Neighbourhood Economics

One Place, Two Stories

Perspectives and Possibilities

Neighbourhood Economics

About This Report

This report forms part of a broader suite of reports exploring the neighbourhoods of Norlane and Corio in the postcode 3214. Together, these reports seek to understand these neighbourhoods through a socio-economic lens, while situating them in the wider Geelong regional economy. The fundamental purpose of this work is to begin identifying opportunities for place-based economic transformation.

This report should be read alongside:

- **State of the Economy and Opportunities in Norlane and Corio:** A look into the story of Norlane and Corio through a socio-economic lens.
- **Community Wealth Building – What Will it Take:** An examination of structural challenges to this work, and the Community Wealth Building framework.
- **A Postcode, not a Destiny:** A high-level summary with recommendations.

Acknowledgements

We meet on Wadawarrung Country. We acknowledge the Traditional Custodians of these lands, paying respect to Elders past and present. We recognise the loss of lands and culture, knowing the consequences for people and community. We also honour the long history of Wadawurrung peoples as the original traders, knowledge-holders, and economic designers of this place – cultivating exchange, stewardship, and relationships of reciprocity long before colonisation. In seeking to foster community-driven economic growth, we first acknowledge the ongoing connections of First Nations people to these lands, their waters, and the local community, and we recognise that sovereignty has never been ceded.

We want to acknowledge our partners at SGS Economics and Planning for their rigorous analysis, rich insights, and grounded economic expertise. We also gratefully acknowledge the Greater Melbourne Foundation for their generous support. Their belief in this work has been instrumental in bringing it to life.

SGS Economics & Planning

GREATER MELBOURNE FOUNDATION

Introduction

This report brings together two distinct, but interconnected pieces of work undertaken in Geelong with a focus on Norlane and Corio.

Each offers a different view of the same place: one from the perspective of major regional institutions and their economic activity, the other from the lived experience of residents in postcode 3214.

The first captures conversations with senior leaders of regional anchor institutions, organisations that hold significant economic influence through employment, procurement and capital investment. These discussions explore institutional strategies, supply chains, growth trajectories and the structural conditions shaping economic activity across the region.

The second gathers the voices of residents through kitchen table conversations held across postcode 3214. These discussions explore identity, pressure, aspiration, care, constraint and imagination. They reveal how broader economic and social systems are experienced in everyday life.

These two reports are intentionally written in different voices. The Anchor Institution report reflects the language of strategy, procurement, market conditions and capital allocation. The Kitchen Table report reflects the language of lived experience, dignity, strain, recovery, pride and agency.

Both are forms of economic knowledge. Together, they provide a fuller picture of place.

Read together, they describe Norlane and Corio from two different vantage points. One shows how institutions and regional markets are evolving and where economic opportunity may emerge. The other shows how the conditions of everyday life are shaped by those systems, and where pressures accumulate within the neighbourhood.

Neither perspective alone provides a complete understanding of place. Taken together, they reveal the conditions shaping postcode 3214 and the gap that can exist between institutional systems and neighbourhood experience.

This combined report does not offer a finished solution. Instead, it establishes a shared foundation for understanding. By bringing institutional insight and community voice into the same frame, it helps clarify the context in which future economic initiatives for Norlane and Corio will need to operate.

Anchor Engagement

Introduction

To ascertain an appropriate picture of the economic landscape – and the opportunities the landscape contains for the suburbs of Norlane and Corio – Neighbourhood Economics conducted nine anchor institution interviews. The purpose of these interviews was to speak with senior leaders to better understand their organisations' key strategy ambitions for the coming ten years, while also gaining a picture of the ongoing 'business as usual' activities they will undertake. In nearly all cases, the interviews were conducted with the CEO of the organisation.

Neighbourhood Economics conducted nine interviews in total with businesses and organisations that collectively represent approximately $8.6 billion in revenue and employ approximately 15,000 people in the Geelong region. These figures do not include two of the businesses (Nyaal Banyul and Lovely Banks Development Group) that are yet to commence full operations.

What Is an Anchor Institution?

Anchor institutions are organisations or businesses that are rooted in place and hold significant economic power, spending capacity, and economically influence in the regions where they operate.

