270.5**
Women	149.7	153.4	157.3	161.2	164.8	168.1	171.3	174.6	177.8	181.1
Men	73.9	75.8	77.7	79.6	81.4	83.0	84.6	86.2	87.8	89.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**40.0**	**41.0**	**42.1**	**43.1**	**44.1**	**45.0**	**45.8**	**46.7**	**47.6**	**48.4**
Women	26.8	27.5	28.2	28.9	29.5	30.1	30.7	31.3	31.8	32.4
Men	13.2	13.6	13.9	14.3	14.6	14.9	15.1	15.4	15.7	16.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	**263.6**	**270.2**	**277.0**	**283.9**	**290.3**	**296.1**	**301.7**	**307.5**	**313.2**	**318.9**
Placemaking										
Permanent - Full time	**153.4**	**157.3**	**161.2**	**165.2**	**168.9**	**172.3**	**175.6**	**178.9**	**182.2**	**185.6**
Women	100.9	103.4	106.0	108.7	111.1	113.3	115.5	117.7	119.9	122.1
Men	51.8	53.1	54.4	55.7	57.0	58.1	59.2	60.4	61.5	62.6
Persons of self-described gender	0.8	0.8	0.8	0.8	0.8	0.8	0.9	0.9	0.9	0.9
Permanent - Part time	**24.8**	**25.4**	**26.1**	**26.7**	**27.3**	**27.9**	**28.4**	**28.9**	**29.5**	**30.0**
Women	16.3	16.7	17.1	17.6	18.0	18.3	18.7	19.0	19.4	19.7
Men	8.4	8.6	8.8	9.0	9.2	9.4	9.6	9.8	9.9	10.1
Persons of self-described gender	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Placemaking	**178.2**	**182.7**	**187.3**	**192.0**	**196.3**	**200.2**	**204.0**	**207.9**	**211.7**	**215.6**
Casuals and temporary staff	293.5	300.8	308.4	316.1	323.2	329.6	335.9	342.3	348.6	355.1
Capitalised labour	71.2	72.9	74.8	76.6	78.3	79.9	81.4	83.0	84.5	86.1
Total staff numbers	**1,868.9**	**1,915.6**	**1,963.4**	**2,012.5**	**2,057.7**	**2,098.8**	**2,138.6**	**2,179.2**	**2,219.5**	**2,260.5**

Appendix 2: Financial Performance Indicators

The following table highlights the City's projected performance across a range of key financial performance indicators. These indicators provide an analysis of our ten year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Performance Indicators	Measure	Note	FY24 Actual	FY25 Forecast	FY26 Plan	FY27 Plan	FY28 Plan	FY29 Plan	FY30 Plan	FY31 Plan	FY32 Plan	FY33 Plan	FY34 Plan	FY35 Plan	Trend
Operating Position															
Underlying Operating Margin	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(4.14%)	1.10%	0.10%	0.40%	0.78%	1.00%	0.90%	0.90%	0.90%	1.10%	1.10%	1.10%	+
Liquidity															
Working Capital Ratio	Current Asset / Current Liabilities	2	1.60	1.65	1.58	1.32	1.15	1.15	1.16	1.16	1.21	1.23	1.27	1.28	+
Unrestricted Working Capital	Unrestricted cash / current liabilities	3	0.76	0.86	0.87	0.76	0.74	0.82	0.85	0.85	0.90	0.92	0.97	0.96	+
Obligations															
Indebtedness Ratio	Interest bearing loans and borrowings / rate revenue	4	60.6%	51.1%	46.1%	41.4%	37.0%	33.3%	30.9%	29.1%	27.4%	26.2%	25.1%	24.0%	+
Debt Coverage Ratio	Interest and principal repayments / rate revenue		5.8%	8.1%	3.7%	2.9%	2.9%	2.3%	1.7%	10.5%	5.0%	0.8%	14.5%	0.6%	+
Non-Current Liability Coverage Ratio	Non-current liabilities / own source revenue		46.1%	45.8%	40.5%	37.4%	34.2%	31.6%	29.7%	28.1%	26.8%	25.7%	24.6%	23.6%	+
Asset Renewal & Upgrade Ratio	Asset Renewal and Upgrade / Depreciation	5	67.8%	74.2%	104.4%	91.4%	85.8%	85.7%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	o
Asset Renewal Ratio	Asset Renewal / Depreciation		54.2%	52.1%	60.4%	58.9%	78.8%	78.9%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	+
Stability															
Rates Concentration	Rate revenue / adjusted underlying revenue	6	69.89%	65.58%	65.95%	67.73%	68.31%	68.85%	69.13%	69.39%	69.64%	69.89%	70.08%	70.29%	o
Rates Effort	Rate revenue / CIV of rateable properties in the municipal district		0.27%	0.28%	0.29%	0.30%	0.30%	0.31%	0.32%	0.33%	0.33%	0.34%	0.34%	0.35%	+
Efficinecy															
Expenditure Level	Total expenses / no. of property assessments		3,273	3,404	3,616	3,630	3,711	3,810	3,891	3,972	4,062	4,153	4,242	4,339	+
Revenue Level	General rates and municipal charges / no. of property assessments		2,245	2,323	2,396	2,478	2,565	2,665	2,743	2,821	2,898	2,980	3,055	3,191	+

Key to Forecast Trend:

+ Forecasts improvement in the organisation's financial performance/financial position indicator

o Forecasts that the organisations financial performance/financial position indicator will be steady

- Forecasts deterioration in the organisation's financial performance/financial position indicator

Notes to Indicators

1. Underlying Operating Margin

Adjusted underlying results represents the operating result of the organisation, removing the impact of non-recurrent grants used to fund the capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from developers. The result is remaining stable over the life of the plan.

2. Working Capital Ratio

Over the life of the plan, current assets are maintained at levels to meet short term liabilities. Working capital remain stable over the ten years of the plan.

3. Unrestricted Working Capital

Represents all cash and cash equivalents other than cash held for specific purposes.

4. Indebtedness Ratio

Debt levels are increasing over the duration of the plan ratio to rates increasing. Debt levels are maintained within approved benchmarks.

5. Asset Renewal & Upgrade Ratio

Investment in renewing and upgrading existing assets occurs over the plan.

6. Rates Concentration

Rate concentration as a proportion of the adjusted underlying result is increasing over the life of the plan as rates increase, whilst contributions and grants remain relatively stable.

Adjusted Underlying Result

	Forecast	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Operating Income											
Rates & Charges	322,502	340,636	361,729	384,263	408,313	428,637	449,124	470,242	492,363	514,182	536,968
Government Grants - Operating	74,868	77,794	71,963	73,942	75,976	78,065	80,212	82,418	84,684	87,013	89,406
User Fees	65,841	67,662	70,161	73,713	77,067	80,377	83,624	86,917	90,340	93,852	97,500
Statutory Fees & Fines	16,301	18,328	19,256	20,231	21,151	22,060	22,951	23,855	24,794	25,758	26,759
Interest Received	8,563	7,169	4,814	3,241	3,093	3,118	3,179	3,427	3,562	3,819	3,866
Reimbursements, Contributions & Other	4,442	6,113	6,422	6,747	7,054	7,357	7,655	7,956	8,269	8,591	8,925
Gain/Loss on Sale of Property	210	372	389	407	426	444	462	480	499	518	538
Total Operating Income	**492,727**	**518,075**	**534,735**	**562,544**	**593,080**	**620,058**	**647,206**	**675,294**	**704,511**	**733,733**	**763,961**
Operating Expenditure											
Employee Costs	203,906	210,553	220,950	235,098	250,152	264,256	278,481	293,186	308,669	324,811	341,797
Materials & Services	142,669	160,812	162,010	167,670	173,919	179,303	183,991	189,131	196,150	200,233	206,410
Depreciation	99,617	105,358	110,226	115,129	121,010	126,138	131,494	137,061	142,611	148,256	154,079
Ammortisation - intangible assets	1,726	1,727	1,727	1,470	1,340	1,340	1,340	1,340	-	-	-
Depreciation - right of use assets	1,522	2,042	685	388	341	325	325	183	-	-	-
Community Support	22,161	21,215	22,938	23,450	25,306	26,587	27,933	29,347	30,833	32,394	34,034
Utilities	9,754	10,570	11,105	11,667	12,258	12,879	13,531	14,216	14,935	15,691	16,486
Interest Expense	5,755	5,124	2,823	3,216	2,989	3,973	4,535	4,775	4,111	4,562	3,360
Finance Costs - Leases	179	164	106	70	56	43	33	21	-	-	-
Total Operating Expenditure	**487,290**	**517,565**	**532,570**	**558,158**	**587,370**	**614,844**	**641,662**	**669,260**	**697,308**	**725,946**	**756,166**
Underlying Operating Surplus/(deficit)	**5,437**	**509**	**2,166**	**4,385**	**5,710**	**5,214**	**5,545**	**6,034**	**7,203**	**7,787**	**7,796**
Non-Recurrent Income											
Government Grant - Capital	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Developer Contributions	39,053	41,515	30,881	24,469	40,778	26,278	27,988	35,764	13,534	10,742	2,500
Gain/(Loss) on Sale of Property	(2,396)	10,646	3,016	300	300	300	300	300	300	300	300
Recognition of Infrastructure	137,907	116,012	120,652	125,478	127,988	130,547	133,158	135,822	138,538	141,309	144,135
Net Asset Revaluation Gain	203,611	211,755	220,226	229,035	233,615	238,288	243,053	247,915	252,873	257,930	263,089
Other Capital Income	3,903	1,494	792	1,678	2,708	2,790	2,873	2,960	3,048	3,140	3,234
Total Non-Recurrent Income	**403,008**	**421,728**	**414,719**	**385,827**	**410,256**	**419,775**	**429,973**	**446,233**	**430,404**	**435,240**	**435,602**
Total comprehensive result	**408,445**	**422,237**	**416,885**	**390,212**	**415,966**	**424,989**	**435,517**	**452,267**	**437,607**	**443,027**	**443,398**

Appendix 3: Strategies & Plans

BORROWING STRATEGY

The total value of the debt as at 30 June 2025 is forecast to be $165.0 million.

Debt is expected to decrease to $36.0 million by the end of the plan. Borrowings are used to support the cash requirements of major capital projects. Borrowings are utilised in accordance with the City's borrowing policy and are maintained within prescribed indebtedness targets of being below 60 per cent.

	Forecast	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Opening Balance	185,066	164,981	157,558	150,003	142,313	135,966	132,539	130,731	129,031	129,031	129,031
Plus: New Loans	-	-	-	-	-	-	41,000	17,000	-	70,000	-
Less Principal Repayment	(20,085)	(7,423)	(7,555)	(7,690)	(6,347)	(3,427)	(42,808)	(18,700)	-	(70,000)	-
Closing Balance	**164,981**	**157,558**	**150,003**	**142,313**	**135,966**	**132,539**	**130,731**	**129,031**	**129,031**	**129,031**	**129,031**
Interest Payment	5,934	5,288	2,930	3,286	3,045	4,016	4,567	4,796	4,111	4,562	3,360

RESERVES STRATEGY

Development Contributions Reserve

The City is authorised under part 3B of the *Planning and Environment Act 1987* to levy contributions for the provision of works, services and facilities specified in a development contribution plan. Developer contribution plans are the mechanism to collect funds for future development related infrastructure projects.

Funds are collected for two types of levies:

- **Development Infrastructure Fund (DIL):** for example: roads, traffic lights, drainage, active open spaces, community centres
- **Community Infrastructure Fund (CIL**): for example: libraries, civic and cultural spaces, community infrastructure levies,

Transfers from the reserve are for identified capital works programs that deliver specific DIL and CIL projects.

Waste Reserve

The City funds the waste collection service through the waste collection charge. The calculation of the waste charge is based on the resources and infrastructure required to deliver the service. Where the City is funding infrastructure for the waste collection service through the waste charge, the relevant component of revenue relating to infrastructure delivery is transferred to the waste reserve. This acts as a funding mechanism for the required infrastructure and drawdowns from the reserve occur as the infrastructure is delivered.

Capital Commitment Reserve

The Capital Commitment Reserve is used to record our future commitments for completion of capital works approved in prior years. The Capital Commitment Reserve will be utilised for unspent capital project budgets to reflect the commitment of the cash required to complete the project in the future.

	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$'000	$'000	$'000	$'000	$'000	$'000
Developer Contributions Reserve											
Opening Balance	51,850	51,850	53,699	39,212	17,088	3,287	-	-	-	-	-
Transfer to reserve		44,967	29,597	23,146	38,278	23,778	25,488	33,264	11,034	8,242	-
Transfer from reserve		(43,118)	(44,085)	(45,269)	(52,079)	(27,065)	(25,488)	(33,264)	(11,034)	(8,242)	-
Closing Balance	**51,850**	**53,699**	**39,212**	**17,088**	**3,287**	**-**	**-**	**-**	**-**	**-**	**-**
Waste Reserve											
Opening Balance	15,281	15,281	6,673	-	-	-	-	-	-	-	-
Transfer to reserve		85,117	92,648	100,869	109,847	115,923	122,334	129,101	136,242	142,619	149,297
Transfer from reserve		(93,725)	(99,321)	(100,869)	(109,847)	(115,923)	(122,334)	(129,101)	(136,242)	(142,619)	(146,303)
Closing Balance	**15,281**	**6,673**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,994**
Total											
Opening Balance	67,131	67,131	60,372	39,212	17,088	3,287	-	-	-	-	-
Transfer to reserve	-	130,084	122,245	124,016	148,125	139,701	147,822	162,365	147,275	150,861	149,297
Transfer from reserve	-	(136,843)	(143,406)	(146,139)	(161,926)	(142,988)	(147,822)	(162,365)	(147,275)	(150,861)	(146,303)
Closing Balance	**67,131**	**60,372**	**39,212**	**17,088**	**3,287**	**-**	**-**	**-**	**-**	**-**	**2,994**

Contact Us

This document contains important information about the City of Greater Geelong. Please contact us if you have any questions or would like to request a paper copy of the report. Customer Service 03 5272 5272.

CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104, Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

LATEST NEWS:
@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

2.6. Draft Asset Plan

Source: **City Infrastructure**
Executive Director: **James Stirton**

Purpose

1. Review the Draft Asset Plan in preparation for community consultation and subsequent adoption.

Background

2. An initial Asset Plan 2022-2032 was adopted by Council in 2022 in accordance with Section 92 of the *Local Government Act 2020*. The City is also required to update the current plan and have adopted by 30 October 2025, when there is a change of Council.

3. The City manages an asset portfolio with a fair value of over $6b. It is responsible for the maintenance of over 3,300km of road segments, 2,400km of footpaths, over 150,000 drainage assets (pits, pipes and basins), 850 plus buildings and over 200 hectares of active and passive open space.

Key Matters

4. This Asset Plan provides the community with a snapshot of our primary assets that enable the delivery of value to our community. As the delivery of the performance of the assets relies on maintenance and renewal funding, this Asset Plan is to be presented to Council and the Community at the same time as the 10-year Long Term Financial Plan. These two plans have been developed collaboratively between the finance team and the asset team.

Recommendation

That Council:

1. **Endorse the draft Asset Plan to be released for community consultation for a four-week period commencing 23 July 2025.**

2. **Note following community consultation the Final Asset Plan will be presented to Council for adoption at the 28 October 2025 Ordinary Council Meeting.**

Financial Sustainability

5. The implementation of Asset Plan measures depends on funding for maintenance and asset renewal, which is allocated through the City's Long-Term Financial Plan.

6. This Asset Plan will be issued in parallel with the City's Long-Term Financial Plan.

Community Engagement

7. The Manager Asset Management participated in the deliberative engagement process for the Council Plan, conducted in late 2024. During that engagement, the following Asset Management principles were determined:

    7.1. Asset performance through financial impact, purpose and frequency of use

    7.2. Prioritise flexible, multipurpose buildings

    7.3. Renew assets we already have, where possible

    7.4. Prioritised investing in our natural assets

    7.5. Prefer lesser quality assets that are closer to my home.

8. It is intended that this Asset Plan be made available for community comment via 'Have Your Say' for a four-week period.

Social Equity and Sustainability

9. The detail in this draft Asset Plan addresses the City's ability to manage and report on asset performance and community value.

10. Social equity is not specifically addressed in this asset plan, as the assets are provided to deliver Council Services. The Council Services should address social equity.

Relevant Law/Policy/Legal Implications

11. The City is obligated to complete the next iteration of the Asset Plan 2025-2035 by 31 October 2025 in accordance with Section 92 of the *Local Government Act 2020*.

Alignment to Community Plan and Vision

12. This draft Asset Plan aligns directly with three of the five Council objectives as described in the endorsed Council Plan 2025-2029:

    12.1. Plan, deliver, manage and optimise core and critical infrastructure across the region

    12.2. Protect and enhance our unique natural environment and surrounds

    12.3. Commit to the highest levels of leadership, integrity, financial stewardship and meaningful community engagement.

13. This report aligns with the Community led 30-year Vision, "Greater Geelong:

    13.1. A Clever and Creative Future" community aspiration.

13.2. Development and implementation of sustainable solutions.

13.3. Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

14. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

15. Asset risks are not addressed in this community facing Asset Plan. They will be considered as part of the City's Asset Management Strategy.

Environmental Sustainability

16. A key component of this draft Asset Plan addresses environmental sustainability through understanding the impacts of climate change on our assets.

Attachments

1. DRAFT Asset Plan V0 03 18 June 2025 (1) [**2.6.1** - 19 pages]

THE CITY OF
GREATER GEELONG

ASSET PLAN

2025-2035

CITY OF GREATER GEELONG

Acknowledgement to Country

We acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong Community today.

DRAFT

Contents

Title	Page
Executive Summary	**1**
Introduction	**1**
Definitions	2
Our Place	2
Our People	3
Community Engagement	3
Our Asset Plan	**4**
City Planning	4
Council Plan	5
Financial Planning	5
Organisation Strategy	7
Service Planning	7
Our Assets	**9**
Our Asset Portfolio	9
Asset Attributes	9
Asset Classes	9
Primary Asset Classes	10
State of Assets	10
Asset Age Profile	10
Asset Health Profile	11
Asset Condition	12
Asset Management	**13**
Asset Performance Reporting	13
Community Value	13
Ten-Year Forecast	14
Challenges	14
Opportunities	15
Conclusion	15

DRAFT

EXECUTIVE SUMMARY

The City of Greater Geelong (City) manages a diverse and extensive asset portfolio valued at $6.094 billion1, encompassing infrastructure essential to the delivery of 30 community services across more than 1,200 hectares. This Asset Plan 2025 – 2035 sets out a strategic approach for managing, maintaining, and renewing our assets to support the City's long-term vision and community outcomes, in alignment with the Council Plan.

This Plan meets the legislative requirements of Section 92 of the Local Government Act and is a key component of the City's integrated planning and financial management framework. It defines how asset management underpins service delivery, sets performance expectations, and guides investment decisions to ensure the asset portfolio remains functional, financially sustainable, and fit for purpose.

Drawing on data-driven insights and asset performance measures, the Plan responds to evolving community expectations and challenges, including climate change, population growth, demographic shifts, and service delivery pressures. It commits to maintaining asset health above 65% across all classes, limiting poor-condition assets to below 6%, and sustaining an asset renewal ratio of at least 85% over the next decade.

The Asset Plan 2025 – 2035 provides a clear framework to guide investment, improve asset performance, and ensure the City can continue to meet the needs of a growing and changing community.

INTRODUCTION

This Asset Plan will be adopted as the next Asset Plan 2025-2035 for the City in accordance with Section 92 of the Local Government Act 2020. The Asset Plan performance indicators align with the Council Plan and will be incorporated into the City's annual performance reporting. This asset Plan is to be reviewed on an annual basis and republished at the change of each Council term.

DRAFT

[1] Note that all dollar values in this Asset Plan are drawn from the City of Greater Geelong Annual Report 2024

Definitions[2]

Terminology	Description
Asset capacity data	The ability of the physical infrastructure to meet service delivery needs. It measures the appropriateness of asset usage for the designated service hierarchy. Capacity data typically informs demand management, upgrade, expansion and/or disposal strategies.
Asset condition data	The condition of the physical infrastructure that allows it to meet the intended service level. Where condition data is available, it can assist in estimating remaining useful life as input into the capital renewal projections.
Asset functionality data	The ability of the physical infrastructure to meet program delivery needs. It measures appropriateness of the asset to meet the designated service hierarchy. Function data typically informs demand management, upgrade, expansion and/or disposal strategies.
Asset health	Average remaining useful life of an asset class
Capital renewal asset expenditure	Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally
Capital asset upgrade expenditure	Expenditure which enhances an existing asset to provide a higher level of service
Capital new asset expenditure	Expenditure which creates a new asset providing a new service/output that does not currently exist
Critical assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.
Depreciation	The systematic allocation of the depreciable amount (service potential) of an asset over its useful life
Remaining useful life	The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.
Useful life	It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council

Table 1

Our Place

With a population of nearly 285,000 people, the City of Greater Geelong is Victoria's largest regional municipality. Located 75 kilometres south-west of Melbourne, the municipality covers an area of 1,252 km2, comprising suburban, coastal and country areas.

The Greater Geelong area is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliff in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south. Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, parklands and wildlife sanctuaries.

Our region is made up of the City of Geelong and its surrounding suburbs, rural and coastal townships and rural, agricultural and coastal landscapes.

The Wadawurrung people are the Traditional Owners of this area. As custodians of the land, their history, knowledge and passion continue to inform and shape the environmental practices of today. Our region is under immense pressure from development – our population is expected to grow to 387,900 by 2036.

[2] Note that many of these definitions are found in the documents: Local Government (Planning and Reporting) Regulations 2020 and Local Government Asset Management – Better Practice Guide 2015

Our People



Graphic 1

Community engagement

In the second half of 2024, The City conducted a deliberative planning activity with the community, to understand the priorities and themes for the next iteration of the Council Plan. The asset management team contributed to that engagement and obtained the feedback below, relating to the asset portfolio.

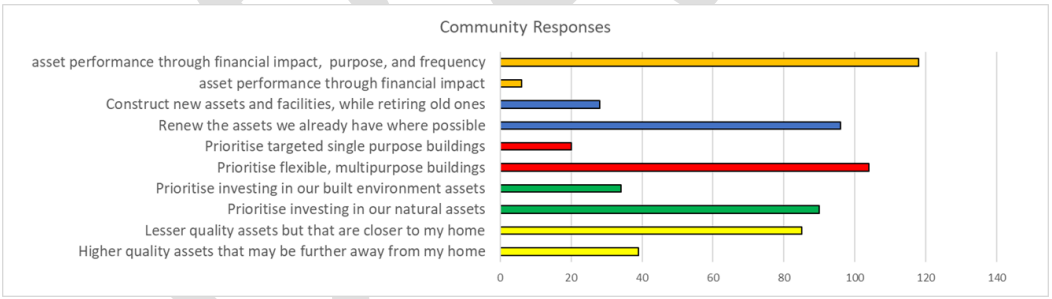


Table 2

The outcome from that engagement included asset management related themes that are now reflected in the Council Plan objectives.

OUR ASSET PLAN

This Asset Plan provides the community with:

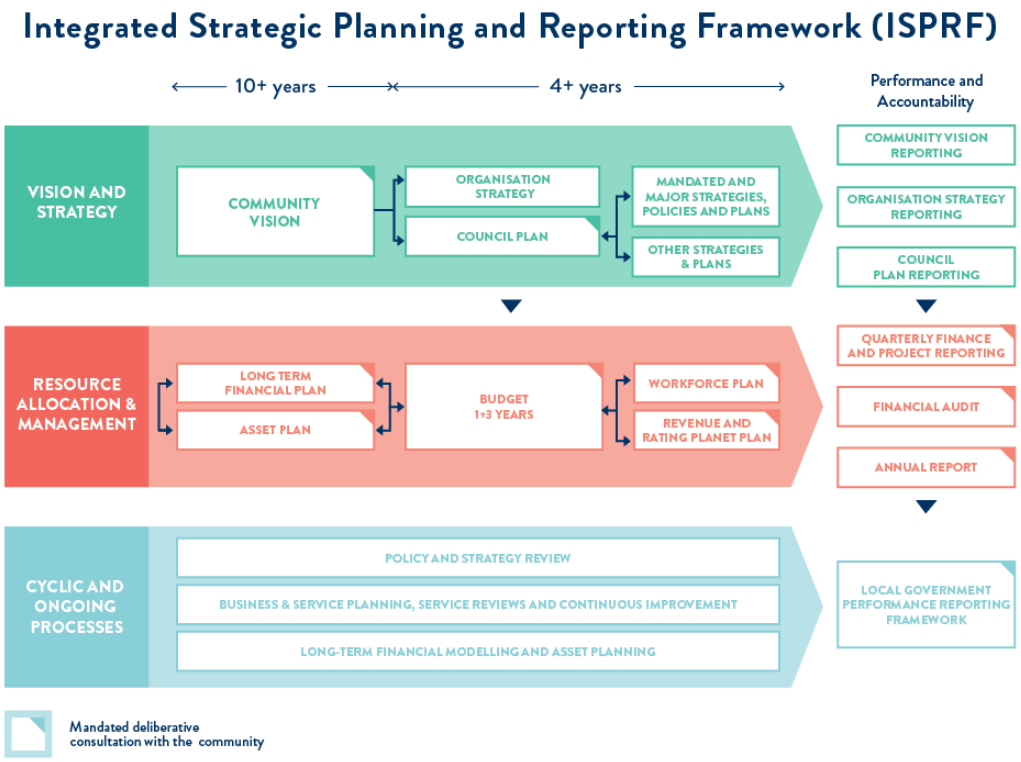
- information about maintenance, renewal, acquisition, upgrade, and disposal in relation to each class of infrastructure asset[3] under the control of the Council
- any other matters prescribed by the regulations.

The key outcomes of this Asset Plan are to:

- Identify the assets and their various attributes
- Understand how the assets support the delivery of community services
- Commit to maintaining assets aligned to funding within the Long-Term Financial Plan (LTFP)
- Commit to expending relevant capital to meet asset renewal, acquisition, upgrade and disposal planning requirements
- Measure the performance of the assets
- Report on the Plan.

City Planning

The City conducts planning in accordance with the graphic below. This Asset Plan aligns with our ten-year horizon and is linked to business and service planning that occurs on an annual cycle.



Graphic 2

[3] We have also included details of other asset classes within the Property and Plant and Equipment financial groups

The key elements of planning for asset management and the Asset Plan are:

- Council Plan
- Financial planning
- Organisation strategy
- departmental service planning.

The graphic below identifies the importance of strategic guidance to enable the effective management of assets in delivering services to the community.



Graphic 3

Council Plan

A summary of our recently endorsed Council Plan commitment and high-level goals is detailed below:

- Commitment: ***We are committed to advancing community outcomes for a thriving Greater Geelong***
  - Plan, deliver, manage and optimise core and critical infrastructure across the region
  - Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities
  - Lead efforts to strengthen our diverse economic precincts and workforce to enhance prosperity across our community
  - Champion our unique heritage and culture
  - Protect and enhance our unique natural environment and surrounds
  - Commit to the highest levels of leadership, integrity, financial stewardship and meaningful community engagement.

Financial Planning

The success of effective asset management relies on the financial commitment to the LTFP. Specifically, the renewal targets and allocation of renewal, upgrade and new asset funding across the asset portfolio.

Financial planning within the City incorporates, year one budgeting, budgeting in years two to four and long-term financial planning. Departments within the City develop annual budgets to cover the

operational and maintenance costs of the assets that they are responsible for. Finance business partners work with the departments to budget year one and forecast years two to four.

The more strategic financial planning is coordinated between finance and asset management and is predominantly driven through the LTFP. The four key funding components are:

- **New asset expenditure** – expenditure that creates a new asset that provides a service that does not currently exist.
- **Asset upgrade expenditure** – expenditure that:
  - enhances an existing asset to provide a higher level of service
  - extends the life of an asset beyond its original life.
- **Asset renewal expenditure** – expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
- **Maintenance expenditure** – recurrent expenditure which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service.

New asset and upgrade asset capital expenditure. A business case is required to be developed by the relevant service manager within the City to justify any new asset or upgrade to an existing asset. The business case is developed in consultation with the asset management team and requires the development of a life cycle cost model. This level of information informs any future capital and maintenance expenditure. Management and allocation of this type of funding sits outside this Asset Plan. Asset functionality and capacity is addressed with capital expenditure.

Asset renewal capital expenditure. Renewal planning is led by the asset management team and supported by the finance team. Using up-to-date asset data such as asset health and condition, the asset team develops a plan per asset class to improvement condition gradings.

DRAFT

Organisation Strategy

Our new Organisation Strategy 2024-2029 depicted in the graphic below, outlines how we will do our work. It identifies where we mut focus as an organisation to ensure the delivery of the Council Plan in the most effective and efficient way. Paving the path to achieve aspiration of becoming the highest performing and best local government to work for. The three key pillars are: Great People, Greater Performance and Greatest Impact.



Graphic 4

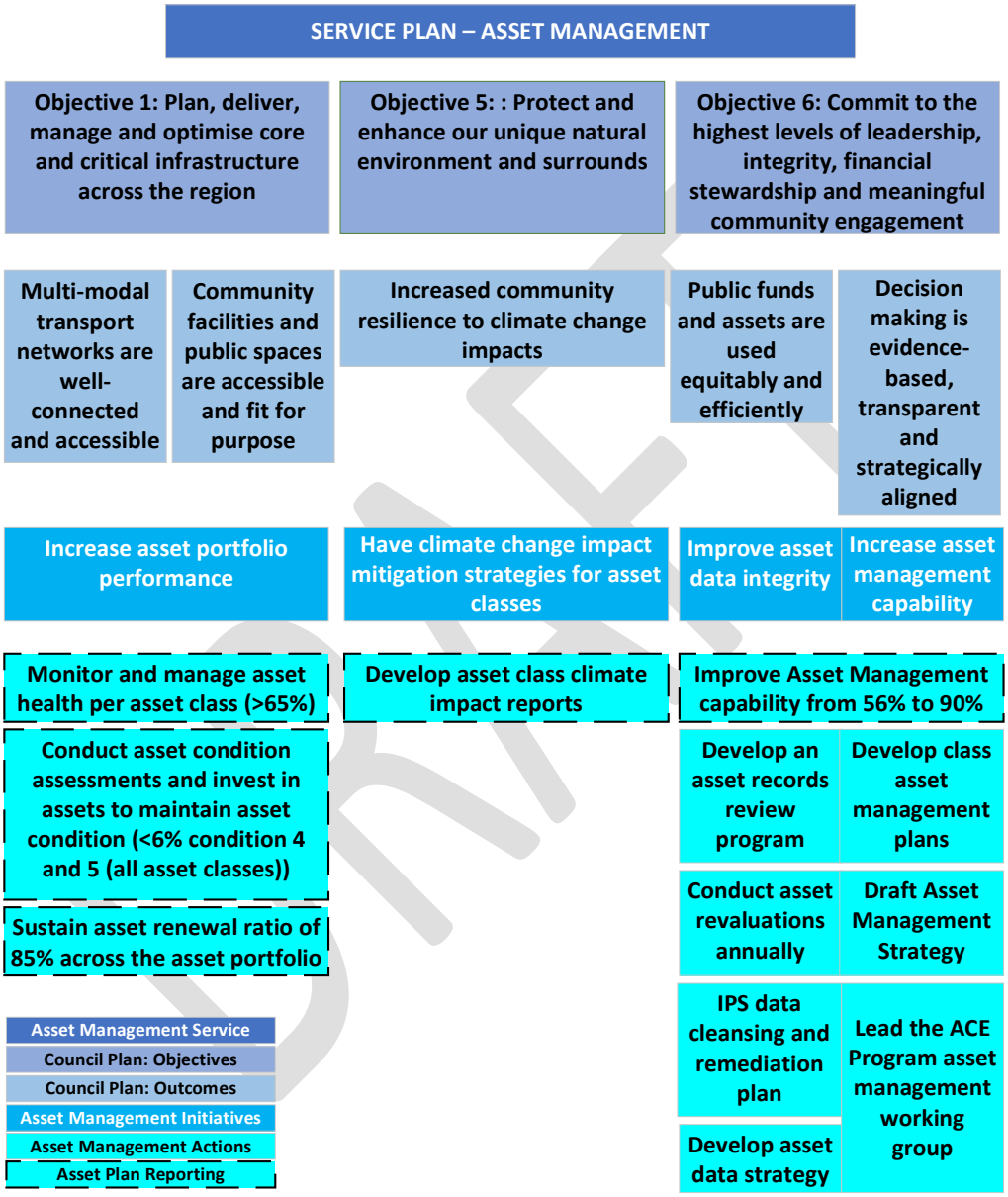
Service Planning

Asset management is one of 30 key services provide to the community by the City. It is an enabling service for many other community services. The graphic below shows the primary service and sub-services of asset management, including a detailed description of the sub-services.

SERVICE: STRATEGIC ASSET MANAGEMENT	
Service Description: Stewardship of the City's asset portfolio through the development and implementation of an effective Asset Management capability	
Service Purpose: We Care for Geelong. A Commitment to Leave Everything Better	
Sub-service: Asset Management Strategy and Planning	**Sub-service:** Asset Management Services
Formulation of asset management policy, strategy and plans aligned with the City's goals and long tern financial plans. Implementing methodologies for evaluating asset performance, risk, costs ensuring data driven decision making in asset management processes	The provision of an asset management capability through the asset life cycle (acquire, operate, maintain and dispose) to enable the provision of assets to meet service needs across the city

Graphic 5

With the inputs of the Council Plan, Organisation Strategy and the LTFP, asset management service planning is then conducted. This is a top-down approach ensuring that the outputs of asset management, as a service, align to the Council Plan outcomes. The graphic below depicts the outcomes of service planning and identifies the actions in which asset management will be assessed. Note the five actions that specifically relate to this Asset Plan.

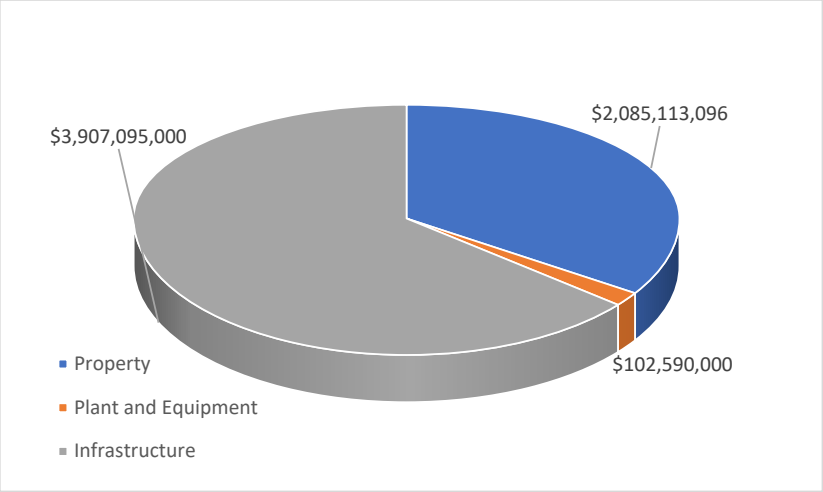


Graphic 6

OUR ASSETS

Our Asset Portfolio

The City's asset portfolio's fair value is $6.095b. There are three financial groups that arrange the financial categories of our assets to enable financial reporting in accordance with the Local Government Act 2020. The graph below shows a breakdown of fair value for the three groups.



Graphic 7

Asset attributes

The following are three key asset attributes to consider when determining asset value:[4]

- Capacity – ability of the physical asset to meet service delivery needs
- Functionality – ability of the physical asset to meet program delivery needs
- Condition – condition of the physical asset that allows it to meet the intended service level.



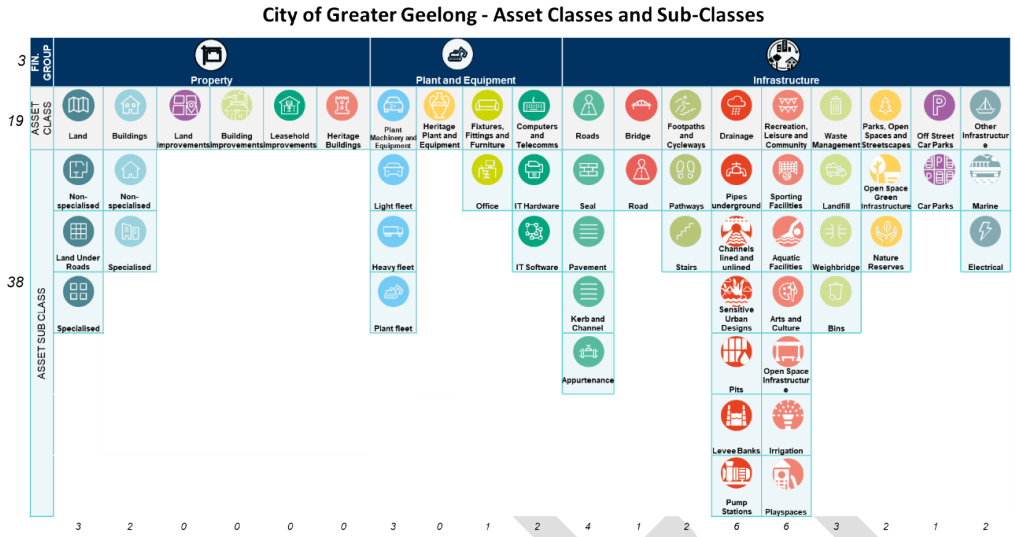
Graphic 8

Asset classes

Our asset portfolio comprises of 19 asset classes, however not all asset classes are subject to detailed strategic asset management and renewal funding. Most of the assets are within seven primary assets classes, which will form the basis of this Asset Plan. This primary asset class list aligns

[4] As defined by Institute of Public Works Engineering Australia

with the major components of Part 2 of our Annual Report, the Financial Report. The table below shows a breakup of the 19 asset classes.



Graphic 9

Primary Asset Classes

The City comprises 30 services of which 12 predominantly rely on assets as a key component of the service delivery. Most of the community facing services are delivered utilising assets in the following asset classes:

Bridges	Buildings	Drainage	Footpaths and Cycleways	Open Spaces	Recreation, Leisure and Community	Roads

Table 2

Renewal funding is set aside to address asset condition. Where an asset is not meeting functional or capacity requirements, funding is raised from capital. The following sections relate to renewal funding, capital funding will be addressed towards the end of this section.

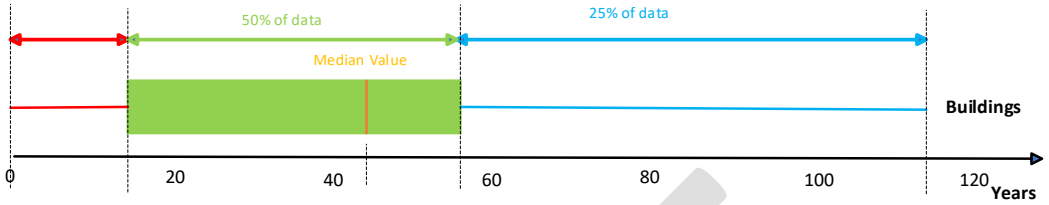
State of Assets

Our asset profile is best described through financial, age, health and condition lenses. The detail below reveals that the City has a very large asset portfolio, that has aged significantly, but remains generally, in good condition.

Asset Age Profile

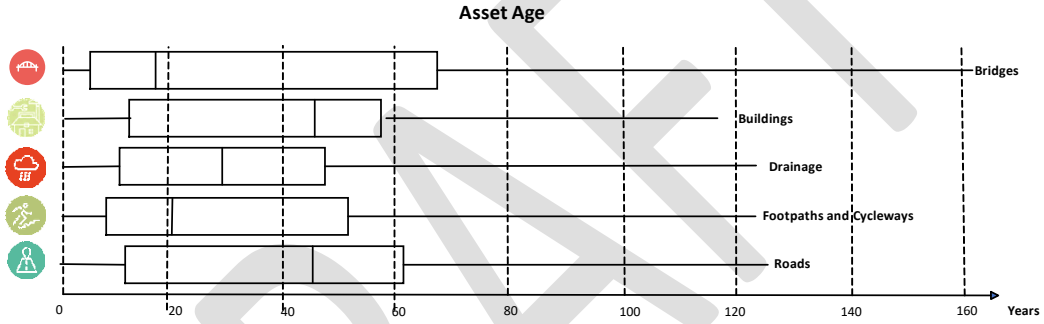
The City's asset portfolio age range varies significantly, and many of the asset classes have a high number of assets. For these reasons it is easier to view the age portfolio via a box and whisker plot. Below is an example of the box and whisker plot using the buildings asset class.

The green rectangular box represents 50% of the data. Hence, 50% of the buildings are aged between 14 and 55 years. The red line (whisker) to the left of the green box represents the bottom 25% of the data. So, 25% of the buildings are aged from 0-14 years. The blue whisker to the right of the green box represents the top 25% of the data. Therefore, 25% of the buildings are aged from 55-115 years. The median (middle) age of the asset class is 44 years (orange vertical line).



Graphic 10

The City's asset portfolio has a range of useful lives, ranging from 0 years to 120 years. The profile below is the age of six[5] of the seven primary asset classes. asset groups including the median. The



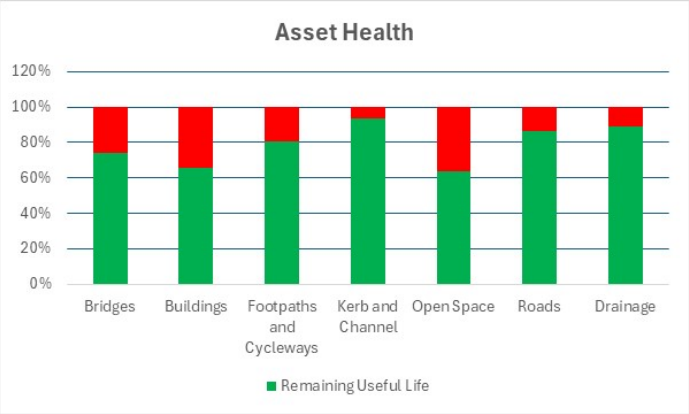
Graphic 11

Asset Health profile

The health of an asset class is defined as the average remaining useful life of the class. It is dependent on the asset type, the asset useful life and the asset condition. Institute of Public Works Engineering Australia (IPWEA) recommends a minimum of 50% life on all its asset classes for councils, whereas the National State of the Assets (NSoA) recommendation is 60%. The City of Greater Geelong proposes to ensure that all asset classes have a minimum of 65% remaining useful life. The current profile of the seven[6] primary asset classes is below.

[5] We are in the process of auditing Open Space and Kerb and Channel assets to verify asset age data

[6] Note that Plant and Equipment Financial Group assets generally have short lives and are not assessed for asset health



Graphic 12

Note that the health of six of seven of the City's asset classes is above the minimum NSoA recommended levels as at 2025, however open space is below the City's target of 65%. To ensure that all classes meet the 65% target, the City will use the asset management governance framework to allocate sufficient funding to maintain desired asset health levels. Prudent maintenance and ongoing renewal effort is required to sustain this over a ten-year period.

Asset Condition

The above refers to general asset health. In addition to measuring asset health, we also conduct regular condition assessments. All assets are inspected and given a condition score ranging from 1-5[7]. The Table below explains each of the condition grading.

National Standard for Condition Grading Scores

Condition Grading		Description of Condition
Good	1	**Very Good**: free of defects, only planned and/or routine maintenance required
	2	**Good**: minor defects, increasing maintenance required plus planned maintenance
Fair	3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
Poor	4	**Poor**: significant defects, higher order cost intervention likely
	5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

Source: Based on IPWEA IIMM Sec 2.5.4

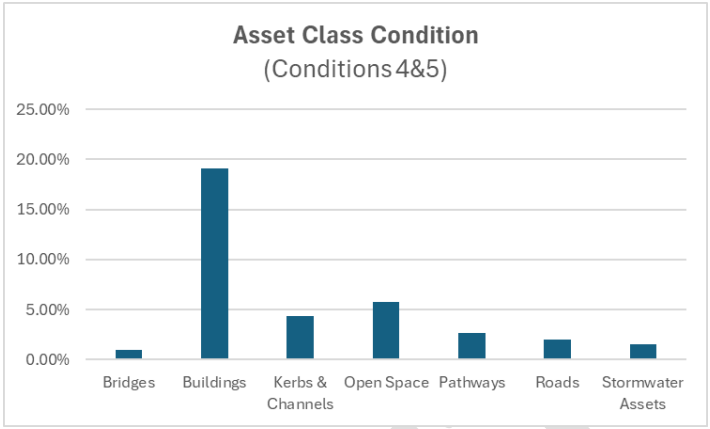
Table 3

General maintenance funding providing from the recurrent budget will address ongoing asset maintenance, which includes addressing assets in good or fair condition. Renewal funding targets assets in poor condition, grades four and five. Renewal funding is allocated with the following considerations:

- Condition - The condition rating of the asset
- Capacity - The level of utilisation of the asset (where it can be measured)
- Functionality - The ongoing requirement for the asset to meet a service need (in consultation with the asset planner and the service manager)
- The deterioration rate of the asset.

[7] The Table is an extract from the IPWEA Practice Note 3

The City has set a target that all asset classes have no more than 6% assessed as condition grading four or five. The current profile of the seven[8] prime asset classes is below.



Graphic 13

From the graph above, the buildings asset class will require additional renewal investment to meet the City's targets, and this is reflected in the LTFP allocation of funding.

ASSET MANAGEMENT

We intend to deliver a high level of asset management services, aligned to the Council Plan, through the application of our organisational strategy. We well ensure:

- Asset needs are determined through service planning
- Asset planning is supported by data driven insights
- Asset portfolio is managed through a set of realistic data measures
- Asset management knowledge uplift across the city from, councillors to asset users.

Asset performance and reporting

An important component of this Asset Plan is the identification of a series of performance measures, that reflect how well the assets are managed to deliver on the objectives within the Council Plan. The below KPIs will form part of the City's annual reporting, which provides the community on the City's progress in achieving the Council Plan outcomes.

- AM01 – Develop Asset Class Climate Impact Reports
- AM02 – Sustain asset renewal ratio of 85% across the asset portfolio
- AM03 – Maintain asset class health greater than 65%
- AM04 – Maintain asset class conditions four and five of less than 6%
- AM05 – Improve Asset Management capability from 56% to 90%.

Community value

The above metrics are only half the story when it comes to the City's assets. They exist primarily to deliver a service to the community of the City of Greater Geelong. In addition to measuring the performance of the asset, we must also consider the following community value benefits when making decisions on the City's assets:

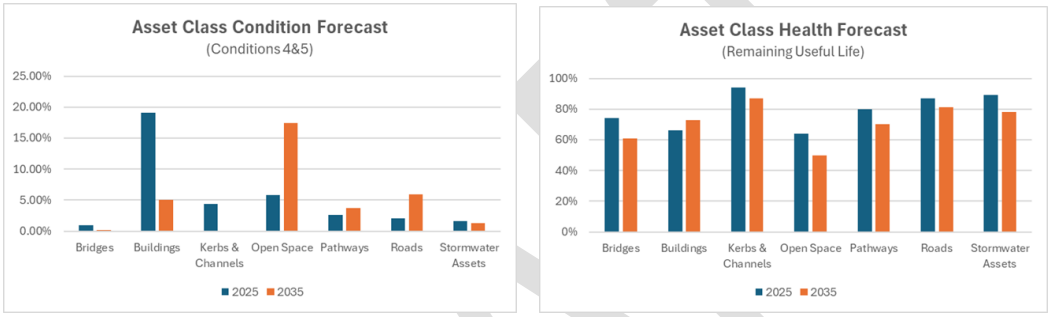
[8] Note that the Plant, Machinery and Equipment Financial Group assets generally have short lives and are not assessed for asset health or long-term condition management

- **Social** – access to services, community cohesion, inclusiveness, public safety
- **Economic** – Support to local businesses, job creation, property value uplift
- **Environmental** – Biodiversity, stormwater retention, tree canopy, CO2 reduction
- **Cultural** – Heritage protection, use of public space for events/traditions
- **Health and wellbeing** – physical activity opportunities, mental health support, accessibility

Balancing the physical asset performance with the needs and benefits to the community requires a holistic approach to asset management, and an integrated approach decision making within the City.