Anchors typically include:

1. Public institutions like universities, hospitals, and local councils
2. Large place-based businesses that are unlikely to relocate and have long-term ties to the local economy.

These institutions are 'anchors' because they:

1. are significant employers and purchasers
2. often own land and infrastructure
3. are positioned to influence market behaviour.

In the context of neighbourhood economies, anchors can assist to shift systems. Their procurement decisions, hiring practices, and investment choices are powerful tools to redistribute opportunity, share value, and strengthen local economies.

Although 97% of all businesses in the local economy are defined as an SME[1] and 72% of the Geelong workforce is employed in an SME[2], the anchor institutions still hold significant economic power in the

[1] https://www.geelongaustralia.com.au/business/article/item/8d5c62308899fad.aspx
[2] Geelong Regional Labour Market – A Snapshot. The Gordon and Deakin University

Geelong region economy. The anchors interviewed, and others, still provide the economic foundation of the regional economy and greatly influence the future economic trajectory of the region.

There was a range of ownership/governance models including State Government owned, quasi-autonomous non-government organisations, and private companies.

The interviews took between one and two hours each and were wide-ranging discussions that allowed the interviewee to discuss the future, goals and ambitions, opportunities in supply chains, and economic challenges and headwinds they are facing.

Context

This report should be read in tandem with the State of the Economy and Opportunities Report which provides some historic, demographic and strategic context.

In the interviews with anchor institutions, we looked for business development potential, ease of access to supply chains, and barriers to entering the market for the people and suburbs of Norlane and Corio.

The interview process was a listening exercise in that it allowed us to hear the nuance and opportunities that exist within organisations' strategies that may not be apparent upon reading the official documents. We have not received or used any information that is not publicly available but instead enhanced that information with the descriptions – and sometimes hidden opportunities – that come forth through discussions with senior leaders.

These discussions have provided the base of this report, but it should be stressed the contents are a mixture of what we heard, and our own observations and analysis.

During the interviews, we were also alert to existing and new markets the anchor institutions provide. These markets are critical elements in the realisation of the economic opportunities touted for the region as well as vitally important for potential new supply chain actors who could be located in Norlane and Corio.

As was mentioned in the State of the Economy and Opportunities Report, community wealth building provides us with a different economic development framework, one that could provide different outcomes for Norlane and Corio.

Neighbourhood Economics will use community wealth building as a source of insight into building different supply chain actors that are embedded and invested in place in different ways. We are calling these enterprises 'Impact Enterprises', and they aim to build wealth and share value broadly.

Our interview process uncovered high levels of engagement and willingness to assist from anchor institutions. As well as a strong recognition the economic challenges in Norlane and Corio.

Impact Enterprises

Impact Enterprises create value for people and places beyond providing employment. Some characteristics of Impact Enterprises are:

- Democratic Ownership – Ownership is shared by workers and employees who have a voice in the enterprise management and are building a capital asset while receiving income for their labour.
- Distributed Power – Management power is distributed through democratic decision making.
- Human Connection – Impact Enterprises foster human connection within the community in which it operates.
- Shared Value – Value created is shared across all value chain actors using full cost accounting.
- Hard wired values – The values of Impact Enterprises are hard wired in to the ruling documents of the entity to ensure its greater support of employees and the community. Examples are:
    - Predetermined expenditure on employee learning and development.
    - Percentage of profits to be re-invested in community assets, organisations or groups.
    - Wages ratios limiting the difference between the highest and lowest paid
    - Procurement practices that bias local neighbourhood suppliers and providers
    - Clear policies on profit distribution and re-investment.

Existing Markets

Because of their size and commitment to the Geelong region, the anchor institutions already create opportunities in current supply chains that we have labelled as existing markets. These are markets that have existed for some time and supply business-as-usual goods and/or services to anchor institutions. The anchor's expenditure might typically be regarded by them as a consumable.

These opportunities are often businesses that do not require high levels of innovation or sophistication, and the majority of employment opportunities do not require high levels of education or qualification.

We heard of several opportunities within these markets, albeit all anchors have existing suppliers and contractors. In some instances, anchors were expecting new or increased business activities within these markets due to advancements in some of their strategic ambitions.

These opportunities rarely fell within the sectors identified as growth sectors as typically they are 'business as usual' expenditure that will present as the anchor grows their business.