Ten-year forecast

With the maintenance and renewal funding provided in the LTFP, the asset management team can forecast the asset health and asset condition for the seven primary asset classes, for the next ten years. The data in the graphs below is indicative of what can be achieved with the forecast level of funding.



Graphics 14 and 15

Throughout the ten-year period, the asset governance forum will authorise changes to funding to meet any change to asset performance requirements. Note that the above forecasts are aggregated to the asset class level. There are several asset sub-classes that may have different asset conditions and health, depending on the priorities of the City and the needs of the community.

Challenges

As a local government authority, the City has over 500,000 assets with a fair value of over $6b. We have a diverse geographical region that we manage and provide a broad range of services to our community. As we increase our community engagement, improve our relationships with the community and improve the understanding of asset management, the following is list of challenges and opportunities that must be addressed to meet the needs of the community:

- **Financial sustainability** – maintaining financial sustainability with rate caps, inflation, maintenance costs and availability of funding for asset upgrades and renewals
- **Climate Change** – The effects of climate change are being experienced in our community now, however we are only just starting to consider climate change impacts across our asset class over the long term. We need to understand how the impacts affect asset condition and functionality.
- **Growing region** – Our region is expected to grow by 38% by 2045. This will place considerable strain on our current asset base, so we need to be prepared for our assets to be upgraded and/or replaced over the next 20 years.
- **Demographics** – With the ever-changing demographics from one generation to another, there are different demands placed on our assets. Asset design must include a level of flexibility in asset functionality and capacity.

Opportunities

The following is a list of strategic improvement initiatives targeted at uplifting the AM capability within the City which will also significantly improve on the planning and delivery of asset management across our asset portfolio.

- **Asset Management System** – the investment in a modern enterprise asset management system, integrated with the financial system will significantly improve the storage and access to reliable data in a timely manner, easily linked to asset and financial classes
- **Service Management approach to assets.** The City should only ever have assets to meet a service need, and not develop a need to have an asset. As part of the strategic asset management planning function, assets will undergo a review and alignment to the 30 services that are delivered to the community. This is to ensure that the City only retains assets that deliver value by meeting the needs of the community through the Council plan. Where assets are deemed no longer required, they will be disposed of. As part of service management planning, we will be considering delivering multiple services from the same asset, where it is appropriate. This will increase asset utilisation and demonstrate improved value to meet the needs of the community.
- **Asset utilisation**. We intend to adopt several innovative approaches to measure the utilisation of our assets. This includes providing people counters for building and public spaces, graphic counters at some of our critical infrastructure assets, to enable us to measure the value these assets provide to the community. Where an asset is underutilised, then we will work with service managers to rationalise assets to gain better value to the community.
- **Climate change**. Understanding the impacts of climate change on our asset base. Whilst we are seeing the impacts of additional rainfall on our drainage assets, we are you to fully understand other elements of climate change such as increase heat, drought and rising sea level on our assets. One of our targets for this Asset Plan is to prioritise the assessment of climate change impacts on our critical asset classes and subclasses. That will enable us to be better prepared for the future.
- **Asset Management Maturity.** In 2024, the City's asset management capability was externally assessed against the National Asset Management Assessment Framework. The results show clear opportunity for improvements in several areas. We have set an ambitious target to uplift the capability to 90% within this Asset Plan period. An organisational review conducted in 2023 restructured the asset management team and they are now better equipment and arranged to meet this ambitious target.

CONCLUSION

This asset plan provides the community with a high level of detail that relates to the large portfolio of assets owned and managed by the City of Greater Geelong. We have simplified the assets into ten primary classes and provided a range of profiles on the assets. We have aligned the assets to our services and then provided a direct link to the objectives of the Council Plan. A range of performance measures have been recommended that enable reporting on the outcomes of the plan.

CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104, Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
Wurriki Nyal
137-149 Mercer Street, Geelong
8.00am – 5.00pm

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

2.7. Draft Municipal Road Management Plan

Source: **City Infrastructure**
Executive Director: **James Stirton**

Purpose

1. To present to Council the Draft Municipal Road Management Plan (Version 9) for endorsement for Community Consultation.

Background

1. The City's Municipal Road Management Plan (version 8) was reviewed and adopted by Council on 25 May 2021. As required by the *Road Management (General) Regulations 2016*, the Municipal Road Management Plan (Plan) is required to be reviewed and adopted before 31 October 2025, triggered by the appointment of the new Council. The plan details the City's approach to how often roads and footpaths are inspected, what defects are repaired and the timeline for repairs.

2. The review of the plan has resulted in several changes in the maintenance standards for infrastructure where the City is the coordinating road authority under the *Road Management Act 2004*.

3. The draft Municipal Road Management Plan (version 9) is included at (**Attachment 1**).

4. The schedule of changes and amendments from version 8 to the updated version 9 is attached to this report (**Attachment 2**).

Key Matters

5. In November 2024, the community was invited to attend a series of workshops to explore key elements of the Municipal Road Management Plan, being: Proactive inspection frequencies, Defect intervention levels and Defect repair times. 47 community members registered to attend, and two community workshops were held in December 2024.

6. In January and February, a comprehensive internal review of the Municipal Road Management Plan was undertaken involving input from City Works, Enterprise Risk & Insurance, Transport Unit, Infrastructure Planning Unit, Asset Management and Urban Design Unit. The review took into consideration feedback from the two community workshops, the MAV insurance Road Management Plan Guidelines, current resources and available budget to develop the draft Road Management Plan (version 9).

7. The *Road Management (General) Regulations 2016,* requires the draft plan be advertised for a period of 28 days, where submissions from the community may be received for consideration.

8. It is proposed to advertise the draft plan from the 23rd of July to the 20th of August. The draft plan will be advertised on the City's Have your say web page, the Government Gazette, the City News and social media.

9. A summary of changes and amendments from version 8 of the Plan to version 9 is attached **(Attachment 2)**.

Recommendation

That Council:

1. **Endorse the Draft Municipal Road Management Plan version 9 (Attachment 1) to be released for community consultation for a four-week period commencing 23 July 2025.**

2. **Note following community consultation the Draft Municipal Road Management Plan version 9 will be presented to Council for adoption.**

Financial Sustainability

10. The endorsement of the Municipal Road Management Plan will have no direct financial implications.

11. Internal workshops have been held across all relevant departments, including City Works, Enterprise Risk & Insurance, Transport Unit, Infrastructure Planning Unit, Asset Management and Urban Design Unit. These workshops reviewed inspection frequencies, hazard intervention levels and repair response timeframes and determined that the amendments made to version 9 will not have a material impact on budgetary restraints or available resources.

Community Engagement

12. In November 2024 community members were invited via the Have Your Say webpage to express interest in attending Municipal Road Management Plan workshops. A total of 47 people registered. Two community workshops were held in December 2024 which sort feedback from the community on proactive inspection frequencies, defect intervention levels and defect response times.

13. Internal workshops were held in January and February with all relevant departments, including City Works, Enterprise Risk & Insurance, Transport Unit, Infrastructure Planning Unit, Asset Management and Urban Design Unit. The community feedback and themes were presented to internal stakeholders and considered along with available budget and resources to develop the inspection frequencies, hazard intervention levels and defect response times suggested in the draft Municipal Road Management Plan (version 9).

Social Equity and Sustainability

14. The endorsement of the Draft Municipal Road Management Plan has no direct social equity implications.

Relevant Law/Policy/Legal Implications

15. The Municipal Road Management Plan has been prepared in accordance with the following Acts, Regulations and Codes of Practice:

    15.1. *Local Government Act 2020 (Vic)*;

    15.2. *Local Government (Best Value Principles) Act 1999 (Vic)*;

    15.3. *Road Management Act 2004 (Vic)*;

    15.4. *Road Management (General) Regulations 2016 (Vic)*;

    15.5. *Road Management (Works and Infrastructure) Regulations 2015 (Vic)*;

    15.6. *Road Safety Act 1986 (Vic)*;

    15.7. Wrongs Act 1958 (Vic); *and*

    15.8. Ministerial Codes of Practice.

Alignment to Community Plan and Vision

16. This report aligns with Our Community Plan 2021-2025 strategic priority:

    Sustainable growth and environment.

17. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:

    A fast, reliable and connected transport network.

Conflict of Interest

18. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

19. Benchmarking against the MAV Insurance Road Management Plan guidelines indicated that the proposed levels of service are comparable and can therefore be considered reasonable maintenance standards in relation to the City’s roads, footpaths, kerb and channel, and other road-related infrastructure.

20. The City reviews its compliance in terms of inspection frequency and repair time frames through monthly and quarterly reports. These reports have indicated that the standards outlined in the proposed Plan are set at an appropriate level considering the City’s current resourcing levels and ensures greater compliance of the Plan.

21. There are no significant risks associated with adopting the Plan.

Environmental Sustainability

22. There are no direct environmental impacts associated with the Plan.

Attachments

1. 2025 Road Management Plan version 9 June 2025 Draft [**2.7.1** - 32 pages]
2. Road Management Plan Version 9 0 Summary of Changes final [**2.7.2** - 2 pages]

THE CITY OF

GREATER GEELONG

MUNICIPAL ROAD MANAGEMENT PLAN

VERSION 9.00

DRAFT 18 JUNE 2025

CITY OF GREATER GEELONG

Contents

Definitions....4

Introduction....6

1.1 What is the purpose of this plan?....6
1.2 Legislation guiding this plan....6
1.3 What is covered in the plan?....6
1.4 Updating the plan....7
1.5 Suspending the plan....7
1.6 Responsibility for the plan....7

Rights and Responsibilities....8

2.1 Public roads....8
2.2 Key stakeholders....8
2.3 Coordinating road authority....8
2.4 General functions of a road authority....9
2.5 Rights of the road user....10
2.6 Obligations of road users....10
2.6.1 General usage....10
2.6.2 Incident claims....11
2.6.3 Permits for works within a road reserve....11
2.6.4 Obligation to maintain exclusions....11

Road Management Systems....14

3.1 Background and process....14
3.2 Asset hierarchies – municipal road network....14
3.3 Our road network....16
3.4 Maintenance management regime....16
3.4.1 Maintenance management....16
3.4.2 Asset management plans....17
3.4.3 Maintenance surveys and inspections....17
3.4.4 Maintenance responsiveness and performance targets....18
3.5 Asset levels of service....18

Register of Public Roads....19

4.1 Maintenance demarcation (boundary) agreements....19
4.2 Roads not on the register....19

Technical References....20

Attachment 1: Road Hierarchy – Urban Roads....21
Attachment 2: Road Hierarchy – Rural Roads....23
Attachment 3: Footpath Hierarchy....24
Attachment 4: Bike, Shared And Access Paths Hierarchy....25
Attachment 5: Inspection Requirements....26
Attachment 6: Inspection Frequencies....27
Attachment 7: Hazard Intervention Levels & Response Times....29
Attachment 8: Municipal Boundary Map....33

Definitions

Arterial road – refers to freeways, highways and declared main roads, which are managed by the Victorian Government, through Department of Transport and Planning (DTP)(as the co-ordinating road authority).

Co-ordinating road authority – is the organisation which has the responsibility to co-ordinate works. Generally, if the road is a freeway or arterial road, this will be DTP. Generally, if the road is a municipal road, this will be the City.

the City, we, us and our – refers to the City of Greater Geelong.

Council - means the City.

Demarcation agreement – a formal agreement between the City and another organisation that defines areas of responsibility.

Motor vehicle – refers to a vehicle that is propelled by an in-built motor and is intended to be used on a roadway. This does not include a motorised wheelchair or mobility scooter which is incapable of travelling at a speed greater than 10 km/h and is solely used for the conveyance of an injured or disabled person.

Municipal road(s) – roads for which the municipal council – in this case, the City – is the co-ordinating road authority. The *Road Management Act 2004* imposes specific duties on the municipal council with respect to the inspection, repair and maintenance of these roads.

Non-road infrastructure – refers to infrastructure that is contained in, on, under or over a road, which is not road infrastructure. This includes gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure (including boom gates, level crossings and tram safety zones), bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport and nature strips.

Other roads – include roads in state forests and reserves, and roads on private property. Municipal councils are not responsible for the inspection, repair or maintenance of these roads.

Pathway – refers to a footpath, bicycle path, shared path or other area that is constructed for members of the public (not motor vehicles) to use.

Public Road – has the same meaning as in the *Road Management Act 2004* and includes a freeway, an arterial road, a municipal road declared under section 14(1) of the Act and a road in respect of which the City has made a decision that it is reasonably required for general public use and is included on the Municipal Public Road Register.

Road – has the same meaning as in the *Road Management Act 2004*, being inclusive of any public highway, any ancillary area and any land declared to be a road under section 11 of that Act or forming part of a public highway or ancillary area.

Road infrastructure – refers to infrastructure which forms part of a roadway, pathway or shoulder, which includes structures and materials.

Road-related infrastructure – refers to infrastructure installed or constructed by the relevant road authority to either facilitate the operation or use of the roadway or pathway, or support or protect the roadway or pathway.

Road Reserve – refers to the area of land that is within the boundaries of a road.

Roadside – refers to any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway. This includes land on which any vehicle crossing or pathway, which connects from a roadway or pathway on a road to other land, has been constructed.

Roadway – refers to the area of a public road that is open to, or used by, the public, and has been developed by a road authority for the driving or riding of motor vehicles. This does not include a driveway providing access to a public road, or other road, from adjoining land.

Shoulder – refers to the cleared area, whether constructed or not, that adjoins a roadway to provide clearance between the roadway and roadside. This does not refer to any area that is not in the road reserve.

Introduction

The City of Greater Geelong is the coordinating road authority for approximately $2.1 billion of infrastructure assets.

This Municipal Road Management Plan explains the standards, policies and systems we use to manage, inspect, repair and maintain these assets.

1.1 WHAT IS THE PURPOSE OF THIS PLAN?

Section 50 of the *Road Management Act 2004* sets the following objectives for a municipal road management plan:

1) To establish a system for our road management functions, which is based on policy, operational objectives and available resources.

2) To set a performance standard for our road management functions.

Although it is termed a 'plan' in the legislation, it is functionally an operational protocol document – describing the systems and rules we use to make decisions and execute our duties, within our available resources. The plan forms part of a larger Asset Management Framework related to maintenance and operations.

1.2 LEGISLATION GUIDING THIS PLAN

In addition to the *Road Management Act 2004*, the plan also considers the following Acts, regulations and codes of practice:

- Local Government Act 2020
- Ministerial Codes of Practice
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015
- Road Safety Act 1986
- Wrongs Act 1958.

1.3 WHAT IS COVERED IN THE PLAN?

The Municipal Road Management Plan is divided into seven sections:

1. Rights and responsibilities – covers legislation and local laws relevant to road management.
2. Road management systems - how we classify roads, streets and footpaths – known as our asset hierarchy – and the plans and processes we use to maintain roads and road-related infrastructure.
3. Road management framework – plans, policies and processes that influence how we manage roads.
4. Municipal Public Road Register – what's in it, how to access it and the process for making changes.
5. Technical references.
6. Supporting documents.
7. Attachments.

1.4 UPDATING THE PLAN

This plan must be updated within a set period following a Council election. Outside of this cycle, changes may be required from time to time.

The following process will be used to manage these changes:

- If material changes are made to standards and specifications, a report will be presented to Council, along with a brief explanation as to why such changes are necessary. The review process must follow the steps as set out in the Road Management (General) Regulations 2016 Part 3 – Road Management Plans.
- When changes do not alter these technical aspects of road management, changes will be approved by the City Services Director or equivalent at the time

These changes will be made in accordance with the processes prescribed by the *Road Management Act 2004*. To assist with version control, these changes will be numbered as follows:

- Versions presented to Council will be renumbered by whole numbers – for example, from Version 1.00 to 2.00.
- Those approved by the Director will be renumbered by decimals – for example, from Version 1.00 to 1.01.

1.5 SUSPENDING THE PLAN

Although we will do our best to meet the requirements of this plan, there are times when circumstances beyond our control may prevent this from happening.

Our obligations may be suspended in the event of:

- Natural disasters – including floods, fires, droughts or similar events.
- Any other major event beyond our control.

Our Chief Executive Officer has delegated authority to suspend the plan in such circumstances. The decision to suspend the plan will be made in consultation with our Executive Director of City Infrastructure. Factors that might influence the decision include available resources and conflicting priorities.

If the plan is suspended, entirely or in part, the necessary changes to our activities and response times will also be documented.

As soon as circumstances allow, the Executive Director of City Infrastructure will recommend to the Chief Executive Officer how and when the plan should be reactivated, and the Chief Executive Officer will determine whether to do so.

1.6 RESPONSIBILITY FOR THE PLAN

Overall responsibility for administering and implementing the plan rests with the Executive Director of City Infrastructure.

Rights and Responsibilities

2.1 PUBLIC ROADS

Public roads are defined in the *Road Management Act 2004* as including:

- a freeway
- an arterial road
- a road declared under section 204(1) of the *Local Government Act 2020*
- a municipal road declared under section 14(1) of the *Road Management Act 2004*
- a road in respect of which the City has made a decision that it is reasonably required for general public use and is included on the Municipal Public Road Register.

They can include streets, rights of way, bridges, footpaths, bicycle paths and nature strips.

2.2 KEY STAKEHOLDERS

The key stakeholder impacted by this plan include:

- the general community (for recreation, sport, leisure and business)
- residents and businesses adjoining the road network
- pedestrians
- vehicle users with motorised vehicles, such as trucks, buses, commercial vehicles, cars and motorcycles
- users of smaller, lightweight vehicles, such as pedal-powered bicycles, motorised buggies, wheelchairs, prams and so on
- tourists and visitors to the area
- emergency agencies (Victoria Police, Country Fire Authority, Ambulance Victoria, State Emergency Services)
- the military (in times of conflict and emergency)
- traffic and transportation managers
- managers of the road network asset
- construction and maintenance personnel, who build and maintain asset components
- utility agencies using the road reserve for infrastructure (water, sewerage, gas, electricity, telecommunications)
- the City of Greater Geelong, as custodian of the asset
- state and federal governments, who periodically provide funding for roads.

2.3 COORDINATING ROAD AUTHORITY

Section 36 of the *Road Management Act 2004* provides information on coordinating road authority. According to subsection (c), the coordinating road authority:

> If the road is a municipal road, it is the municipal council of the municipal district in which the road or part of the road is situated.

However, there are instances where several authorities are responsible for components of the road within the road reserve. Section 33 of the *Road Management Act 2004* covers this by saying:

> A road authority must, in performing road management functions, have regard to the principal object of road management and the works and infrastructure management principles.

Furthermore, Section 35 says:

> Subject to this Act, a road authority has power to do all things necessary or convenient to be done for or in connection with the performance of its functions under this Act.

2.4 GENERAL FUNCTIONS OF A ROAD AUTHORITY

Section 34 of the Road Management Act 2004 describes the general functions of a road authority, as follows:

(1) A road authority has the following general functions –

- (a) to provide and maintain, as part of a network of roads, roads for use by the community served by the road authority
- (b) to manage the use of roads having regard to the principle that the primary purpose of a road is to be used by members of the public and that other uses are to be managed in a manner which minimises any adverse effect on the safe and efficient operation of the road and on the environment
- (c) to manage traffic on roads in a manner that enhances the safe and efficient operation of roads
- (d) to coordinate the installation of infrastructure on roads and the conduct of other works in such a way as to minimise, as far as is reasonably practicable, adverse impacts on the provision of utility or public transport services
- (e) to undertake works and activities which promote the functions referred to in paragraphs (a), (b) and (c) and to undertake activities which promote the function in paragraph (d).

(2) The general functions conferred on a road authority under sub-section (1) are not to be construed as limiting any other functions conferred on a road authority by or under this Act or any other Act.

(3) In seeking to achieve its functions, a road authority should—

- (a) consult with the community and disseminate information in relation to the exercise of those functions
- (b) take steps as are reasonably practicable to ensure the structural integrity and safety of public roads in accordance with this Act.

2.5 RIGHTS OF THE ROAD USER

Sections 8 to 10 of the *Road Management Act 2004* outline the rights of public road users, which are legally enforceable:

Section 8 – Right of passage

(1) A member of the public is individually entitled as of right to pass along a road.

(2) Members of the public are generally entitled as of right to pass along a road.

(3) The rights conferred by this section extend to a member of the public using any means of public transport along a road.

(4) The rights conferred by this section do not derogate from any right of passage conferred by the common law.

(5) Rights of passage conferred by this section or at common law are subject to any restrictions, limitations or conditions which may be specified by or under this Act or any other Act or law.

Section 9 – Rights of owners and occupiers of adjoining land

(1) An owner or occupier of any land which adjoins a road is entitled as of right to access the road from that land.

(2) Rights of access conferred by this section or at common law are subject to any restrictions, limitations or conditions which may be specified by or under this Act or any other Act or laws.

Section 10 – Rights of the public in relation to a public highway

The rights of the public whether under this Act or at common law in relation to a public highway can only be extinguished if the public highway is discontinued as a road in accordance with section 12 or discontinued as a road or permanently closed as a road under a power to discontinue or permanently close a road by or under any other Act.

2.6 OBLIGATIONS OF ROAD USERS

2.6.1 General usage

The *Road Safety Act 1986* requires that:

(1) A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors.

(2) A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors.

(2A) For the purpose of subsections (1) and (2) and without limiting their generality, the relevant factors include the following:

(a) physical characteristics of the road

(b) prevailing weather conditions

(c) level of visibility

(d) the condition of any vehicle the person is driving or riding on the highway

(e) prevailing traffic conditions

(f) the relevant road laws and advisory signs

(g) the physical and mental condition of the driver or road user.

(3) A road user must:

(a) take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users

(b) take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve

(c) take reasonable care to avoid conduct that may harm the environment of the road reserve.

2.6.2 Incident claims

If a person proposes to make a claim in relation to a public road or infrastructure for which we are the responsible road authority, they must send us something in writing within 30 days of the incident they are proposing to claim for.

In line with Section 110 of the *Road Management Act 2004*, we are not legally liable for property damages where the value of the damage is equal to or less than the threshold amount.

In cases where the claim relates to assets we don't own on the road reserve, claims should be referred to the authority responsible for those assets.

2.6.3 Permits for works within a road reserve

In cases where an individual or organisation proposes to carry out works within the road reserve that may impede public access, or interfere with road infrastructure, they must apply for a 'works within road reserve' permit. There are some exemptions, as noted in the *Road Management (Works and Infrastructure) Regulations 2015*.

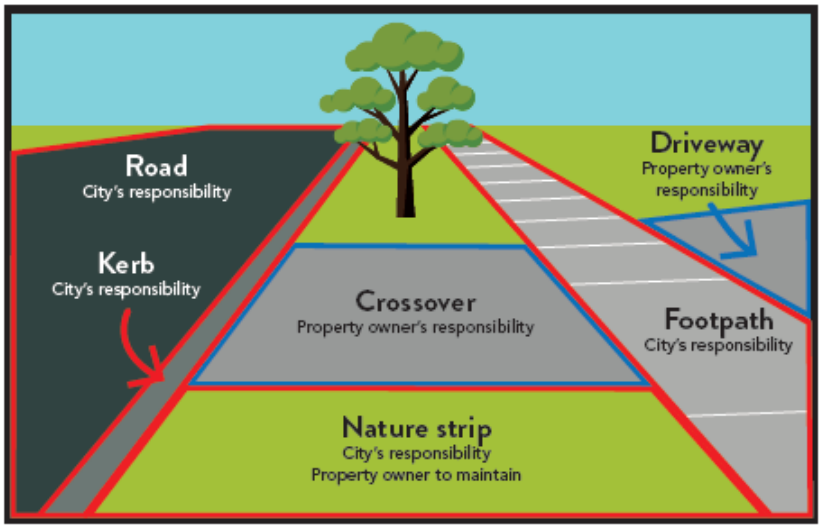
Local laws also require property owners to apply for a vehicle crossing permit if they plan to build a driveway.

In both cases, a fee applies to cover the costs of the administration and inspection of the work with further information available on our Geelong Australia website

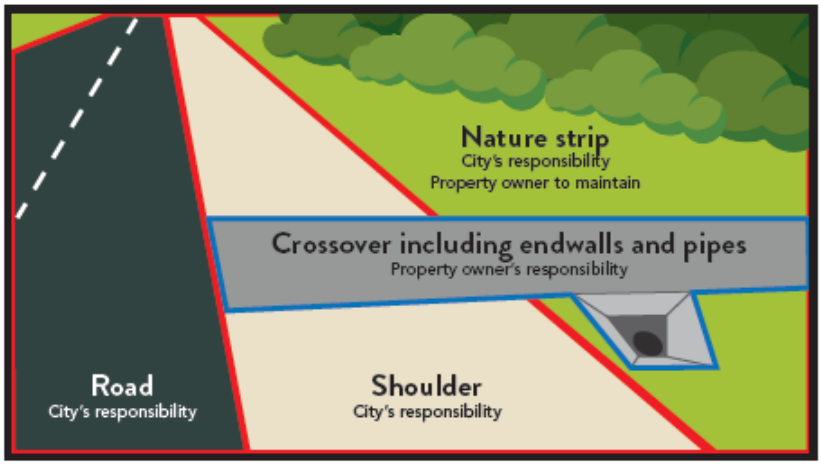
2.6.4 Obligation to maintain exclusions

There are several assets within the road reserve that we do not have an obligation to inspect and/or maintain. These include:

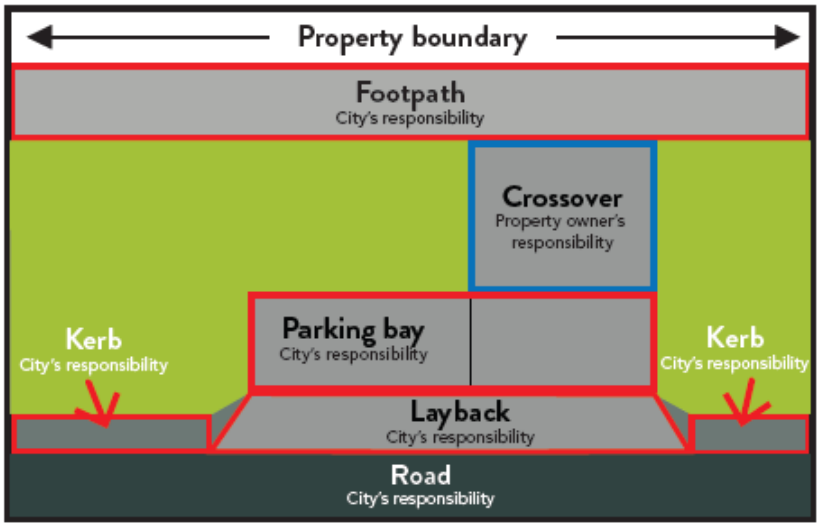
- **Non-road infrastructure**
- **Vehicle driveways** – the vehicle crossing, located between the carriageway and the property boundary, must be maintained by the adjoining property owner. However, we are responsible for the portion of the driveway where the constructed pathway is reasonably required by the public. See Figure 1.1 illustration of responsibility for typical layouts.



Responsibilities in a road reserve (urban)



Responsibilities in a road reserve (rural)



Responsibilities in a road reserve that include a parking bay (urban)

Figure 1.1 Typical Vehicle Crossing Layouts

- **Single property stormwater drains** – for drains constructed within the reserve that carry water from a single property to an outlet (referred to as a LPOD or Legal Point of Discharge) in the kerb, or other drain.
- **Utilities** – including, but not limited to, telecommunication, power, water, gas and rail authority assets.
- **Paper Roads -** 'Paper Road' is a term commonly used for a road that is legally established (i.e. a designated road reservation as recorded in survey plans) but the physical road has not formally been constructed. Paper roads typically comprise a natural surface generally cleared for access to property and formed only with a worn path from local vehicle usage. Paper roads are not uncommon throughout the municipality and the public have the right to access these road reservations. The City will not proactively inspect or maintain "Paper Roads".

Road Management Systems

3.1 BACKGROUND AND PROCESS

Section 50 of the *Road Management Act 2004* states:

> The purposes of a road management plan are having regard to the principal object of road management and the works and infrastructure management principles –
>
> (a) to establish a management system for the road management functions of a road authority which is based on policy and operational objectives and available resources and
>
> (b) to set the relevant standard in relation to the discharge of duties in the performance of those road management functions.

Road asset management involves managing both physical assets and uses and operation that have the potential to impact their condition. It applies to all road assets, including:

- the road – pavement and surface, as well as footpaths, kerb and channel
- structures – bridges, culverts and traffic management devices
- road infrastructure – traffic signals and on-road electrical assets.

The aim of our road management system is to deliver a safe and efficient road network and meet community needs to the best of our ability, within available resources.

To create a road asset management system that would best meet our needs when inspecting, maintaining and repairing public roads, we used the following nationally recognised asset management frameworks:

- International Infrastructure Management Manual (IIMM) 2020, IPWEA
- IPWEA National Asset Management Systems (NAMS+)
- Other references, as listed in Technical References.

The system is designed to set the direction for our asset management activities. It is also linked to the annual business planning cycle.

3.2 ASSET HIERARCHIES – MUNICIPAL ROAD NETWORK

All roads and footpaths within the municipal road network are classified according to a hierarchy that considers how they are used, who uses them and how often. The hierarchy classification is used to determine the levels of service required, prioritise works programs and determine defect intervention responses.

The City may in some circumstances temporarily alter a classification in order to align with a permitted temporary use. Fees and charges may be applicable.

The designation levels within each the hierarchies are:

1. **Urban road and street network**

   This is further divided into four categories, as follows:

- Category 4: Link road – 4-U, 4I-U & 4A-U
- Category 3: Collector road – 3-U, 3I-U & 3A-U
- Category 2: Local access – 2U & 2A-U
- Category 1: Lane – 1A-U & 1-U

See Attachment 1 for more information

2. **Rural road network**

   This is further divided into four categories, as follows:

- Category 4: Link road – 4-R
- Category 3: Collector road – sealed and gravel – 3-R
- Category 2: Local road – sealed and gravel – 2-R
- Category 1: Limited access track and fire tracks. – 1-R

See Attachment 2 for more information.

3. **Footpath network**

   This is further divided into five categories, similar to roads, as follows:

- Category 5: Regionally Significant Paths
- Category 4: Precinct Paths
- Category 3: Neighbourhood Paths
- Category 2: Local Paths
- Category 1: Other areas.

See Attachment 3 for more information.

4. **Bike, Shared and Access Paths**

- Category 8: Shared Paths
- Category 7: Access Paths
- Category 10: Bike Paths

See Attachment 4 for more information.

3.3 OUR ROAD NETWORK

More information about the City's road network is shown in the tables below.

Table 3.1 – Road Length by Hierarchy – May 2025

Hierarchy	Designation	Length (km)	Percent of Network
Category 4: Link	4-U, 4-R, 4I-U & 4A-U	255	11
Category 3: Collector	3-U, 3-R, 3A-U & 3I-U	360	15
Category 2: Local Access	2-U, 2-R & 2A-U	1730	71
Category 1: Lane	1-U, 1A-U & 1-R	71	3
Total		2,416	100

Table 3.2 – Road Length by Surface Type – May 2025

Surface Type	Length (km)	Percent of Network
Sealed	2070	86
Unsealed	346	14
Total	2416	100

3.4 MAINTENANCE MANAGEMENT REGIME

3.4.1 Maintenance management

We have a duty of care to all road users and the community to maintain public roads to a reasonably safe and suitable standard, within our available funds and resources. By developing long-term maintenance programs for our assets, we are better able to plan how we do this.

The following maintenance requirements shape our annual program and budget:

Routine maintenance standards

Standards vary across the network depending on the asset type and relevant risk factors, such as traffic volumes and composition, operating speeds, the susceptibility of assets to deterioration and the cost effectiveness of repairs. Competing priorities for funding are also relevant.

Defect intervention levels have been established using the *VicRoads Standard Specification Section 750* and adapting it to local conditions.

The standards will be reviewed periodically to make sure they are adequate.

Repair and maintenance works

Works must be completed within a specified time, depending on the severity and location of the defect. Response times were determined using local knowledge and experience and past performance as a guide.

Response times are monitored and will be periodically reviewed (see section 3.4.4).

Temporary mitigation measures

These are temporary works designed to reduce the risk of an incident, until such time as repair or maintenance works can be completed.

Response times and safety measures – for example warning signs, flashing lights, and safety barriers, etc – are determined by reference to the risk to safety, road type and traffic volume.

Emergency works

Works that result from emergency incidents must be undertaken within 2 working days, for the safety of road users and the public. Temporary measures (e.g. installing barriers, signage, closing the road/footpath, etc.) will be implemented to reduce the risk to users of the road network until such time as appropriate repairs can be completed.

Emergency works might include traffic incident management, responses to fires, floods, storms and spillages, and any assistance required under the Victorian State Emergency Response Plan and Municipal Emergency Management Plan.

3.4.2 Asset management plans

Our asset management plans guide the development of long-term asset renewal programs, helping us to plan and finance asset renewal and replacement.

3.4.3 Maintenance surveys and inspections

A four-tier regime is used to inspect our road network assets. It covers safety issues, incidents, defects and condition inspections.

1. Request for Service or RFS (reactive) inspections

These inspections are conducted in response to requests from the community. The inspection is carried out by a City employee and assessed according to the *Hazard intervention levels*, contained within Attachment 7.

2. Programmed (proactive) inspections

Regular timetabled inspections that are scheduled depending on traffic flow, the types of defects likely to impact the asset and the perceived risks of these defects (in line with *VicRoads Standard Specification Section 750*).

3. Condition inspections

These inspections identify structural integrity issues which, if untreated, are likely to adversely affect the network overall. These issues may impact short-term serviceability, as well as the ability of the asset to perform for the duration of its intended life span.

These inspections are carried out in accordance with the City's asset management plans. They are generally undertaken by specialised consultants on a four-yearly schedule.

4. Fatality inspections

These inspections are conducted by our City Infrastructure and Governance and Risk personnel, in situations where a death has occurred on a municipal road. The inspection is conducted as soon as possible after the fatality, to record on-site conditions.

3.4.4 Maintenance responsiveness and performance targets

The following information is recorded when we receive a Request for Service (RFS) from the community:

- date the request was received
- details of the request
- date by which the request must be actioned (based on the target response time below)
- date when the request was actioned and/or completed (this typically involves someone carrying out an RFS inspection, as described in section 3.4.3).

By recording this information, we can monitor response times – that is, the time it takes from receiving a request to carrying out an inspection.

Customer requests will be inspected and assessed in no more than 6 working days. Following are some possible outcomes from a road inspection:

- If repairs are straight-forward, a work order would be created based on the *Hazard intervention levels* in Attachment 7.
- If repairs are significant - for example, rehabilitation works are required – this would be programmed. Temporary mitigation measures may be undertaken to manage the hazard until the ultimate rectification work is complete.
- If the defect is below the intervention levels specified in Attachment 7, it would be noted, but no remedial action would necessarily be planned.

In all cases, the action taken would be noted against the original request.

Target response times and intervention times are based on 'normal' conditions. The same level of service would not apply in cases where this plan has been suspended, under Section 1.5.

3.5 ASSET LEVELS OF SERVICE

Five elements are taken into account when determining appropriate levels of service for the road network. These are:

- community expectations
- technical standards
- organisational capacity
- performance measures and targets
- safety of road and footpath users.

Register of Public Roads

The City maintains a register of public roads – called the Municipal Public Road Register – with the details of all public roads, and ancillary areas for which we are responsible.

The Municipal Public Road Register is available on the City's website. A hard copy is made available at our Geelong Customer Service Centre, 137-149 Mercer Street, upon request.

4.1 MAINTENANCE DEMARCATION (BOUNDARY) AGREEMENTS

Where there are boundary agreements between us and other road authorities or private organisations, the schedule of roads affected, and agreements are listed in the Municipal Road Register.

We have agreements with the following road authorities:

- Surf Coast Shire - bridges and roads
- Golden Plains Shire – bridges and roads
- Moorabool Shire – bridges and roads
- City of Wyndham – bridges
- Borough of Queenscliff – roads
- Department of Transport and Planning – roads.

4.2 ROADS NOT ON THE REGISTER

The following roads are not listed on our Municipal Public Road Register:

- roads which are the full responsibility of the state government, or a private enterprise
- unused roads that we have not accepted responsibility for
- roads drawn out on a plan of subdivision that have not currently been categorised as a Paper Road
- roads which we have not determined are reasonably required for general public use.

Technical References

i. Risk Management Standard, AS/NZS ISO 31000:2009
ii. Integrated Asset Management Guidelines for Road Networks (AP-R202) 2002, Austroads Inc.
iii. International Infrastructure Management Manual (IIMM) 2020, IPWEA.
iv. VicRoads Risk Management Guidelines.
v. VicRoads Standard Specification Section 750 – Routine Maintenance.

ATTACHMENT 1: ROAD HIERARCHY – URBAN ROADS

Road Hierarchy - Urban	Description
Category 4 • **Link Roads – 4-U, 4I-U & 4A-U**	These carry heavy volumes of traffic, including commercial vehicles, and act as principle routes for traffic flows in and around the municipality. Key features typically include: • Target low vehicle speeds in activity areas (30-40km/h), reflecting the wide range of intersecting users. Target low-moderate speeds elsewhere (40-60km/h), balancing movement needs with safety and comfort for all users. • Provides inter-neighbourhood access for service and heavy vehicles, particularly in industrial settings, but may be restricted in some scenarios • Good walkability, particularly in activity settings, including wide enough paths for the expected volumes • Protection and/or alternative quiet routes should be provided for people cycling • Likely to have a public transport role, such as 'trunk' or 'connector' routes, per Victoria's Bus Plan. Stops should be designed to provide commensurate priority (e.g. bus boarders) • Reduced parking function, particularly outside of activity areas
Category 3 • **Collector – 3-U, 3I-U & 3A-U**	These carry significant volumes of traffic and provide access, by linking residential areas to arterial roads. They also provide links between the various collector roads. Key features typically: • Target low vehicle speeds (30-40km/h in activity areas, 40-50km/h elsewhere), balancing movement needs with safety and comfort for all users • Provides neighbourhood access for service and heavy vehicles, particularly in industrial settings, but may be restricted in some scenarios • Narrower traffic lanes, indented parallel parking and built-out kerbs to reduce crossing distances and travel speeds • Target good walkability, particularly in activity settings, including shade and footpaths on both sides of the road, wide enough paths for the expected volumes • Separation and/or protection should be provided for people cycling • May have some public transport role, including 'neighbourhood' and 'connector' type routes, per Victoria's Bus Plan

Category 2 • **Local Access – 2-U & 2A-U**	These carry only local traffic. The primary function is to provide access to private properties. Key features typically: • Target low travel speeds (20-30km/h), aligned with walking / cycling speeds • Vehicle access focussed on local users -discourage through-vehicle access (e.g. modal filters, traffic speed and volume calming) • Target narrower vehicle lanes and tighter turns to reduce speeds and increase awareness • Target good walkability, including shade and footpaths on both sides of the road, wide enough paths for the expected volumes • Roadway generally shared with people cycling • Sealed surface –potential for some creative pavements and paving in certain contexts (e.g. activity areas) • May have a minor public transport role, including 'local' or 'demand responsive' type routes, per Victoria's Bus Plan
Category 1 • **Lane – 1-U & 1A-U**	These perform a very minimal function as local access roads. Key features typically: • Prioritise walking • Target very low travel speeds, aligned with walking / cycling speeds • Target narrower road widths and tighter corners to enable easier crossing and support lower travel speeds • Discourage vehicle use except for local access • Opportunities for a variety of surfaces, such as paving • Opportunities for flexible use of space –e.g. laneways can be used for loading at certain times of day, and dining at other times.

ATTACHMENT 2: ROAD HIERARCHY – RURAL ROADS

Road Hierarchy - Rural	Description
Category 4 • **Link – 4-R**	These roads act as links between population centres and are supplementary to the arterial road network. Key features typically include: • Key non-arterial links between population centres (e.g. Lara and Little River), or to popular destinations, such as the You Yangs and Thirteenth Beach Road scenic drive. • As a result, typically have higher traffic volumes, and may carry heavier commercial vehicles to industry uses. Usually sealed
Category 3 • **Collector – 3-R**	These carry moderate volumes of traffic and provide access, by linking local areas to link and arterial roads. They also provide links between the various collector roads. Key features typically include: • Link together minor rural roads and provide a local/secondary connection between more major roads. • Typically sealed with low-moderate rural traffic volumes with two clear traffic lanes. May have some recreational / touring cycling presence.
Category 2 • **Local Access –2-R**	These carry only local traffic. The primary function is to provide access to private properties. Key features typically: • Lower traffic volumes and often unsealed but may be sealed (e.g. if particular land uses/destinations warrant sealed roads). In the case of an unsealed local access road providing access to a single property, the road will only be maintained to the closest boundary of that property. The balance will be maintained as a limited access track (see below)
Category 1 • **Fire Access Tracks and Limited Access Track – 1-R**	These perform a very minimal function. They typically act as fire access, or as a secondary or seasonal access road to large rural / farming properties. Key features typically: • Generally unsealed and very low traffic volumes. Due to the limited function and use of these roads, they are not subject to a proactive inspection regime or the same hazard intervention levels of other roads.

ATTACHMENT 3: FOOTPATH HIERARCHY

Footpath Hierarchy	Area	Description of categories
Category 5	**Regionally Significant Paths**	Areas of activity with a regionally significant level of significance
Category 4	**Precinct Paths**	Areas of activity with a municipal level of significance
Category 3	**Neighbourhood Paths**	Areas of activity with a neighbourhood level of significance
Category 2	**Local Paths**	Areas of activity with a local level of significance
Category 1	**Other Areas**	Mixed activity areas where vehicles and pedestrians interact

ATTACHMENT 4: BIKE, SHARED AND ACCESS PATHS HIERARCHY

Bike, Shared and Access Path Hierarchy	Area	Description of categories
Category 8	**Access Paths**	Pathways designated for shared usage typically outside of the road reserve
Category 7	**Shared Paths**	Pathways designated for access typically outside of the road reserve, such as those within recreation reserves, between court bowls and other ancillary areas
Category 10	**Bike Paths**	Pathways designated for bicycle use only not on road.

ATTACHMENT 5: INSPECTION REQUIREMENTS

Inspection Type	Purpose	Inspection Performed by and Reporting Requirements
Request for Service (RFS) **(Reactive)**	Reactive inspections are designed to identify any defect that exceeds the intervention levels specified in Attachment 7. Safety issues may be detected as the result of notification by members of the community or City employees while undertaking their normal work duties. A subsequent inspection will be conducted by an appropriate City-employed officer.	Performed by a City representative with some knowledge of road maintenance techniques who may then call in a higher level of expertise if necessary. The report is required to identify specific safety defect, time first reported, time inspected and by whom, subsequent action and time of completion.
Programmed Inspection **(Proactive)**	Inspection undertaken in accordance with a formal programmed inspection schedule to determine if the asset complies with the levels of service as specified. A record of each inspection is to be completed detailing the name of the inspector, the inspection date, and a description of any defects found that exceed the specified intervention levels. In addition, the date of inspection and the inspector's details shall be recorded during the inspection process and in turn, electronically recorded against the particular asset inspected.	Performed by dedicated civil asset inspectors.

ATTACHMENT 6: INSPECTION FREQUENCIES

Asset Group	Hierarchy Category	Programmed Inspection Frequency
Sealed Roads	Category 4 (Main Distributor & Link Roads)	4 months
Unsealed Roads **Kerb & Channel**	Category 3 (Secondary Distributor & Collector Roads)	6 months
Regulatory, Warning and Hazard Signs	Category 2 (Local Access Roads)	12 months
	Category 1 (Lanes) – **Urban Only**	24 months
Footpaths	Category 5 (Regionally Significant Paths)	4 months
	Category 4 (Precinct Paths)	6 months
	Category 3 (Neighbourhood Paths)	12 months
	Category 2 (Local Paths)	24 months
	Category 1 (Other Paths)	24 months
Off-Street Car Parks	All	12 months
Bridges	Level 1 Bridge Inspections	6 months
Bike, Shared and Access Paths	Category 10 (Bike Paths)	12 months
	Category 8 (Access Paths)	12 months
	Category 7 (Shared Paths)	12 months

A Note on Inspection Frequencies

Inspections are scheduled to occur within a given month.

For example, an asset may have an inspection frequency of 12 months and be scheduled in January. In this case it is expected that the asset will be inspected anytime within January, regardless of the specific date. All

inspections shall be completed within the specified timeframe or as soon as practicable thereafter. In the event that inspections are unable to be undertaken due to inaccessibility the inspection shall take place in the next scheduled routine inspection assuming access has been restored.

ATTACHMENT 7: HAZARD INTERVENTION LEVELS & RESPONSE TIMES

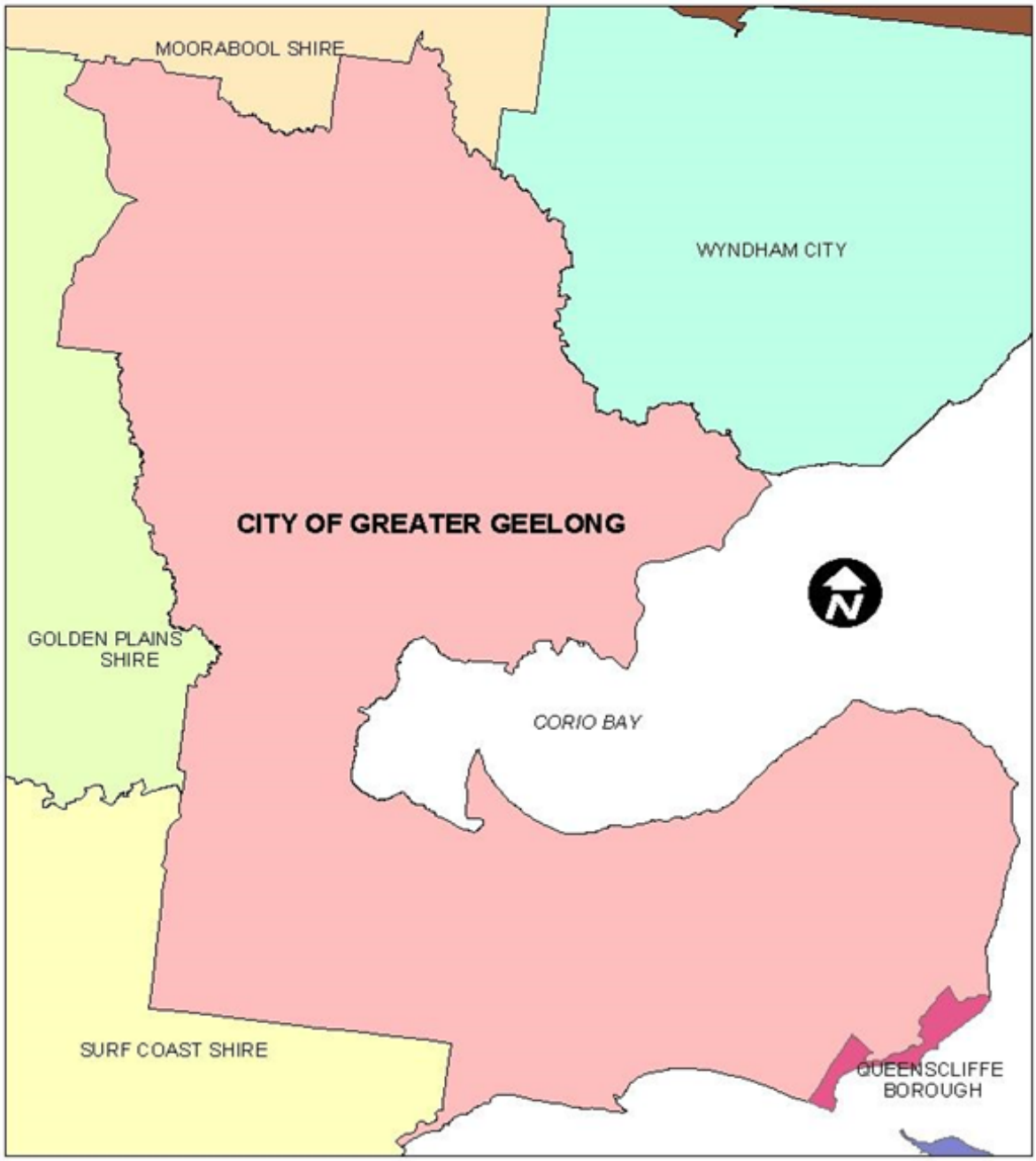
Defect Code	Description	Response Times by Hierarchy (Business Days)			
R01	**Sealed Roads**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
R01P	Potholes in the traffic lane of a sealed pavement greater than 70mm in depth and 200mm in diameter.	10	10	20	20
R01E	Edge breaks exceeding 70mm laterally over a 5m or greater length from the nominal seal line	10	10	20	20
R01DO	Edge drops onto an unsealed shoulder greater than 50mm in depth over a 5m or greater length	10	10	20	20
R01R	Depression / deformations in the traffic lane of a sealed pavement greater than 70mm in depth under a 3m long straight edge	10	10	20	20
R01T	Transition drop between sealed and unsealed road surface is greater than 50mm and width greater than 150mm	10	10	20	20
R01LM	Debris on a sealed road posing a possible danger to motorists, cyclists or pedestrians such as fallen materials from vehicles, dead animals, slippery surfaces and hazardous material	2	2	2	2
R01MPL	Missing drainage pit lids within the trafficable lane of the road, including side entry pits	2	2	2	2
R01BPL	Broken drainage pit lids within the trafficable lane of the road, including side entry pits	10	10	20	20
R01VE	Vegetation intruding into the road envelope creating a hazard to road users, located from the back of shoulder or kerb and a minimum height of 4m over the trafficable portion of the road	10	10	20	20
R01VO	Vegetation that is obstructing minimum sight distances at intersections and regulatory, warning and hazard signs	20	60	120	240