The next section will highlight some of the opportunities in these existing market sectors.

Cleaning

Commercial cleaning was identified by seven anchors, making it the most consistently mentioned sector in which an opportunity may exist. The opportunities range from large scale commercial cleaning that may involve specific technical requirements due to health and safety requirements, through to smaller scale regular office cleaning. Several anchors have multiple sites and therefore require multiple services.

The commercial office cleaning market in Australia is estimated to represent 45% of the cleaning market or $6.4 billion. If these statistics hold true for Victoria's $3.8 billion cleaning market, then the office cleaning market in Victoria is approximately $1.7 billion. Of the national market, small enterprises of up to ten employees represent 28% of total revenue, and the average profit per employee across the country is $28,500. This market continues to grow, with business expecting a 4.1% growth through to 2028.[3]

Commercial cleaning does not require significant capital outlays or technical expertise, making it a relatively straightforward entry to market. All anchors have existing suppliers that, in varying degrees, are meeting their needs.

We did, however, hear frustration with the level and quality of services provided, making this a market that is growing nationally, that has moderate capital, technology, and skill requirements, and that has procurers willing to search for better services.

Identified by:

- Viva Energy
- Nyaal Banyul,
- Barwon Water
- Barwon Health
- City of Greater Geelong
- Lovely Banks Development Group
- Deakin University

Landscaping and gardening

Landscaping and gardening were identified by six anchors during our interviews. Again, there was a variety of requirements from anchors, including larger scale (parks, gardens, and easements maintenance), and smaller scale (office and building garden maintenance).

We have isolated tree propagation and supply from this sector, as we believe there are several emerging markets in this specific sector that will be covered later in this report. However, it should be noted that there is potential for vertical integration, particularly in the supply chains of the anchors we interviewed.

The gardening services sector in Australia is estimated to be worth $4.2 billion. This sector includes lawn mowing, pruning, and basic landscaping.[4] Depending on the scale of maintenance and property, this sector requires only moderate capital input to enter. There are opportunities for more specialised services that

---

[3] gitnux.org/australia-cleaning-industry-statistics/
[4] https://gardening.com.au/2025/05/08/gardening-statistics-australia-2025

require greater levels of qualifications – however, at a basic service level – which is what many anchors require. These roles do not require high level qualifications.

All anchors have existing suppliers and did not express any dissatisfaction with their current provider. In some cases, such as with Nyaal Banyul, landscaping contractors are appointed by a third party who has been contracted to operate and maintain the new facility. This creates a complex and layered system of relationships and decision-making processes.

Identified by:

- Geelong Port
- Nyaal Banyul
- Barwon Water
- City of Greater Geelong
- Lovely Banks Development Group
- Deakin University

General and large-scale maintenance

General and large-scale maintenance were identified by six anchors, however there were large variances in their requirements and the scale of the service that is required. Mostly the services required were at a scale that would be impossible for a new business to provide, however there were possibilities of smaller one-off supply contracts.

The national facilities management market is estimated at $59 billion[5] and is dominated by large national, mostly publicly listed companies such as Programmed Maintenance Services, Spotless and ISS Australia.

The opportunity within this market lies in smaller subcontracted packages such as cleaning or landscaping, as mentioned above. However, the anchors that identified these services currently work through large facilities management providers, which subcontract smaller packages. The capital requirements for establishing a full facilities management business are too high for a new enterprise. Coordinating smaller contracts within more accessible service areas may therefore be a more realistic opportunity.

Identified by:

- Geelong Port
- Nyaal Banyul
- Barwon Water
- City of Greater Geelong
- Lovely Banks Development Group
- Deakin University

[5] https://www.kenresearch.com/australia-facility-management-outsourcing-market

Comparative Margin Overview

Sector	Typical Net Margin	Approx. Market Size	Demand Stability	Capital Requirements	Key Risk
Commercial Cleaning	10-21%	AU$18 billion	High: recurring contracts	Low	Price competition from large operators
Landscaping (maintenance)	5-15%	AU$7 billion	Moderate: seasonal	Low-moderate	Seasonal cash flow, job costing errors
Landscaping (design/build)	25-40%	Included above	Low: Project-based	Moderate-high	Irregular demand
Facilities Maintenance	15-20%	AU$59 billion	High: recurring contracts	Moderate-high	Scope creep, materials cost volatility

Source: Based on ATO Benchmark Data 2025

Emerging Markets

Throughout the anchor interviews, we heard of new strategies and opportunities. These were either expansion of existing business, new projects and products, changing market conditions that bring with them opportunity, and – specifically for Lovely Banks Development Group and Nyaal Banyul – the commencement of operations.