Defect Code	Description	Response Times by Hierarchy (Business Days)			
R02	**Unsealed Roads**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
R02P	Potholes on an unsealed road greater than 70mm in depth and 500mm in diameter	30	60	120	240
R02R	Wheel ruts on an unsealed road greater than 70mm in depth	30	60	120	240
R02S	Scouring on an unsealed road greater than 70mm in depth	30	60	120	240
R02CO	Corrugations on an unsealed road greater than 70mm in depth and greater than 250m in length	30	60	120	240
R02V	Vegetation intruding into the road envelope creating a hazard to road users, located from the back of shoulder or kerb and a minimum height of 4m over the trafficable portion of the road	10	10	20	20
R02VO	Vegetation that is obstructing minimum sight distances at intersections and regulatory, warning and hazard signs	20	60	120	240
R03, R15, R23	**Traffic Control Devices**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
R03DAM **R03FAD** **R03GRA** **R03MIS** **R03WRO**	Regulatory, warning and hazard signs missing, illegible or damaged making them substantially ineffective	10	10	20	20
R15GRR	Guard rail/fence damaged or missing making them substantially ineffective	20	20	90	90
MIN10 **MIN50** **MIN75**	Pavement markings which are missing or faded making them substantially ineffective	20	20	90	90

Defect Code	Description	Response Times by Hierarchy (Business Days)					
EFC	**Footpaths, Bike, Shared and Access Paths**	**Cat 7, 8 & 10**	**Cat 5**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
EFCTRP	Lip or step greater than 30mm in height	120	30	90	120	240	240
EFCCR	Cracking greater than 50mm wide over a 1.5m length	120	30	90	120	240	240
EFCP	Potholes greater than 30mm deep and 300mm in diameter	120	30	90	120	240	240
EFCSUB	Subsidence (depression) greater than 75mm in depth over a 1.5 metre straight edge	120	30	90	120	240	240
EFCMP	Dislodged or missing pieces creating depressions of 300mm in length/width and lips greater than 30mm	120	30	90	120	240	240
EFCSC	Scouring greater than 50mm in depth of a length of 10m or more	60	20	20	60	60	60
EFCMPL	Missing drainage pit lids within the trafficable lane of the path	2	2	2	2	2	2
EFCBPL	Broken drainage pit lids within the trafficable lane of the path	20	10	10	20	20	20
EFCVEG	Vegetation which presents a physical hazard to the public over pedestrian/bicycle paths, intruding into a clearance envelope between the edges of the path and a minimum of 2.4m height clearance over path	60	20	20	60	60	60
EFCTAC	Where tactiles are missing >16 indicators within 400mm x 400mm square	120	30	90	120	240	240

Defect Code	Description	Response Times by Hierarchy (Business Days)			
EKC	**Kerb & Channel**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
EKCVD	Vertical displacement – uplift section greater than 30mm in tray	120	240	480	480
EKCHD	Horizontal displacement – lateral displacement of top of kerb and tilted tray greater than 50mm	120	240	480	480
EKCMP	Missing Piece in back of kerb within 50mm of the invert and greater than 200mm in length.	120	240	480	480

ATTACHMENT 8: MUNICIPAL BOUNDARY MAP



MAP OF CITY OF GREATER GEELONG
AND NEIGHBOURING COUNCILS

THE CITY OF
GREATER GEELONG

ROAD MANAGEMENT PLAN REVIEW (2025)

CITY OF GREATER GEELONG

SUMMARY OF CHANGES

SECTION	AMENDMENTS
General	General formatting changes and updates to references of relevant documents
2.6.4	**Added** reference to and included vehicle driveway illustrations Figure 1.1
2.6.4	**Added** reference and description of “Paper Roads”
3.2	**Added** reference to temporary classification changes to coincide with permitted uses
3.2	**Amended** hierarchy to new naming conventions as per hierarchy review recommendations report
3.3	**Amended** road network tables with current road length data and new designations as per hierarchy review recommendations report
3.4.1	**Added** timeframe of 2 days to undertake emergency works as a result of an emergency incident
3.4.4	**Amended** response time to customer requests from 10 working days to 6 working days
ATT 1	**Amended** categories, updated descriptions and removed reference to Infrastructure Design Manual
ATT 2	**Amended** categories, updated descriptions and removed reference to Infrastructure Design Manual
ATT 3	**Amended** hierarchy to new naming conventions and descriptions as per hierarchy review recommendations report
ATT 4	**Added** Bike, Shared and Access Paths hierarchy as a new Attachment 4
ATT 6	**Amended** bridge inspection from 12 monthly to 6 monthly
ATT 6	**Added** Bike, Shared and Access Paths inspection frequency
ATT 6	**Added** further notes on Inspection frequency “..completion as soon as practicable..” and “in the event of inaccessibility…”

SECTION	AMENDMENTS
ATT 7 (sealed roads)	**Amended** potholes, edge breaks, depressions, wheel ruts, scouring and corrugations from “75mm deep” to “70mm deep”
ATT 7 (sealed roads)	**Amended** sealed road potholes from “300mm width” to “200mm width”
ATT 7 (sealed roads)	**Amended** edge drop from “10m or greater length” to “5m or greater length”
ATT 7 (sealed roads)	**New** defect type added “transition drop” between sealed and unsealed
ATT 7 (footpaths)	**Added** Category 1 Response times as well as Bike, Shared and Access Paths to description and included Category 7, Category 8 and Category 10 Response Times
ATT 7 (footpaths)	**New** defect type added for Scour
ATT 7 (footpaths)	**New** defect type added for “Tactile Ground Surface Indicators” (TGSI’s)
ATT 7 (kerb & channel)	**New** defect type added “missing pieces”

2.8. Draft Coastside Drive Recreation Reserve Master Plan

Source: **City Life**
Executive Director: **Anthony Basford**

Purpose

1. To seek Council endorsement to release the Draft Coastside Drive Recreation Reserve Master Plan (the Draft Plan) (attachment 1) for community engagement.

Background

2. The Draft Plan has been developed to guide the delivery of a new active recreation reserve located at 530 Horseshoe Bend Road, Armstrong Creek.

3. The City is required to deliver this active open space reserve under its obligations in the Armstrong Creek East Precinct Structure Plan and Armstrong Creek East Development Contributions Plan to ensure that the community within the area is provided with access to infrastructure and services to support a quality, affordable lifestyle.

4. The delivery of this new recreation reserve is required to meet local sport participation demands and support recreation opportunities for the growing Armstrong Creek population.

5. The Draft Plan has been developed through extensive review of strategic documentation and policies, demographic, sport and recreation trends and participation data, and detailed site investigations.

Key Matters

6. Several delivery proposals are identified in the Draft Plan including:

    6.1. Delivery of football (soccer) and cricket fields with supporting infrastructure, including pavilion and car parking, to meet existing and future demand for these sports.

    6.2. Provision of a district level play space including play equipment for all ages and abilities as well as shelters, barbecues and public toilets.

    6.3. Protection and enhancement of the extensive native vegetation has been incorporated into the open space amenity of the reserve to provide a greater recreation experience and support environmental sustainability outcomes.

    6.4. Create pedestrian and shared path connections throughout the reserve to ensure a safe, accessible and well-connected community destination.

Recommendation

That Council:

1. **Endorse the draft Coastside Drive Recreation Reserve Master Plan (Attachment 1) for community engagement for a period of four weeks commencing approximately 23 July 2025; and**

2. **Note that the final Coastside Drive Recreation Reserve Master Plan and engagement report will be presented for endorsement in December 2025.**

Financial Sustainability

7. The estimated budget to deliver the project is $18.4 million.

8. Cost estimates for all projects listed in the Draft Plan will be developed by a quantity surveyor following the consultation period.

9. The Final Plan will also consider project priorities and future staging works as required in consideration of available budget.

Community Engagement

10. The project is governed by a Project Control Group (PCG) and Project Working Group (PWG).

11. The Draft Plan has been developed with guidance from key Council and State Sport Association Strategies and relevant facility development guidelines to ensure alignment with required standards and principles.

12. Subject to the resolution of Council, it is proposed that the Draft Plan be made available for a four-week period of community engagement.

13. Direct engagement will take place during the public engagement period with the following key stakeholders; State Sporting Associations, local sports clubs, Wadawurrung Traditional Owners and community advisory groups.

14. Engagement has been designed to ensure the community and key stakeholders can provide feedback through a variety of engagement tools and channels, including online engagement via the City's Have Your Say webpage and in-person drop-in sessions.

15. The final engagement report will be presented to Council with the Final Master Plan for endorsement in late 2025, and shared with the community via the Project Have Your Say page.

Social Equity and Sustainability

16. The Draft Plan responds to increased participation demands, female participation, and increased demand for passive open space. A focus of the Draft Plan is to create an inclusive and accessible park for all and reduce barriers to participation and active living.

17. The Draft Plan ensures all new facilities are universally designed for use by people of all ages, gender, abilities, and cultural backgrounds. Infrastructure projects identified within the plan will also require Gender Impact Assessments (GIA+) to be completed prior to commencement.

18. The proposed developments contained within the Draft Plan align with adopted sporting association guidelines and standards to ensure any investments are in accordance with provisions and service levels are realistic and within resource constraints.

Relevant Law/Policy/Legal Implications

19. The City is required to deliver this active open space reserve under its obligations in the Armstrong Creek East Precinct Structure Plan and Armstrong Creek East Development Contributions Plan to ensure that the community within the area is provided with access to infrastructure and services to support a quality, affordable lifestyle.

Alignment to Community Plan and Vision

20. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.

21. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
An inclusive, diverse, healthy and socially connected community.
Development and implementation of sustainable solutions.

Conflict of Interest

22. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

23. The development of the Draft Coastside Drive Recreation Reserve Master Plan identifies sport and recreation infrastructure deliverables to ensure the City meets its provision requirements in line with population demand.

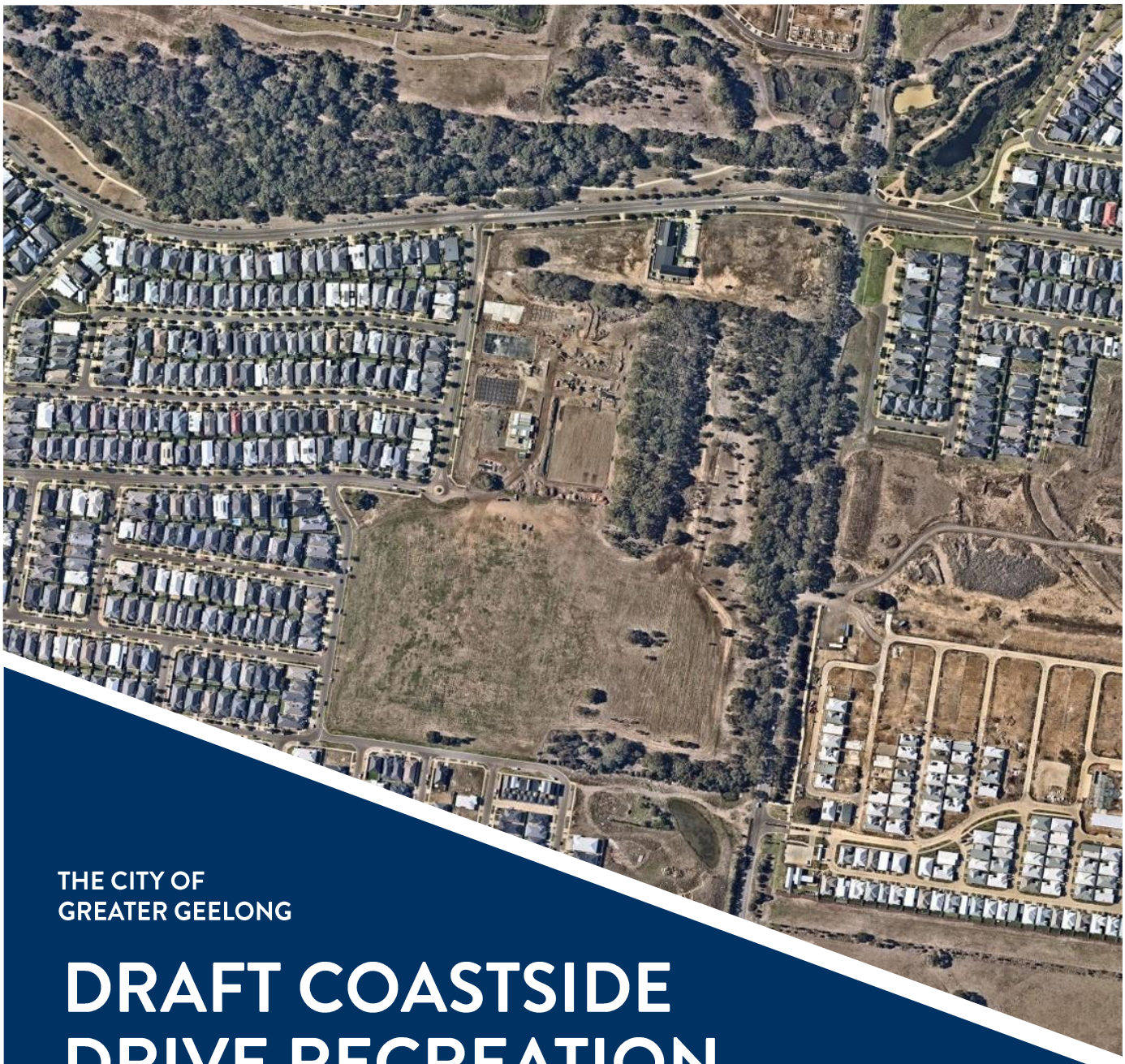
Environmental Sustainability

24. The plan aligns with a key direction of the City’s Sustainability Policy to enhance, protect and restore our biodiversity and natural environments, including plants and animals that inhabit them.

25. All facility developments will consider environmentally sustainable design principles in line with Council’s Sustainable Building Policy.

Attachments

1. Coastside Drive Recreation Reserve - Draft Master Plan Report - June 2025 [**2.8.1** - 35 pages]

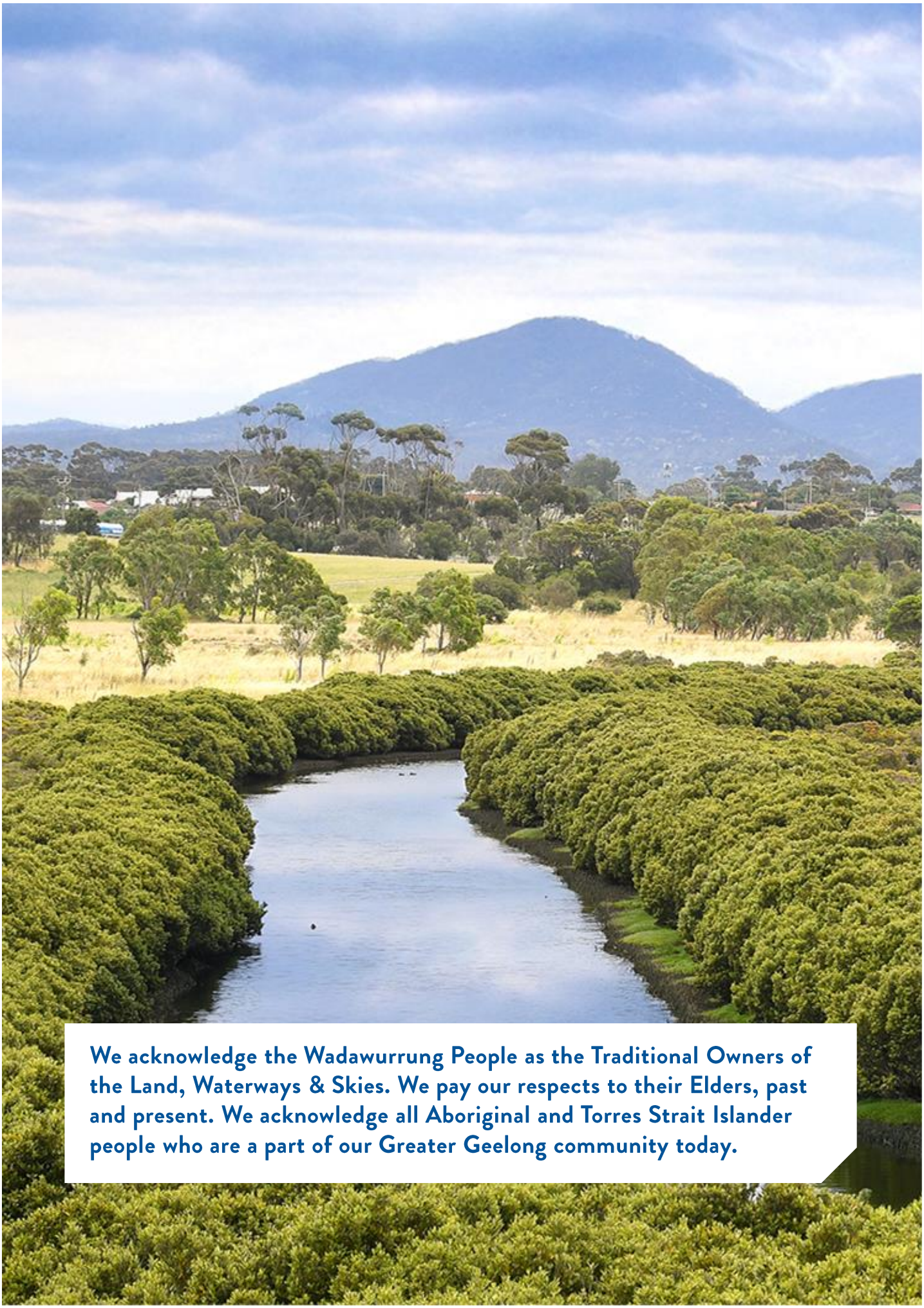


THE CITY OF
GREATER GEELONG

DRAFT COASTSIDE DRIVE RECREATION RESERVE MASTER PLAN

JUNE 2025

CITY OF GREATER GEELONG


We acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways & Skies. We pay our respects to their Elders, past and present. We acknowledge all Aboriginal and Torres Strait Islander people who are a part of our Greater Geelong community today.



CONTENTS

EXECUTIVE SUMMARY 4

INTRODUCTION 5

What is a master plan?

Project Objectives

Project Methodology

Study Area

Master plan vision and development principles

STRATEGIC CONTEXT 8

Literature review

Demographic review

ANALYSIS AND PLANNING 10

Site Context

Current Site Conditions

Environmental Considerations

Technical Studies and Implications

Accessibility Catchment Analysis

DEMAND ANALYSIS 15

Sporting field provision

Play space provision

Sport and Recreation trends

MASTER PLAN 18

Key recommendations

Draft master plan

Master plan elements

APPENDICES 23

ACKNOWLEDGEMENTS

We would like to extend our gratitude to Solucio and The OCD for helping us to prepare this master plan, as well as the many community members and stakeholders whose feedback helped shape this plan.

EXECUTIVE SUMMARY

PROJECT CONTEXT

The City of Greater Geelong has engaged Solucio and The OCD to develop a master plan for the Coastside Drive Recreation Reserve, a greenfield site in the Armstrong Creek Urban Growth Area (ACUGA). The aim of the master plan is to inform the delivery of this important community asset to ensure it meets the needs of sport and recreation users and of the local environment.

PLANNING CONTEXT

The ACUGA is an urban development of 2,600 hectares of farmland in Geelong's south. The region's growth in the future will provide the opportunity for creating an economically and environmentally sustainable community. The Coastside Drive Recreation Reserve is specifically located in the Armstrong Creek East Precinct.

The development of the precinct is guided by the *Armstrong Creek East Precinct Structure Plan* (ACEPSP). The precinct structure plan identifies the delivery of two football/cricket ovals, two netball courts, two bowling greens and a pavilion. The *Development Contributions Plan* (DCP) was developed to support the funding of infrastructure in the area identifies a play space and shared path network connection be delivered at this site.

KEY CONSIDERATIONS

The following considerations were identified for the site to be addressed in the master plan.

- A constrained budget environment with increasing facility standards, specifications and costs.
- Relatively flat site topography and accessible existing site utilities.
- Significant protected native vegetation extending the eastern and parts of the southern boundary as well as impacting the open space.
- Anticipation of high volumes of vehicular traffic.
- Local pedestrian network integration opportunities.
- A desire for a flexible pavilion and fields of play to maximise long-term utilisation options.
- A review of the current sporting demand and facility requirements for Armstrong Creek against the precinct structure plan proposal.
- The site has been identified as a preferred location for a district level play space.
- Consideration of the development of the primary school and surrounding developments.

DRAFT MASTER PLAN RECOMMENDATIONS

The draft recommendations for the master plan are outlined below.

- Deliver a district level play space for children of all ages – teens, infants and toddlers, and a sheltered barbeque and picnic area.
- Include a car park of approximately 150 spaces.
- Construct two senior soccer fields overlaid with a cricket oval, on the western side of the reserve.
- Construct two senior soccer fields to the east of the pavilion.
- Plan for potential future development of a cricket oval to be overlaid across two proposed senior soccer fields on the east of the pavilion should demand necessitate.
- Build a new multi-purpose sports pavilion.
- Designate a space for potential installation of future cricket nets.
- Integrate a shared pathway running through the entire reserve.
- Investigate the opportunity to incorporate a nature trail that winds through the existing native tree areas.
- Investigate opportunities for revegetation and ecological remediation.

INTRODUCTION

The City of Greater Geelong have engaged Solucio and The OCD to develop a master plan for a new recreation reserve to guide the planning and developments on the site, ensuring it can sustainably meet the needs of the community.

The master plan will be guided by the *Precinct Structure Plan* (PSP) and *Developer Contributions Plan* (DCP), whilst comprehensively testing delivery proposals against current demand assessments, strategic analysis and financial constraints.

WHAT IS A MASTER PLAN?

A master plan is a strategic document that reflects the aspirations, needs, and priorities of local residents and key stakeholders. It establishes a framework to guide the long-term planning, development, and investment in a reserve.

By articulating a vision and set of guiding principles, a master plan supports the coordinated and sustainable approach of a site over time. In the context of recreation reserves, this involves identifying opportunities to enhance accessibility, inclusivity, and environmental sustainability.

CURRENT PROGRESS

As part of the draft master plan process, the following activities have been undertaken:

- Initial scoping workshop with the Project Manager, site visit and in-person project working group (PWG) inception workshop.
- Detailed review of documentation, and current and future demographics of the region.
- Detailed site assessment and land feature survey.
- Participation and provision review of the Reserve and surrounding region.
- Cultural Heritage due diligence, power supply assessment and stormwater assessment.
- A draft master plan for consultation.

PROJECT METHODOLOGY

The Coastside Drive Recreation Reserve Master Plan has been created with the following methodology:

Project Scoping

- Project team scoping workshop.
- Site inspections and assessments.
- Development of a project plan.
- Introductory workshops with the PWG and PRG.

Site Conditions Assessment

- Detailed research and data collection process.
- Site conditions and overall site base plan.
- Identification of suitable locations for facility development.
- Background report and draft infrastructure design brief.

Design Process, Draft Master Plan and Public Exhibition

- Illustrative landscape plan.
- Development of a draft master plan.
- Public consultation program and consolidation of feedback.
- Preliminary cost estimates.

Final Master Plan

- An updated master plan incorporating community feedback with designs, costs, implementation schedule and funding strategy.

STUDY AREA

The Coastside Drive Recreation Reserve is located on Wadawurrung country, situated at 530 Horseshoe Road, Armstrong Creek.

It is a greenfield site with a total area of approximately 13.5 hectares. The site is owned by the City of Greater Geelong and is zoned as an Urban Growth Zone with the primary function being for active recreation as determined in the Armstrong Creek East Precinct Structure Plan.

The site has a relatively flat open space area with large areas of vegetation surrounding the boundaries in the northern and eastern sections of the Reserve. The areas of sensitive vegetation surrounding the boundaries are protected by fencing and cannot be developed or impeded on.

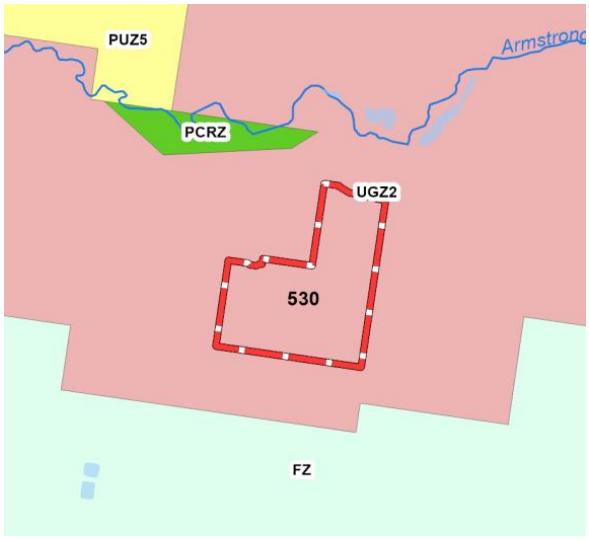


Figure 1. VICPLAN Planning Report – 530 Horseshoe Bend Road, Armstrong Creek.



Figure 2. Map of Coastside Drive Recreation Reserve

MASTER PLAN VISION AND DEVELOPMENT PRINCIPLES

Draft master plan vision

Coastside Drive Recreation Reserve is the local community's hub for active recreation, sporting activity and play, blending high-quality facilities with the natural environment.

Master plan principles

As outlined in the indicative the Armstrong Creek East LAC Urban Design Principles. These principles align with the broader urban design principles in the ACEPSP to guide the planning of this reserve.

Sense of place and community

Foster a strong community identity with shared public facilities and integrated well-designed infrastructure, parking and open space that encourage social interaction.

Accessibility and active transport

Improve permeability by prioritising walkable routes through the site and integrate pedestrian connectivity with the surrounding network.

Climate change and environmental sustainability

Minimise impacts of development and its operation on the significant native vegetation present on the site and surrounds. Create opportunity for revegetation and protection of native flora.

Opportunity to integrate community participation to protect native vegetation through interpretative signage.

Accessible, integrated and adaptable community facilities

Facilities to create an anchor-built form that provides character and identity to the site, with connectivity to school, kindergarten, child care and mixed use zone.



Note: These images were outlined in the indicative Armstrong Creek East LAC Urban Design Principles provided by City of Greater Geelong.

STRATEGIC CONTEXT



Figure 3. Strategic documents reviewed throughout the master planning process.

LITERATURE REVIEW

KEY CONSIDERATIONS

Several documents have been critically reviewed to identify and understand implications and opportunities for this master plan. The following are the key considerations from the literature review to be addressed within this master plan.

- It will assess the site's capacity to accommodate precinct structure plan (PSP) proposed sporting facilities and alignment to the broader PSP growth area principles.
- It will align with carbon neutrality goals and incorporate environmentally sustainable design principles.
- Proposed facilities must be balanced with site capacity and the protection of existing native vegetation.
- Improved pedestrian connections will reduce car dependence and link the reserve to nearby community assets.
- Infrastructure will prioritise flexibility, safety, inclusiveness, and suitability for both formal and informal use.
- Fair access and equitable facility provision will guide decisions around operational models.
- Implementation planning must account for realistic budgets, phasing, and long-term maintenance needs.
- Engagement with the wider community will ensure the plan reflects community needs and broader strategic goals.
- Passive recreation opportunities will complement active uses to support diverse community participation.
- The plan will contribute to increasing tree canopy coverage, helping to meet city-wide urban greening targets.

DEMOGRAPHIC REVIEW

COMMUNITY PROFILE

The City of Greater Geelong is in the south-west of Victoria, spanning an area of 1,252 square kilometres. It is the second-largest city in Victoria and the LGA is on the boundary of the Moorabool Shire Council, Wyndham City Council, Borough of Queenscliff, Surf Coast Shire Council and Golden Plains Shire Council areas.

The City is divided into eleven electoral wards – the Coastside Drive Recreation Reserve is in the Charlemont ward.

LOCAL DEMOGRAPHIC REVIEW

The proportion of younger residents within the ACUGA is significantly higher than the equivalent proportion of the Victorian population.

- In 2021, the proportion of 0 to 4 year-olds within the ACUGA population was 11 per cent of males and 10 per cent of females, compared with 6 per cent of males and females of the Victorian population.

The number of residents will consistently grow in the region for the next 25 years and at a considerably higher rate over the next 10 years.

- From 2021 to 2046, the population of the ACUGA is expected to increase by 39,298 people equal to 179 cent growth.

Key demographic considerations

With a significantly high proportion of residents aged between 0 to 4 years old, the sporting reserves in the ACUGA will need to provide a sufficient number of facilities that support future children's and young adults' participation in sports and recreation activities, fostering long-term community health and well-being.

It is essential that all sporting infrastructure prioritises sustainable, flexible multi-use and inclusive infrastructure that can accommodate both the rapid growth period and the significantly larger future population to meet both current and long-term community needs.



Figure 4. The eleven electoral wards of the City.

FAST FACTS – CITY OF GREATER GEELONG

- 1,252 square km total area
- 282,809 people
- 125,047 jobs
- 6,299 jobs supported by tourism
- 28% single person households
- 39 years median age
- 26% of residents are 60+ years
- $2.2 billion in total building approvals
- 103,508 private dwellings
- $1,592 median weekly household income
- $76,102 Gross Regional Product per Capita
- $44.27 billion in economic output

ANALYSIS AND PLANNING

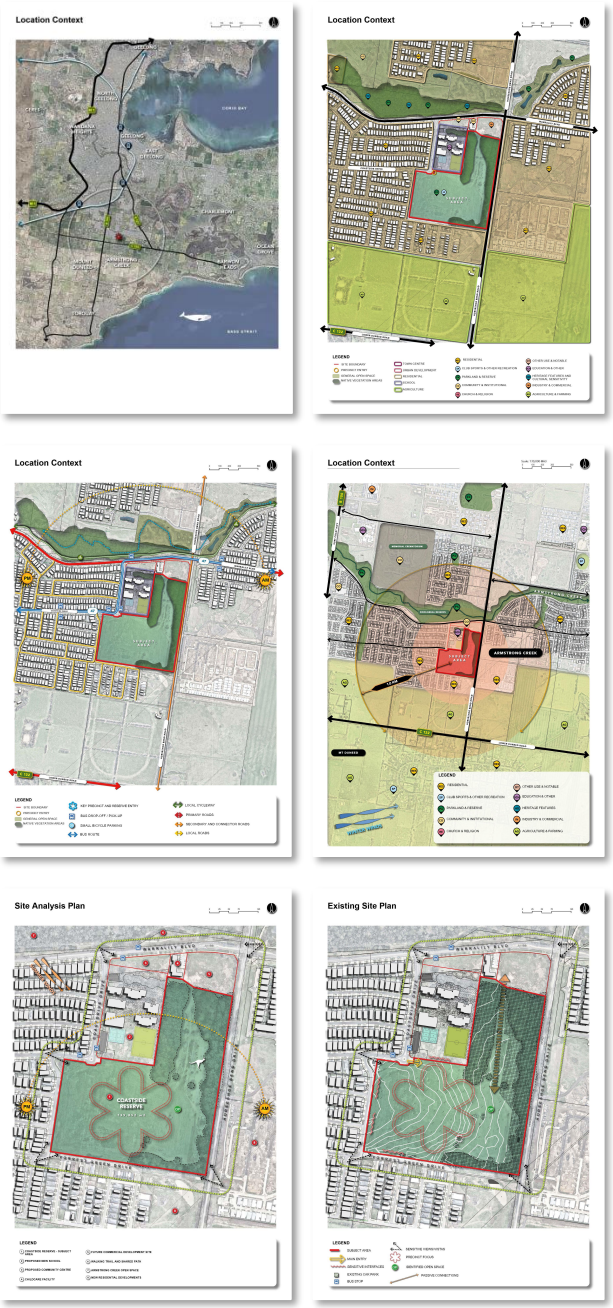


Figure 5. Site analysis and context images.

SITE CONTEXT

LOCATION AND ACCESS

The Coastside Drive Recreation Reserve is located on Wadawurrung country, situated at 530 Horseshoe Road in the growth area of Armstrong Creek in Greater Geelong. The area has been previously known as Bloinks Paddock after the family who owned the farming land that the site is built on.

The reserve is within a three-minute drive (2km) of the Surf Coast Highway (B100) and a ten-minute drive (11km) of the Princes Freeway/Geelong Ring Road (M1). The reserve is almost 12km by road south of Geelong's central business district.

URBAN CONTEXT

Coastside Drive Recreation Reserve is a greenfield site with a total area of approximately 13.5 hectares. The site is owned by the City of Greater Geelong and is zoned as an Urban Growth Zone with the primary function being for active recreation as determined in the Armstrong Creek East Precinct Structure Plan.

Within a one-kilometre radius of the reserve, there are several residential areas indicating a high percentage of residents within walking distance, highlighting the importance of pathways and pedestrian access.

EXISTING SITE

The land title that includes Coastside Drive Recreation Reserve (surrounded by Warralily Boulevard, Horseshoe Bend Road, Forrest Green Drive, Iris Loop and Coastside Drive) is predominately undeveloped (at the time of developing this report).

The only development that has been completed is the childcare and kindergarten centre to the north of the reserve. A new primary school, with the working title of Warralily Park Primary School and the Bloinks Community Hub are set to open for the 2026 school year.

More detailed site contextual analysis is provided in the appendices.

CURRENT SITE CONDITIONS

The site is a relatively flat open space with large areas of vegetation in the northern and eastern sections of the reserve. The areas of sensitive vegetation surrounding the boundaries are protected by fencing and cannot be developed or impeded on.

The large area in the centre of the site is suitable for sports fields and will provide adequate space to incorporate sufficient car parking, pedestrian walkways and additional landscaping. The roundabout and entry location (picture 4) has already been developed to provide the only vehicular access point.

The trail and pathway running from north to south (pictures 8 and 10) will provide a logical connection point from the existing Warralilly Boulevard pedestrian pathway through to the fields of play.

The space behind the existing childcare (picture 7) is a pocket of the reserve that has no through access and limited recreational opportunity so will need to be carefully considered with the master plan principles.

Legend

1) The open grassed area that is suitable for the fields of play.
2) The southern fence of the primary school to the north.
3) Vegetation in the centre of the reserve.
4) The roundabout and site access road.
5) The tree on the most west corner near the proposed play space.
6) The collection of trees running south to north with the potential for a nature walking trial.
7) The space behind the existing childcare centre.
8) Potential pathway that runs from north to south in between the native vegetation areas.
9) Northern access point.
10) Trail entrance and native tree areas.





ENVIRONMENTAL CONSIDERATIONS

The following map is from the *Native Vegetation Protection Plan* (NVPP) for the Coastside Drive Recreation Reserve. There is a large tree that sits to the north of the sensitive vegetation on the south-west boundary of the reserve. This tree is protected under the NVPP and has been considered of high value, as such the design team will endeavour to retain this tree.

The tree is a E.camaldulensis that has a diameter at breast height (DBH) of 1.34 metres. This size of DBH requires any development to occur outside of a 15-metre radius of this tree.

Within the developable area on the site, there are some existing trees that will need to be considered in the planning stages. The two trees located in the middle of the open space are likely to require removal as part of this master plan to provide adequate space for the fields of play. These trees were not identified for retention under the Native Vegetation Protection Plan (NVPP).



Figure 6. Native Vegetation Protection Plan (NVPP) for the Coastside Drive Recreation Reserve.

STORMWATER

As part of the technical investigations supporting the master plan, a stormwater assessment is being undertaken for the Coastside Drive Recreation Reserve. This assessment includes a review of the precinct's existing stormwater strategy and an evaluation of the proposed master plan's alignment with that strategy.

Specifically, it will identify whether any additional stormwater quality or quantity treatments are required to meet best practice environmental management and relevant stormwater standards.

Stormwater flow impacts from the growth area entering downstream saline dependant environments at Sparrovale Wetlands reserve have the potential to cause significant ecological decline.

Capturing treated stormwater from the adjoining network can assist in reducing the volumes of stormwater flowing downstream and alleviate some of these pressures. Any opportunity to reduce these impacts will be explored through the master plan.

TECHNICAL STUDIES AND IMPLICATIONS

SITE FEATURE SURVEY

During this project, a site feature survey was conducted to assess the existing site conditions.

The site has gradual contour variations sloping towards the west of the reserve. This flat topography will provide a good foundation for planning sporting fields and the proposed pavilion.

There are existing utility markers, (i.e. electrical pits and Telstra), that could streamline the integration of essential services for the future facilities.

There are no clearly identifiable concerns regarding site conditions that will impact the master plan.

CULTURAL HERITAGE

As part of the site analysis of Coastside Drive Recreation Reserve, a cultural heritage due diligence assessment was undertaken by a certified archeologist.

Based on the review of the approved Cultural Heritage Master Plan (CHMP), it is recommended that:

- The City and its partners proceed with construction of the proposed Coastside Drive Recreation Reserve in accordance with the ACDC CHMP (Whincop and Feldman, 2011). No further cultural heritage approvals are required.
- The City and its partners must keep a copy of the approved CHMP on-site during construction and make it readily available to all construction personnel.
- In the event that Aboriginal cultural heritage is uncovered during the proposed development, work must cease and the contingencies in the CHMP for any such discoveries would apply.

POWER SUPPLY

A power supply assessment is being undertaken to evaluate the future electrical demand of proposed infrastructure at the Coastside Drive Recreation Reserve.

The assessment involves estimating usage requirements against the site's existing power supply capacity, based on key components identified in the draft master plan. These include an all-electric pavilion, sports field lighting (assumed across eight towers), an outdoor BBQ area, and any other electrical infrastructure proposed through the planning process.

This analysis will help determine whether upgrades to the existing supply are needed to support the precinct's future needs.

ACCESSIBILITY CATCHMENT ANALYSIS

The following maps outline the 5, 10 and 15-minute drive-time and walking catchments for the Coastside Drive Recreation Reserve and the number of residents that have access to the facility. The tables below indicate the amount of people and dwellings that fall within each drive-time catchment, as well as the percentage of the population that reside in these catchments.

DRIVE-TIME CATCHMENT

The reserve has good accessibility to 73,448 people (27 per cent), as well as a sizeable number of residents from Torquay (in the Surf Coast Shire) – the accessibility and connectivity with key road networks Horseshoe Bend Road and Warralily Boulevard will make the reserve a desirable location for residents beyond the local 5-minute catchment. Therefore, this reserve will need to provide facilities that can cater for higher levels of utilisation, provided the greater percentage of the population that is within a 15-minute drive.

WALKING CATCHMENT

The 15-minute catchment is currently reaching 3,001 people and 1,055 dwellings, however with the growth that will occur within this precinct over the coming years, the reserve will need to cater for more residents and provide more accessibility options for the future.

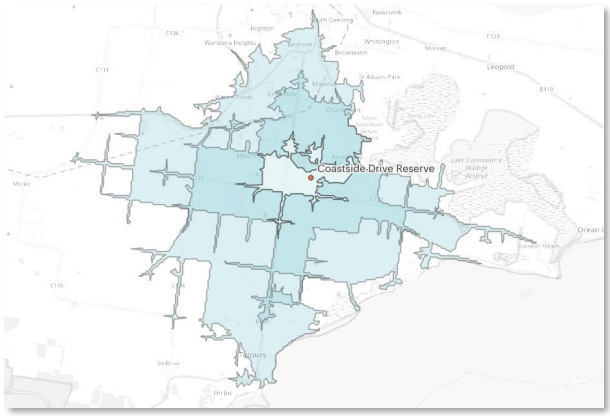


Figure 6. Drive-time catchment analysis of Coastside Drive Recreation Reserve.



Figure 7. Walking catchment analysis of Coastside Drive Recreation Reserve.

Catchment	Drive-Time			Walking		
	Dwellings (#)	Population (#)	Population Catchment (%)	Dwellings (#)	Population (#)	Population Catchment (%)
5-minute	2,877	8,229	3%	233	630	0%
10-minute	10,088	26,628	10%	721	2,041	1%
15-minute	30,896	73,448	27%	1,055	3,001	1%

DEMAND ANALYSIS

SPORTING FIELD PROVISION

A sporting field provision analysis was conducted to identify and validate the key gaps in sporting field provision in the ACEPSP and broader Armstrong Creek Growth Area.

The City's standard provision ratios are outlined in the *City of Greater Geelong: Social Infrastructure Plan - Generation One 2020-23*. These were used as a starting point with further benchmarking and analysis completed to assess and validate them. This included benchmarking against 12 Local Government Authorities, State Sport Association (SSA) strategic plans, Geelong Regional Alliance and local sport strategies and engagement with and review of SSA local participation data.

The research and benchmarking has indicated little change is required from the provision standards outlined in the *Social Infrastructure Plan - Generation One 2020-23*. The ratios on the right-hand side illustrate the provision of each sporting asset relative to the population size that were used in this analysis.

Aus. Rules Football
1 oval per 5,000 people

Baseball/Softball
1 diamond per 40,000

Cricket
1 oval per 4,000

Athletics
1 track per 100,000

Soccer/Football
1 pitch per 5,000

Tennis
1 court per 3,000

Rugby
1 pitch per 80,000

Netball
1 court per 4,000

Hockey
1 pitch per 100,000

Bowling
1 green per 40,000

Provision Review Considerations

For the Armstrong Creek Growth Area, the analysis indicates an existing demand for facilities across multiple sports with significant gaps in the provision of soccer, tennis and cricket facilities.

Planned provisions compared with ABS Population projections

The following table represents the current and future provision requirements of sporting fields for the broader ACUGA.

	Aus. Rules Oval	Cricket Oval	Soccer/ Football Pitch	Rugby Pitch	Hockey Pitch	Baseball/ Softball Diamond	Athletics Track	Tennis Court	Netball Court	Bowling Green
Current Provision	3.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	0.0
Benchmark Provision Today	4.4	5.5	4.4	0.3	0.2	0.5	0.2	7.3	5.5	0.5
Provision Gap Today	-1.4	-2.5	-4.4	-0.3	-0.2	-0.5	-0.2	-7.3	-1.5	-0.5
Benchmark Provision in 2046	12.2	15.3	12.2	0.8	0.6	1.5	0.6	20.4	15.3	1.5
Provision Gap in 2046*	-9.2	-12.3	-11.2	-0.8	-0.6	-1.5	-0.6	-20.4	-11.3	-1.5

*If planned sporting facilities were not delivered.

PLAY SPACE PROVISION

The Developer Contribution Plan identifies a play space to be delivered at this location. It is proposed that a district open space is included within the master plan for the site to complement the existing passive open space offerings in the local catchment area.

District open spaces are larger spaces which typically provide for sport and community use. They attract a wide range of user groups for different purposes and activities and can accommodate a variety of uses simultaneously. They service several neighbourhoods and are destinations which people are often willing to travel to for recreation.

Items that are typically included in a district passive open space include: an all abilities play space for infants, children and teens; BBQ(s); bicycle racks; concrete paths; drinking fountain(s); an irrigated lawn area; parking; picnic tables and seating; public art; public toilets in the community pavilion; rubbish bins; shade trees and planting.

There are five district level open spaces within the ACUGA – these have been mapped below with a 1km radius.

- 111 Unity Drive, Mt Duneed – delivered.
- 452A Barwarre Road, Armstrong Creek.
- 2-22 Kennard Grove, Charlemont – delivered.
- 530 Horseshoe Bend Road, Armstrong Creek.
- 50 Buchanan Blvd, Armstrong Creek – delivered.



Figure 8. The existing district play space provision surrounding the Coastside Drive Recreation Reserve.

SPORT AND RECREATION TRENDS

AusPlay is the Australian Sports Commission's annual survey of participation, collecting data on over 600 different sports and activities in Australia and provides estimates of both casual and organised participation combined. The diagram below is an extraction of the 2023-24 AusPlay data for Victoria for the top 10 outdoor sports and activities.

AusPlay data for Victoria highlights that recreational walking is by far the most popular physical activity, with nearly 3 million participants. This is followed by swimming (1.03 million), running/jogging (974,147), and bush walking (869,529), indicating a strong preference for informal, self-directed outdoor activities.

Organised sports such as soccer/football (400,695 participants) and cricket (209,987 participants) have comparatively lower participation rates than the informal activities but still represent important structured sports with strong community engagement.

The master plan will need to balance the integration of structured and unstructured infrastructure to cater for the community demand in both areas.

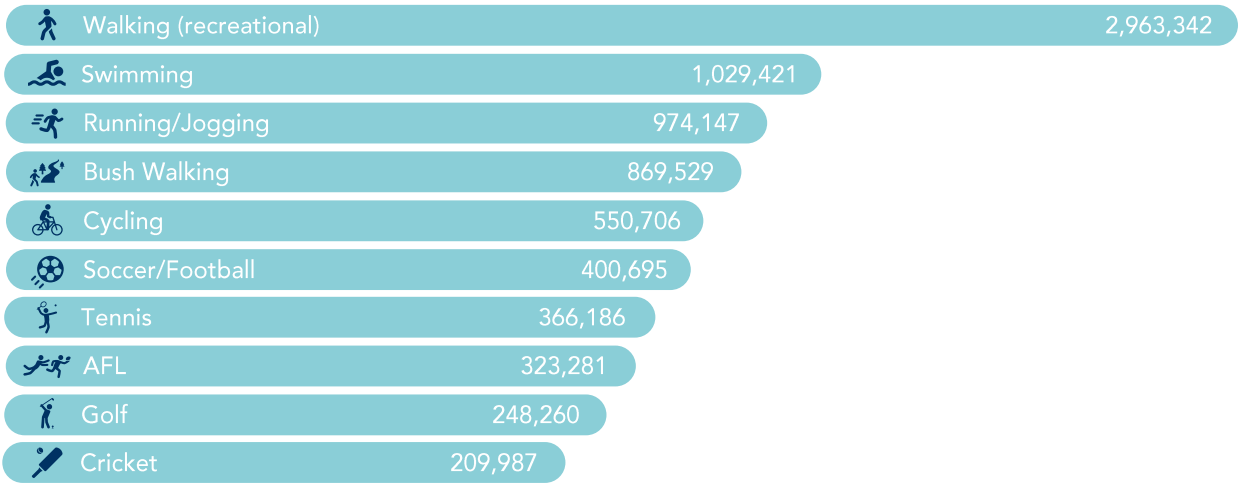
Sport and Recreation Trend Considerations

Based on current sport and recreation trends in Victoria, there is a clear preference for accessible, low-cost, and informal physical activities. Walking (recreational), swimming, jogging, and bush walking dominate participation rates.

For the Coastside Drive Recreation Reserve, this trend highlights the importance of integrating infrastructure that supports informal, unstructured activity—such as walking paths, shared trails, open spaces, and multi-use areas.

Facilities should cater to diverse users of all ages and abilities, ensuring that recreation opportunities are inclusive, flexible, and reflective of how the local community chooses to be active.

AUSPLAY 2023/2024 VICTORIA – TOTAL PARTICIPANTS



MASTER PLAN

KEY RECOMMENDATIONS

Throughout the master planning process, the detailed site analysis, stakeholder engagement, and strategic planning activities have each contributed to the following key recommendations. Each recommendation responds to identified community needs, projected population growth, spatial opportunities, and broader recreational trends.

The master plan proposes delivery of soccer fields in lieu of Australian Rules football fields as well as the omission of bowling greens and netball courts that were proposed in the PSP. Due to the impact of the native vegetation, the site does not have the capacity to appropriately cater for the facilities that were proposed in the PSP. The omission of bowling greens and change to soccer fields is also strongly supported by the sports provision analysis which demonstrates an existing over provision of bowling greens and an under provision of soccer facilities.

The master plan can be found on the following page that incorporates all of these recommendations.

KEY RECOMMENDATIONS		KEY PRINCIPLES
1.	Deliver a district level play space for children of all ages – teens, infants and toddlers, and a sheltered barbeque and picnic area.	
2.	Include a car park of approximately 150 spaces.	
3.	Construct two senior soccer fields overlaid with a cricket oval, on the western side of the reserve.	
4a.	Construct two senior soccer fields to the east of the pavilion.	
4b.	Plan for potential future development of a cricket oval to be overlaid across two proposed senior soccer fields on the east of the pavilion should demand necessitate.	
5.	Build a new multi-purpose sports pavilion.	
6.	Designate a space for potential installation of future cricket nets.	
7.	Integrate a shared pathway running through the entire reserve.	
8.	Investigate the opportunity to incorporate a nature trail that winds through the existing native tree areas.	
9.	Investigate opportunities for revegetation and ecological remediation.	

Draft Master Plan

0 25 50 75 125



MASTER PLAN ELEMENTS

MULTI USE FIELDS

Two areas for multi-use fields of play are being proposed for the reserve. It is anticipated that the fields' primary use will be for soccer/football helping to establish a hub for a local soccer/football club in the reserve. Four senior-sized soccer/football pitches can fit within the spaces as pictured. The fields could also be used for other rectangular field sports in the future.

With an allowance for cricket pitches to be placed in between the rectangular fields, the area can accommodate two senior-sized cricket ovals in the warmer months.

The design of the fields of play areas allow for variable dimensions to cater for a range of competition levels. Sports lighting is proposed to meet Football Victoria and Australian Standards. Locations shown are indicative only and will be developed in future design stages.

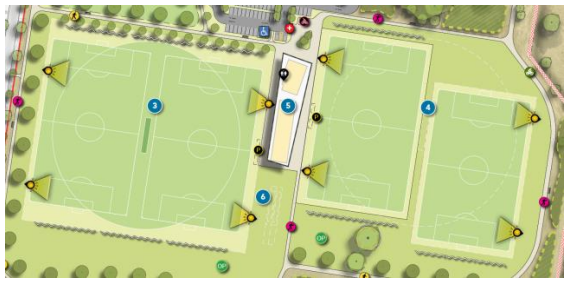
All fields of play will be surrounded by walking paths and will be easily accessible from the car parking area and a central pavilion.

PAVILION

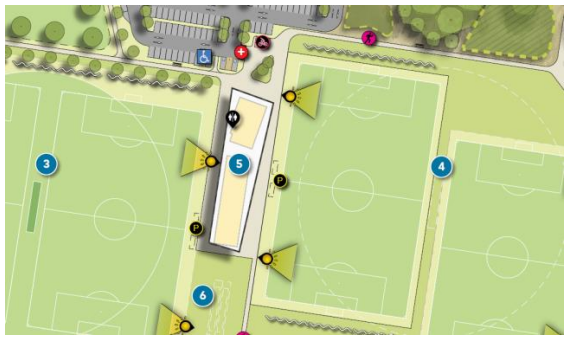
A pavilion is proposed to be placed in between the two fields of play areas and adjacent to the car parking area.

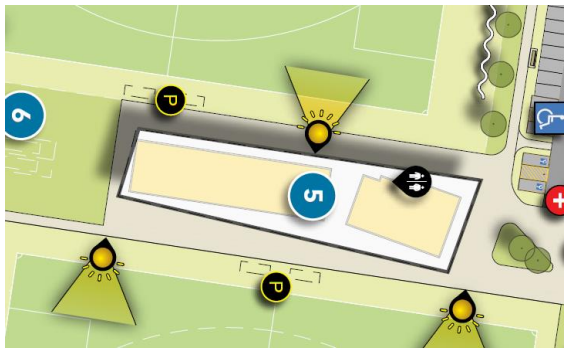
The new pavilion will provide a range of amenities as would be expected by the key stakeholders for the sports that will use the fields of play, including change rooms for players and officials; club/meeting rooms; public toilets; canteen and basic kitchen facilities; storage areas, undercover viewing areas and social spaces.

The pavilion will be a central hub within the reserve and will provide space for community meetings and activities when not being used for sporting-related activity.









MASTER PLAN ELEMENTS

PLAY SPACE

A district level play space area is proposed for inclusion at the north-western edge of the reserve, placing it in close proximity to the car parking area, the public facilities (in the pavilion), the primary school and neighboring residences on Iris Loop and Coastside Drive.

The play space will cater for children of all ages and abilities with a variety of play activities and experiences. This area will also include covered shelters and BBQs, while also providing seating and shaded areas. Public toilets will be located at the sports pavilion.



WALKWAYS

Several walkways will connect the different facilities within the reserve while also providing easy active throughfares between neighbourhoods, the reserve, the primary school, childcare centre and the proposed commercial and community centres.

Within the reserve, the walkways will surround the fields of play while providing connections to the central pavilion, play space, car parking area and provide opportunities for beautiful tree-lined walks on a long north-south corridor and along the western and southern sides of the reserve.

A 2.5-metre-wide shared bicycle and pedestrian path is proposed to run from the north to the south through the reserve to connect with the broader shared path network on Warralily Boulevard and Horseshoebend Road.



MASTER PLAN ELEMENTS

VEHICULAR ACCESS AND PARKING

The primary vehicular access point will be from Coastside Drive on the western side of the reserve. The access road will stem from a roundabout on Coastside Drive and run adjacent to the primary school.

The access road will connect to a proposed car parking area which could accommodate up to 150 vehicles and provide easy access to the play space, pavilion and fields of play.



NATURAL VEGETATION

There is significant protected native vegetation extending around the eastern and parts of the southern boundary and it is planned that these areas will not be developed or impeded on.

There is an opportunity for some revegetation along with continued protection of the native flora.

An inter-linked public open space and path network can build on the existing landscape character while protecting the areas of native vegetation retention and protection.

The master plan is proposing to investigate the opportunity for a nature walk through the existing trees indicated at number 8. The proposal will need to consider understory and tree protection zones to inform the location at the detailed design phase.

The reserve will look to plant several new trees and vegetation with a goal of increasing the tree canopy and the amount of shade around the reserve.

Underground stormwater reuse systems are being considered for detailed design and costing.



APPENDICES

LITERATURE REVIEW

The following documents provide a broader context for this masterpPlan and ensure that it aligns with our process and planning. We have reviewed several others that can be found in this section.



Each document has been critically reviewed to provide an initial summary of the document, as well as the key insight for consideration.

Our Community Plan 2021-25

(This Plan is currently under review and will be endorsed in June 2025).

The Community Plan and Public Health and Wellbeing Plan are delivered as a joint document that outlines the vision, strategic direction and health and wellbeing priorities of the community. The plan will ensure that we stay responsive to the community's evolving needs and priorities.

The plan outlines the strategic directions to becoming a clever and creative city-region:

- Healthy, caring and inclusive community.
- Help our community, recreation groups and volunteers to prosper and grow.
- Provide facilities that foster and facilitate positive health and wellbeing outcomes.
- Sustainable growth and environment.
- Deliver best-practice Environmentally Sustainable Design principles and vibrant neighbourhoods.
- Achieve carbon neutral in all City-managed operations by 2025.
- Strong local economy.
- High-performance Council and organisation.
- Deliver on our community's most important needs for infrastructure and services.
- Create a more efficient and effective organisation.
- Focus on financial sustainability.

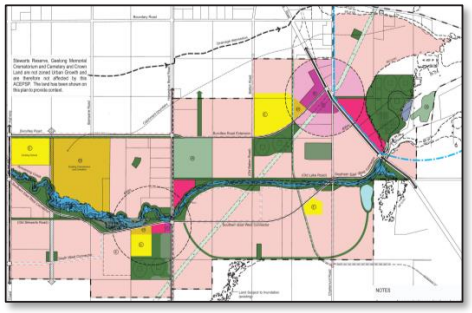
The master plan will reflect our focus on promoting active lifestyles and physical activity through their facilities, whilst becoming carbon neutral and reducing emissions for infrastructure and these ideals will need to be considered in the drafting of the master plan.

Armstrong Creek East Precinct Structure Plan

The key information relating to the Armstrong Creek East Precinct Structure Plan (ACEPSP) has been detailed throughout this report. We have provided a summary of the PSP and its area, as well as the vision for the precinct.

A precinct structure plan is the planning mechanism used to plan for new urban development together with the infrastructure and services required by its future community. This PSP is in relation to the Armstrong Creek Urban Growth Area (ACUGA) and more specifically the Armstrong Creek East Precinct (ACEP) that sits within this growth area.

The ACEPSP covers approximately 794 hectares, bounded by Surf Coast Highway (west), private properties to the north of Lower Duneed Road (south), Hospital Swamp (east) and the edge of private properties situated between Burvilles Road and Boundary Road (north).



The vision for the ACEP will be:

- An inter-linked public open space and path network and public open space nodes that build on the existing landscape character while protecting the biodiversity in habitat conservation areas and through native vegetation retention and protection.
- Transport and movement systems planned from the outset to facilitate the ability to move about safely by walking and cycling to promote healthy activity, energy conservation and social interaction and, in a coordinated planning manner, to provide for essential vehicle traffic.
- Human-scale facilities including a 'main street' neighbourhood activity centre and a range of other planned and co-located community facilities that are accessible safely by all means of transport and from throughout ACEP and beyond.

The PSP identifies the delivery of two football/ cricket ovals, two netball courts, two bowling greens and a pavilion. The master plan will need to consider the capacity of the site, including the impact of the native vegetation, to appropriately cater for facilities that are proposed in the PSP (along with consideration of the provision analysis).

To ensure that the Coastside Drive Recreation Reserve aligns with the vision of the ACEP, the master plan will also need to incorporate public pathway networks that connect existing access points and community facilities to the reserve. This will promote healthy, physical activity and social interaction, as well as reduce the reliance on vehicular traffic.

Armstrong Creek East Precinct Development Contributions Plan

The *Armstrong Creek East Precinct Development Contributions Plan* was developed to support the funding of infrastructure in the Armstrong Creek East Precinct (ACEP) and set out a long-term framework in relation to:

- Land use (such as residential development of varying densities, open space and community facilities).
- Transport (such as the road network, collector roads and proposed public transport).
- Activity centres (e.g. community and commercial facilities).
- Open space (passive and active), waterways and environmentally sensitive areas.

This is not the sole source of funding for all infrastructure in the precinct. The full range of infrastructure identified will only be delivered if infrastructure is provided by a variety of funding sources.

Many components of the Coastside Drive Recreation Reserve are included within the developer contribution plan - shared trails, active and passive open space, playground and the community pavilion.

Estimated project costs are determined in the DCP and indexed annually.

The master plan will need to take the budgetary costs into consideration for the implementation planning phase.

Sports Facility Development Guide

The *Sports Facility Development Guide* sets out the different levels of facility provision for sport open space and the facility standards required by us for the growth areas.

The guide aims to:

- Provide the community with local access to places and spaces where they can achieve health and wellbeing aspirations through, physical activity and social connectedness.
- Provide places and spaces where people feel safe, supported and respected, where they can participate free from discrimination and fear of violence.
- Plan, design and deliver places and spaces where people of all ages can participate in physical activity together.
- Maximise the flexibility of facilities through inclusive design which promotes active leisure by the whole community including people of varying ages, interests, gender, identities, abilities and cultures.
- Provide facilities that are flexible, multi-use and shared by a range of users to maximise use of limited spaces.
- Ensure facilities are fit for purpose, compliant, economically sustainable and maximise principles of Environmentally Sustainable Design (ESD) to achieve a balance between functionality and sustainability.
- To undertake careful planning and design to address the community access to a range of activities and diversity of opportunities to be healthy and active.

The guide provides standard specifications for regional and district level facilities for each sport. As the Coastside Drive Recreation Reserve is a district level facility, we have provided the detailed specifications for the relevant sports are provided in an appendix.

The master plan will need to prioritise sporting infrastructure that has a flexible and inclusive design and promotes physical activity and social connectedness.

Armstrong Creek Sports Development Plan

The *Armstrong Creek Sports Development Plan* outlines how sport and associated partners can make a positive contribution towards delivering an active and healthy community. It builds on the historical commitment and grows our involvement in sport to progress and develop its new communities.

The vision as outlined in this plan for Armstrong Creek is 'a residential development that meets the highest standards of sustainable living.'

In alignment with this vision, this plan identified the following four priority areas as having the greatest impact on the planning, development and delivery of sport across Armstrong Creek.

Participation
Ensure the right mix of programs are planned and delivered for the community, whilst balancing development, competition and participation needs.

Management
Understanding the needs of the local community and to match them with the requirements of sport, in addition to delivering quality infrastructure and managing it in a welcoming, shared and flexible way.

People
Understanding the local community, who they are (now and in the future) and how they will connect with sport in the local area.

Delivery
Securing sport, government and community resources, aligning objectives, integrating existing systems and accessing enough resources (financial and human) to create a sustainable sports development model for the local community.

The master plan needs to ensure well planned facilities, in consultation with relevant stakeholders to ensure the above principles are met.

Fair Play Strategy (2017)

(The Fair Play Strategy is currently under review.)

This document provides the fees and charges framework for use of community assets and clarity around the standard provisions and levels of service to be consistent across the region.

The City currently own, manage and maintain 1,700 hectares of open space and $85 million in sport and recreation facilities and assets. These facilities and assets are home to 300 clubs and community groups.

Our renewal gap in 2017 was $197 million over the next 20 years, whereby $121 million is contractually obligated infrastructure in planned growth areas.

The aim of the strategy was to gain a clear understanding of the cost of sport and recreation to us and participants, the subsidy required to support healthy communities and physical activity, and the capacity of clubs and community groups to pay for facility use.

The master plan will need to consider that any new tenants will have a cost associated with their activities and also consideration to the provision of facilities aligns with fair play.

Fair Access Policy (2024)

This document addresses known barriers experienced by women and girls in accessing and using community sports infrastructure.

The policy aims to progressively build the capacity and capabilities in identifying and eliminating systemic causes of gender inequality in policy, programs, communications, and delivery and allocation of community sports and recreation infrastructure.

We have previously identified a need to improve participation for all genders and abilities, in its *Fair Play Strategy*. A *Fair Access Policy* is required focusing on infrastructure, programs and governance.

Whilst key findings from the *Greater Geelong Sport and Recreation Census* (2023) show encouraging trends across:

- 95 per cent of all sports facilities are used for training, events or games for all genders.
- 91 per cent of clubs have women coaches, managers and administrators.
- 84 per cent of clubs report women and girls' results and achievements.

Other indicators from the census support the research that more support is needed to reverse the lower levels of participation and barriers experienced by women and girls, trans and gender diverse people:

- Sports participation rates among girls (22 per cent) are lower than boys (37 per cent).
- Sports participation rates among women (16 per cent) are lower than men (24 per cent).
- 30 per cent of change rooms are gender neutral.

The *Fair Access Policy*, together with the *Fair Access Action Plan* aim to facilitate greater equitable access and allocation of community sport and recreation infrastructure in Greater Geelong.

The policy framework aligns with the State Government's six guiding principles and commitments under the Fair Access Policy Roadmap – two of the six principles relate to infrastructure.

Principle 1 – Infrastructure
Commitment – Community sports and active recreation infrastructure are genuinely welcoming, safe and inclusive.

Principle 3 – Allocation and Scheduling
Commitment – Women and girls will have fair access to and use of community sport and recreation infrastructure which is of the highest quality, at the most convenient location and times and includes new opportunities and sports.

The master plan will need to consider that any new infrastructure is welcoming, safe, inclusive and of a high quality.

Sustainable Communities Infrastructure Guidelines (2016)

The document is intended to facilitate the development of Sustainable Communities through quality planning, design and construction of infrastructure. The infrastructure guidelines are split into the following areas, where relevant components to this project have been provided:

- Transport and Movement.
- Landscape and Streetscape (park and street planting, turf and planting preferences, and weed management).
- To make open space contribute to the health of the local community.
- Water Management.
- Sport, Recreation and Open Space (sporting open space, and pavilions and built infrastructure).
- Protect and enhance the natural and cultural environments.
- Open spaces that ensure conservation and heritage values are retained.
- Social and Community Facilities.
- Environment and Biodiversity

Infrastructure and/or developments should be designed so that:

- They remain viable under the widest range of probable climate futures.
- They can be implemented within planned budgets or refer to sufficient evidence to justify budget/revenue increases.
- They incorporate flexible features and preserve options.
- Due consideration is given to systematic interdependencies when considering climate impacts.

The master plan will need to ensure that facilities not only meet minimum requirements but provide a high quality, equitable and sustainable offering to the local community.

Opportunities for passive recreation, as well as active sporting tenants will need to be discussed.

Social Infrastructure Plan – Generation One 2020-2023

This document aims to ensure that future decision making and investment in community infrastructure is clear, equitable and based on evidence of need. The plan brings together all our social infrastructure strategies, plans, needs, priorities and responses.

Generation One of the *Social Infrastructure Plan* covers the following social infrastructure networks: 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, cycling and trails, and public toilets.

The key focus areas of the plan are:

- Improving access and connectivity.
- Empowered and informed.
- Intergenerational and adaptive.
- Place based and fit-for-purpose.
- Addressing our ageing and obsolete infrastructure.
- Bridging the difference in service provision across sectors and locations.
- Contemporary systems and data.

The outdoor sport and recreation social network will be vital for this project, identifying the following four key focus areas:

- Focus on building capacity and capability across the existing network.
- Align maintenance programs and budgets to meet agreed service levels.
- Contemporise and undertake holistic planning and policy development.
- Ensure adequate resource alignment to enable and service growth and new projects.

The master plan will need to ensure that proposed facilities not only meet the minimum requirements but provide an equitable and sustainable offering to the local community.

Urban Forest Strategy (2015-25)

The *Urban Forest Strategy* expands on the concept of enhancing the public and private tree population, where the sum of trees and vegetation is the urban forest. The strategy provides a vision for the urban forest of 'Geelong will be a cool green city for the future.'

Four objectives to achieve the vision:

To green the city
Increase tree planting and associated vegetation in prioritised locations.

To cool the city
Increase canopy cover, increase use of smart water sensitive urban design and an increase in landscape permeability.

To engage the city's community and build regional partnerships
More community activities: tree planting, arts and culture activities, use of social media, working with partners to improve and enhance tree planting projects.

To demonstrate best practice urban tree management
Develop a complete set of technical guidelines for urban tree management and offer training and upskilling where needed.

The key opportunities for providing a healthier and more dynamic urban forest are:

- 45,000 existing vacant nature strips in our streets.
- Developing tree lined entrances to our city.
- Thousands of tree planting locations across Geelong's open space network.
- Improving the quality of streetscapes and open space in urban growth areas.
- Planting more indigenous trees in wetland reserves and conservation areas.

The master plan will be required to conserve the existing forestry and landscape in its planning. The reserve will need to integrate sufficient trees and vegetation to work towards the goal of increasing the tree canopy to 25 per cent over a 30-year period across Geelong.

Armstrong Creek East Native Vegetation Protection Plan

Purpose

In accordance with clause 52.16 of the City of Greater Geelong Planning Scheme, the purpose of this plan is to:

- To make open space contribute to the health of the local community and to provide an experience and landscape that creates opportunities.
- Specify the native vegetation to be protected and the native vegetation that can be removed, destroyed or lopped.
- Ensure that areas set aside to protect native vegetation are managed to conserve ecological values in accordance with the Armstrong Creek East Precinct Structure Plan (ACEPSP).
- Set out the works or other necessary actions to offset the removal, destruction or lopping of native vegetation.
- Streamline the planning approvals process through a landscape approach to native vegetation protection and management.

Vegetation Protection Objectives to be Achieved

1. Provide for the protection of native vegetation within the landscape that recognises the conservation significance of native vegetation in accordance with Victoria's Native Vegetation Management – A Framework for Action (the Framework) (DNRE 2002).
2. Be consistent with and complement the desired outcomes of the ACEPSP.
3. Ensure that appropriate biodiversity outcomes are achieved through the retention of specified native vegetation, habitat enhancement and waterway protection.
4. Support the provision of Public Open Space (POS) and dedicated conservation areas that avoid vegetation loss, minimise impacts and enhance native vegetation protection through the precinct.

SITE CONTEXT MAPS

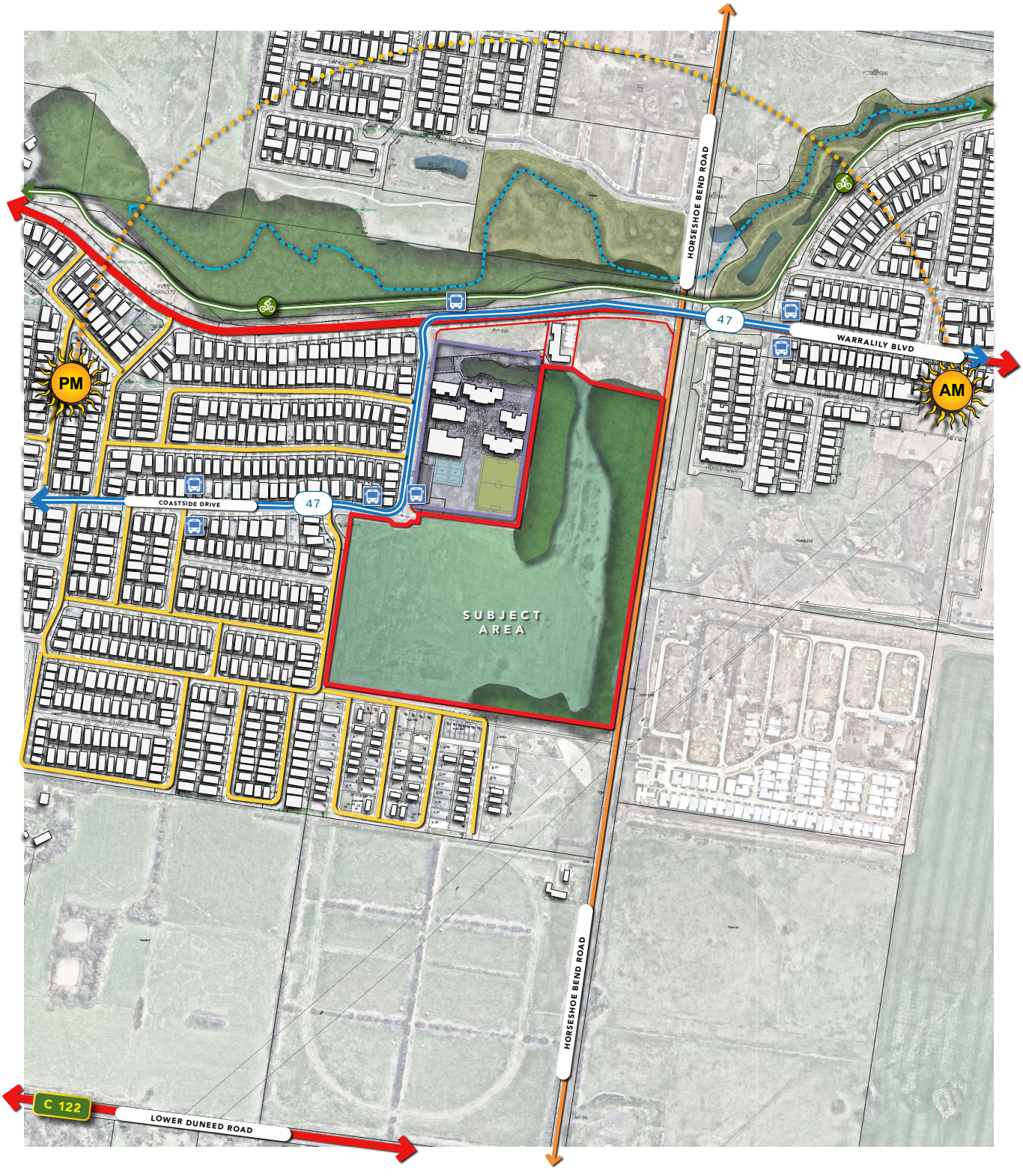
Location Context



Location Context



Location Context

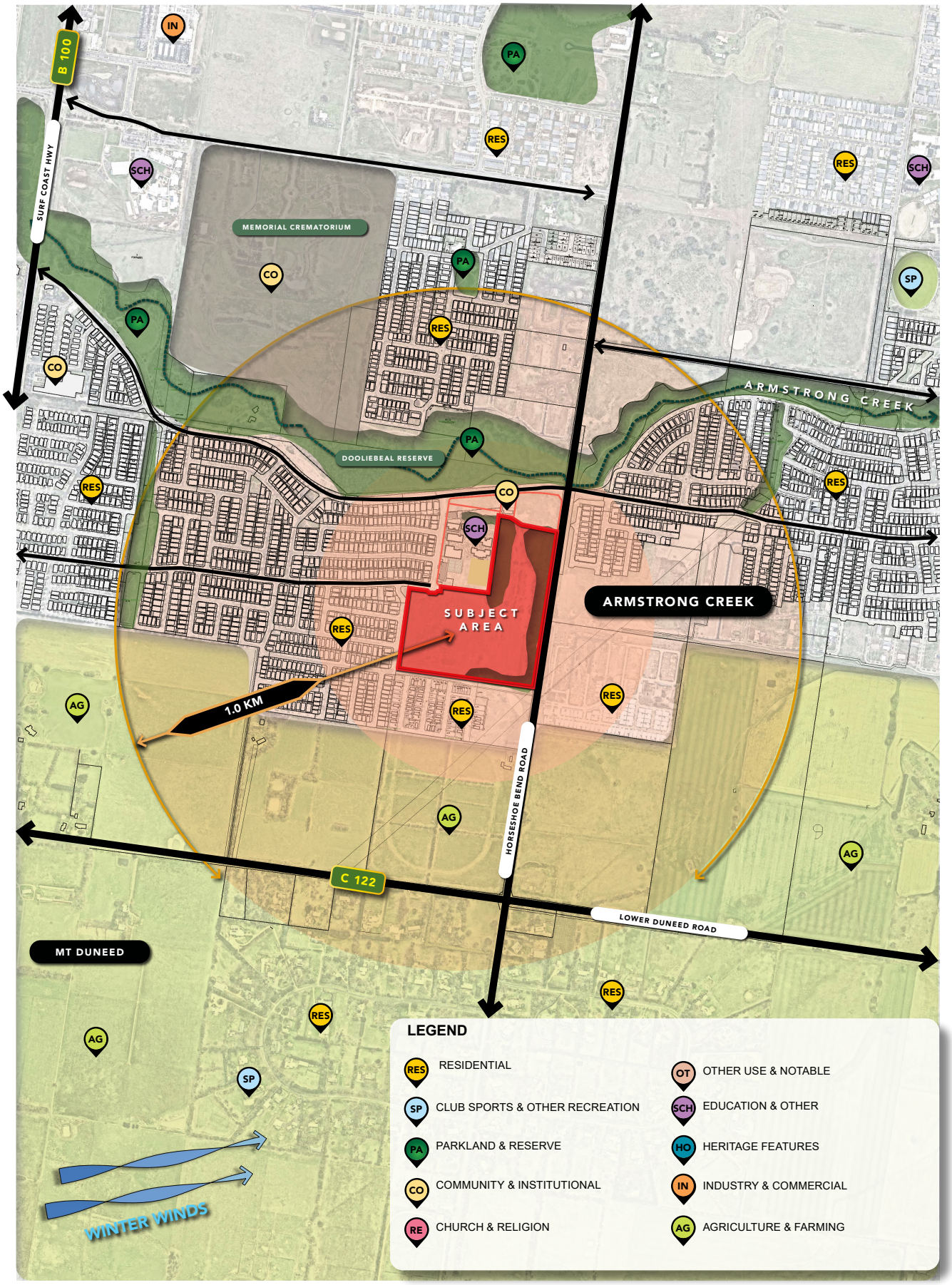


LEGEND

- SITE BOUNDARY
- PRECINCT ENTRY
- GENERAL OPEN SPACE
- NATIVE VEGETATION AREAS
- KEY PRECINCT AND RESERVE ENTRY
- BUS DROP-OFF / PICK-UP
- SMALL BICYCLE PARKING
- BUS ROUTE
- LOCAL CYCLEWAY
- PRIMARY ROADS
- SECONDARY AND CONNECTOR ROADS
- LOCAL ROADS

Location Context

Scale: 1:10,000 @A3
0 100 200 300 500



Site Analysis Plan



LEGEND

1. COASTSIDE RESERVE - SUBJECT AREA
2. PROPOSED NEW SCHOOL
3. PROPOSED COMMUNITY CENTRE
4. CHILDCARE FACILITY
5. FUTURE COMMERCIAL DEVELOPMENT SITE
6. WALKING TRAIL AND SHARED PATH
7. ARMSTRONG CREEK OPEN SPACE
8. NEW RESIDENTIAL DEVELOPMENTS

Existing Site Plan



CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
Wurrik Nyal
137-149 Mercer Street
Geelong VIC 3220
8.00am-5.00pm

© City of Greater Geelong 2025

LATEST NEWS:
@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

2.9. Proposed Road Discontinuance and Sale of Land De Stefano Drive North Geelong

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To advise Council of the outcomes of community engagement on the proposed road discontinuance and sale of land at De Stefano Drive, North Geelong.

Background

2. Multicultural Aged Care Services (MACS) is an integrated aged care facility in Weddell Road, North Geelong.

3. The City agreed to sell land to MACS, commencing with a Council resolution at a meeting on 13 December 2011, including the road discontinuance and sale of De Stefano Drive, and the subdivision and sale of part of the abutting reserve.

4. The statutory process to discontinue De Stefano Drive, North Geelong and the sale of the land within the road reserve measuring approximately 1,856m2 and adjacent land measuring approximately 2,876m2 commenced in 2011. However, the process was not finalised, and due to changes to the *Local Government Act 1989 & 2020*, during this time, it is recommended that the statutory process is recommenced.

Key Matters

5. Council endorsed the commencement of the statutory process in accordance with section 223 of the *Local Government Act 1989*, section 114 of the *Local Government Act 2020* and the Council's Community Engagement Policy at a Council meeting on 22 April 2025.
6. Community engagement has been completed. No submissions were received.

Recommendation

That Council:

1. **Note the outcome of the community engagement process in accordance with section 223 of the *Local Government Act 1989*, section 114 of the *Local Government Act 2020* and the Community Engagement policy;**

2. **Authorise the discontinuance of the road known as De Stefano Drive, North Geelong and sell the land within the discontinued road reserve measuring approximately 1,856m2 and adjacent land measuring approximately 2,876m2;**

3. **Authorise the Chief Executive Officer to publish a notice in the Victoria Government Gazette detailing the road discontinuance; and**

4. **Authorise the sale of the land to the adjoining landowner for a negotiated sale price.**

Financial Sustainability

7. The City will be reimbursed for all costs incurred for the road discontinuance and the sale of the land by the purchaser.

8. The land will be sold on terms negotiated with consideration of th agreement commenced in 2011.

Community Engagement

9. Council published a public notice and undertook community engagement in accordance with section 223 of the *Local Government Act 1989*.

10. Submissions were invited. There were no submissions received.

Social Equity and Sustainability

11. There is no adverse social equity issues created as a result of this proposed road discontinuance and sale of land.

Relevant Law/Policy/Legal Implications

12. Council has the authority to discontinue a road under Clause 3 of Schedule 10 of the *Local Government Act 1989* by notice published in the Government Gazette.

13. A person may make a submission in accordance with Section 223 of the *Local Government Act 1989* on the proposed exercise of power to discontinue a road.

14. Section 114 of the *Local Government Act 2020* applies to the sale of land.

Alignment to Community Plan and Vision

15. This report aligns with Our Community Plan 2021-2025 strategic priority: High-performing council and organisation.

Conflict of Interest

16. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

17. There are no risks associated with implementing the recommendation. This will finalise the statutory process and facilitate the completion of the sale of land.

Environmental Sustainability

18. There are no environmental sustainability implications to the recommendation.

Attachments

1. Attachment 1 Location Plan [**2.9.1** - 1 page]

Attachment 1: Location Plan



De Stefano Drive – road discontinuance area

Additional land to be sold

2.10. Asbury Street West, Ocean Grove - Finalisation of Special Rates and Charge Scheme SRC 364

Source: **City Infrastructure**
Executive Director: **James Stirton**

Purpose

1. For Council to approve the finalisation of the Special Charge Scheme 364 for road construction in Asbury Street West, Ocean Grove.

Background

2. Council resolved its Intention to Declare the Special Charge at its meeting 24 October 2023 and declared the Special Charge Scheme at its meeting 26 March 2024.

3. The works included road construction and sealing the road. Please refer to **Attachment 1 – Map**.

4. Seven properties benefited from this road upgrade.

5. The project costs were declared at $119,114.00. Property owners were asked to contribute $89,335.50 (75%) based on the apportionment of cost and the City committed $29,778.50 from its Special Rates and Charges budget. The special benefit cost apportionments are shown in **Attachment 2 – Schedule A**.

Key Matters

6. The scheme works are now complete as shown in **Attachment 3 – photos**.

7. The total scheme cost was estimated to cost $119,114.00. The actual cost was $120,471.85, an increase of 1.1% due to the increasing cost of construction materials.

8. Under the *Local Government Act 1989*, the City is legislatively entitled to increase changes by up to 10% without the need to formally vary the scheme.

Recommendation

That Council:

1. **Approve the final costs for Special Charge Scheme for Asbury Street West, Ocean Gove SRC 364; and**

2. **Instruct the Chief Executive Officer to adjust the special charge and notify the property owners as shown in Attachment 2, as required by Section 166 of the *Local Government Act 1989*.**

Financial Sustainability

9. With the scheme now complete, the total actual cost of $120,471.85 is a 1.1% increase from the initial estimate at Declaration of $119,114.00 and includes:

10. Property owner special benefit contributions are recommended to increase from $89,335.50 to $90,353.89 ($1,018.39 difference – 1.1% higher than the estimated amount). Each property owner will be charged an additional 1.1%, making their combined final contribution $90,353.89 towards the scheme cost.

11. The Special Charge Scheme can be finalised based on the actual construction cost as shown in **Attachment 2 – Schedule A**:

12. The total cost is $1,357.85 more than the declared value representing an overall increase of 1.1%. This was due to the increasing cost of construction materials.

13. The final design and construction costs are summarised below:

	Estimate	**Actual**	**Variance**	**Variance (%)**
Scheme cost to owners	89,335.50	$90,353.89	$1,018.39	+1.1%
Scheme Total	$29,778.50	$30,117.96	$339.46	+1.1%

Community Engagement

14. Levy notices were sent to property owners 28 March 2024.

15. No submissions were received at VCAT. Property owners informed 30 April 2024.

16. Letter sent to property owners 5 December 2024 to advise of contractor chosen for the works.

17. Contractor letter given to all properties 3 February 2025 to advise of works timeline and what to expect.

Social Equity and Sustainability

18. The provision of properly sealed and drained roads provides improved amenity, connectivity, safety for pedestrians and reduced environment impacts.

Relevant Law/Policy/Legal Implications

19. The scheme has been prepared in accordance with the Special Rate and Charge provisions of the *Local Government Act 1989* and guided by Council's Special Rates and Charge Policy (2021). The process chart for the implementation of this scheme is shown in **Attachment 4 – scheme process**.

20. In accordance with Council's Special Rates and Charges Policy, with the works completed and all costs aggregated, the next step is for Council to finalise the scheme. Cost adjustments are in accordance with requirements of the *Local Government Act 1989.*

Alignment to Community Plan and Vision

21. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.
High-performing council and organisation.

22. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A destination that attracts local and international visitors.
A fast, reliable and connected transport network.
An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

23. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

24. Improved sealed roads and drainage delivers a higher level of service.

Environmental Sustainability

25. The new sealed road provides improved sealed access and amenity as dust, mud and stormwater concerns are mitigated.

26. No significant vegetation removal was required to complete the project. No natural habitats were affected.

Attachments

1. Attachment 1 Plan Asbury Street West SRC364 Finalisation D25 81632 [**2.10.1** - 1 page]
2. Attachment 2 Schedule A Asbury Street West SRC364 Finalisation D25 81640 [**2.10.2** - 1 page]
3. Attachment 3 Photos of completed works Asbury Street West SRC364 Finalisation D25 81660 [**2.10.3** - 1 page]
4. Attachment 4 Scheme Process Asbury Street West SRC364 Finalisation D25 81760 [**2.10.4** - 1 page]

Attachment 1

SPECIAL RATE AND CHARGE SCHEME (SRC)

ASBURY STREET WEST, OCEAN GROVE – PLAN



Attachment 2

SPECIAL RATE AND CHARGE SCHEME (SRC) - SCHEDULE 'A'

ASBURY STREET WEST, OCEAN GROVE –SPECIAL CHARGE

Prop Key	Address	Estimated Cost	Additional cost	Final Cost
256579	7-9 Newcomb Street, OCEAN GROVE	$14,881.11	$169.64	$15,050.75
337026	18 Asbury Street West, OCEAN GROVE	$11,194.15	$127.61	$11,321.76
243791	14 Asbury Street West, OCEAN GROVE	$8,866.47	$101.07	$8,967.54
264047	16 Asbury Street West, OCEAN GROVE	$17,875.10	$203.77	$18,078.87
314285	19 Asbury Street West, OCEAN GROVE	$7,960.28	$90.74	$8,051.02
299911	21 Asbury Street West, OCEAN GROVE	$20,344.92	$231.92	$20,576.84
337027	20 Asbury Street West, OCEAN GROVE	$8,213.48	$93.64	$8,307.11
	TOTAL	**$89,335.50**	**$1,018.30**	**$90,353.89**

Attachment 3

SPECIAL RATE AND CHARGE SCHEME 364 - PHOTOS OF COMPLETED WORKS

ASBURY STREET WEST, OCEAN GROVE – ROAD CONSTRUCTION AND SEALING

Before	After
	
	
	

Attachment 4

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC)

ASBURY STREET WEST, OCEAN GROVE – PROCESS CHART

Stage	*Status*	*Description*	*Date*
Approval to prepare Scheme	✓	Decision to prepare a scheme following consideration of surveys of property owners and feedback from the community. Scheme preparation involved survey, design and calculating apportionment of cost.	August 2023
Intention to Declare Scheme	✓	Report to Council provided information on the scheme including advice of planned advertising of the scheme and declaration of charge. Council resolved to advertise its intention to declare the Scheme.	24 October 2023
Advertisement	✓	The Scheme was advertised in The Times newspaper on 15 December 2023. All benefitting property owners were notified by mail on 18 December 2023. This advertisement indicated Council's intention and notification to 'declare' a Scheme.	15 December 2023
Submissions	✓	From the time of advertising property owners had 28 days (as set down by the *Local Government Act 1989)* to lodge submissions, either in support or opposition to the Scheme.	15 January 2024
Submissions Review Panel Hearing	✓	All submitters had the opportunity to be heard by a Submissions Review Panel. If received, all submissions would have been provided as part of the Declaration report.	No submissions received
Declaration Report	✓	Following the submission review period, Council considered a report on the scheme and decided to proceed to "declare" the charges in accordance with its advertised intent. A levy notice was issued on 28 March 2024, and a formal charge was placed on the property. This is the final step in the process for Council to make a decision on the scheme.	26 March 2024
Appeal	✓	Property owners had the opportunity to lodge an application with the Victorian Civil and Administrative Tribunal (VCAT) within one month of issue of the levy notice. Invoices will be sent within 12 months of the scheme being declared.	26 April 2024
Construction	✓	The City will construct the works.	Commenced 25 February 2025 Completed April 2025
Final Cost Report		Works are completed and the scheme is "finalised" considering actual costs incurred. Payments have been adjusted accordingly.	22 July 2025

2.11. Planning Authorisation - Council to Staff

Source: **Corporate Services**
Executive Director: **Troy Edwards**

Purpose

1. To appoint City officers as authorised officers under the *Planning and Environment Act* 1987 (P&EA).

Background

2. City officers are appointed as authorised officers to exercise statutory powers under various Acts and regulations. Appointments as authorised officers are to individual staff members.

3. The P&EA regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority (Council).

Key Matters

4. Where there is a specific power within an Act, Council should appoint authorised officers pursuant to that Act. This is the case for the P&EA.

5. **Attachment 1** sets out the Instrument of Appointment and Authorisation under the P&EA and lists the staff member to whom this authorisation applies.

Recommendation

In the exercise of the powers conferred by s 147(4) of the *Planning and Environment Act 1987*, Council resolves that:

1. **City staff referred to in the Instrument (Attachment 1) be appointed and authorised as set out in the Instrument;**

2. **The Instrument comes into force immediately upon the resolution of Council; and**

3. **The Instrument be signed by the Chief Executive Officer on behalf of Council.**

Financial Sustainability

6. There are no financial sustainability implications arising from the subject of this report.

Community Engagement

7. Relevant City managers have been consulted regarding this recommended appointment and authorisation.

Social Equity and Sustainability

8. There are no social equity sustainability implications arising from the subject of this report.

Relevant Law/Policy/Legal Implications

9. The recommended appointment and authorisation of staff members complies with the relevant provisions of the P&EA and the *Local Government Act* 2020.

Alignment to Community Plan and Vision

10. This report aligns with Our Community Plan 2021-2025 strategic priority: High-performing council and organisation.

Conflict of Interest

11. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

12. There are no significant or high risks associated with the subject of this report.

Environmental Sustainability

13. There are no environmental sustainability implications arising from the subject of this report.

Attachments

1. Planning Authorisations Council to Staff July 2025 [**2.11.1** - 2 pages]

Greater Geelong City Council

Instrument of Appointment and Authorisation

(*Planning and Environment Act 1987* only)

Instrument of Appointment and Authorisation (*Planning and Environment Act* 1987)

In this instrument "**officer**" means –

Dianne Stanley

By this instrument of appointment and authorisation Greater Geelong City Council -

1. under section 147(4) of the *Planning and Environment Act* 1987 - authorises the officers to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*to; and

2. under section 313 of the *Local Government Act* 2020 authorises the officers generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument comes into force immediately upon the resolution of Council.

This instrument is authorised by a resolution of the Greater Geelong City Council on 22 July 2025.

Signed for GREATER GEELONG CITY COUNCIL by
ALI WASTIE, Chief Executive Officer

_____
Chief Executive Officer

Date:

3. RECORD OF INFORMAL MEETINGS OF COUNCILLORS

Source: **Corporate Services**
Executive Director: **Troy Edwards**

Summary

1. The Governance Rules of the City of Greater Geelong require the tabling of records of informal meetings of Councillors at the next convenient Council meeting and that their record be included in the minutes of that Council meeting.

2. A summary of the informal meetings of Councillors is attached.

Recommendation

That Council receive the summary of the informal meetings of Councillors for the period 29 July 2025.

INFORMAL MEETINGS OF COUNCILLORS
(Council Meeting 22 July 2025)

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Additional Briefing with Councillors **22 April 2025**	Cr S Kontelj Cr E Kontelj Cr C Burson Apology: Cr R Nelson Cr E Wilkinson Cr A Aitken Cr E Sinclair Cr A Katos Cr R Story Cr T Sullivan Cr M Cadwell	A Basford (EXEC DIR) A Miller (MGR)	**Presentations:** • Local Law 2024 Engagement Process	
Councillor Strategic Session **1 July 2025**	Cr S Kontelj Cr R Nelson Cr E Wilkinson Cr A Aitken Cr E Sinclair Cr A Katos Cr R Story Cr T Sullivan Cr E Kontelj Cr C Burson Cr M Cadwell *Apology:*	A Wastie (CEO) T Edwards (EXEC DIR) A Basford (EXEC DIR) T Bradley (EXEC DIR) J Stirton (EXEC DIR) A Higgs (MGR) J Blunt (CFO) S Owens (MGR) J Randles (MGR) P Smith (CO ORD) O Stoltz (LEAD) J Murphy (MGR) S Nuttal (MGR) G Scarpa (A/MGR) A McGlade (CO ORD) E Ryan (A/MGR) D Pangrazio (OFF)	**Presentations:** • GRLC Due Diligence Review • Northen and Western Geelong Growth Areas Project (NWGGA) Update • Long Term Financial Plan/ Asset Plan • Municipal Road Management Plan Review	•
Additional Briefing with Councillors **4 July 2025**	Cr S Kontelj Cr E Kontelj	T Bradley (EXEC DIR) B Sanders (MGR)	**Discussion:** • 2025 Proposed Christmas Program	•

Councillor Briefing **8 July 2025**	Cr S Kontelj Cr R Nelson Cr C Burson Cr E Sinclair Cr R Story Cr A Katos Cr E Kontelj Cr M Cadwell *Apology:* Cr T Sullivan *Leave of Absence:* Cr E Wilkinson Cr A Aitken	A Wastie (CEO) T Edwards (EXEC DIR) A Basford (EXEC DIR) T Bradley (EXEC DIR) J Stirton (EXEC DIR) A Martin (CHIEF) E Ryan (A/MGR)	**Discussion:** • Fire permits and CBD Parking **Presentations:** • Council Plan – post consultation • Community Health & Wellbeing • Christmas in Geelong **Reports:** • Council Plan 2025-29 and Community Vision • Community Health and Wellbeing Strategy 2025 - 2029 • Draft Fair Play Policy • Draft Long Term Financial Plan • Draft Asset Plan • Draft Municipal Road Management Plan • Community Grant Guidelines • Coastside Drive Recreation Reserve Master Plan - Draft Plan • Proposed Road Discontinuance and Sale of Land at De Stefano Drive, North Geelong • Asbury Street West, Ocean Grove (between properties 14 – 21) – Finalisation of Scheme Report - Special Rate and Charge Scheme SRC 364 • Elcho Road West PSP and DCP (Confidential) • CEO Employment and Remuneration Committee - Schedule of Dates • T2500029 - Environment Land and Wetland Management Services • T2500096 – Windsor Park Pavilion Upgrade Construction (Confidential) • Audit and Risk Committee - Appointment of Independent Member (confidential) • Audit and Risk Committee – Minutes and strategic internal audit plan	•
Additional Councillor Briefing **15 July 2025**	Cr S Kontelj Cr R Nelson Cr C Burson Cr T Sullivan Cr R Story	A Wastie (CEO) J Stirton (EXEC DIR) A Bedggood (MGR)	**Presentations:** • Geelong Resource Recovery Centre and Transfer Station Update	•

	Cr A Katos Cr E Kontelj Cr M Cadwell *Apology:* Cr E Sinclair *Leave of Absence:* Cr A Aitken Cr E Wilkinson			

4. CONFIDENTIAL

Council will close the meeting to the public in accordance with the provision of section 66(2) of the *Local Government Act 2020* to consider the following list of items.

4.1. Elcho Road West PSP and DCP

CONFIDENTIAL

Recommendation

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66 of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because the report contains commercial information that is specific to the subject matter of the report and may negatively impact Council in future negotiations if it were prematurely released.

4.2. T2500096 - Windsor Park Pavilion Upgrade Construction

CONFIDENTIAL

Recommendation

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66 of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the ongoing contract negotiations with the preferred tenderer.

4.3. T2500029 - Environment Land and Wetland Management Services 2025-30

CONFIDENTIAL

Recommendation

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66 of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the ongoing contract

negotiations with the preferred tenderers.

4.4. CEO Employment and Remuneration Committee - Schedule of Dates

CONFIDENTIAL

Recommendation

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66 of the Local Government Act 2020, the information contained in this report is confidential because it relates to the Chief Executive Officer's personal affairs.

4.5. Audit & Risk Committee June meeting Minutes and the Strategic Internal Audit Plan

CONFIDENTIAL

Recommendation

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66 of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the sensitive and varied nature of the information received and considered by the Audit & Risk Committee from time-to-time which can pertain to external stakeholders also.

4.6. Appointment of an Independent Member to the Audit & Risk Committee

CONFIDENTIAL

Recommendation

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66 of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the sensitive and varied nature of the information received and considered by the Audit & Risk Committee from time-to-time which can pertain to external stakeholders also.