These changes are creating (or will create) new markets for the Geelong and regional economy, or an expansion of existing markets that will be more than basic business-as-usual growth. These are opportunities that – if acted upon early enough and with the appropriate amount of co-ordination, capital and training – could allow a new Impact Enterprise to operate within an existing or new supply chain of one of the anchor institutions.

As is the case in the development of any new business or market, they will all require a labyrinth of productive elements if the businesses are to be successful. For a new Impact Enterprise to successfully supply one of these emerging markets, they will require:

- **Adequate capability and training for business owners and employees** – While we have chosen the opportunities with lower barriers to market entry, Norlane and Corio residents who become employees and owners will require strong levels of business and entrepreneurial capability, as well as preparedness to take on some risk.

- **Anchor institution support through their procurement processes** – anchor institutions have the capability of supporting new Impact Enterprises through procurement contracts. This requires an understanding of the new enterprise and undoubtedly will require a re-evaluation of anchors' procurement policies and practices.

- **Generative Capital** – All businesses require capital; however, Impact Enterprises require capital that fully costs the value chain and therefore does not extract value at a rate that leaves the enterprise scarce.

The following section identifies some the most realistic opportunities for new enterprise development in these emerging markets.

Catering/food services

Recent figures show that since the launch of the Victorian Better at Home initiative in July 2020, more than one million admitted bed days have been provided to patients in their home.[6] In our interview with Barwon Health, we discovered that in-home care is a major strategy of all Victorian health services, making it a critical way forward for Barwon Health. They estimated that approximately 10% of inpatient care is completed through home-based services and programs and are expecting this figure to continue to increase.

With more patients being cared for in their homes, hospitals are reducing their requirements to provide other ancillary services to patients such as laundry, cleaning, and food preparation. This opens a growing market for supply in these areas. Adding to this market is the growing service provision strategy of keeping older people in their homes for longer.

A catering-specific business could also link with opportunities identified by other anchors, but specifically with Viva Energy, who still supply daily on-site catering for their refinery. Food preparation and handling require a range of quality assurance and regulatory requirements, and capital to support commercial cooking and delivery logistics. However, the business revenue model is not complex nor are the skills required to work in such a business.

Fencing

Under the recently released Plan for Victoria, Geelong was given the largest new housing target of any local government area in the state. It requires 128,000 new dwellings over 30 years, or 4,200 dwellings per year, and identifies that 40% of that housing will be new greenfield developments.[7] This target requires the release of new land supply, such as the land associated with the Lovely Banks Development Group (LBDG).

The LBDG development will ultimately comprise 15,000 dwellings, five neighbourhoods, and approximately 40,000 residents, with the first stage comprising approximately 2,500 lots[8] with most of these lots requiring fencing of some sort.

Approximate estimates of the Australian fencing market value it at over US$400 million (approximately AU$550M-AU$600M) and of this, the residential market is approximately 40%-45% [9]. With a growing

---

[6] www.premier.vic.gov.au/more-patients-getting-better-comfort-home
[7] https://www.committeeforgeelong.com.au/post/the-release-of-plan-for-victoria
[8] https://www.theurbandeveloper.com/articles/geelongs-newest-masterplan-15000-new-homes
[9] https://deepmarketinsights.com/vista/insights/fencing-market/australia

population, requirements to lift housing supply, and a region that has northern and western growth corridors identified for development, the market for residential fencing is expected to grow.

There is an aligned opportunity in the restoration of wetlands and waterways being undertaken by Barwon Water. These projects require clearing, planting, and then preservation, often through the installation of appropriate fencing.

Fencing businesses require limited capital and low qualifications. While being high in labour cost inputs, they have reasonable profit margins and there is a growing and significant market within the region and across the state and country.

Sample 2022–23 Benchmarks for Fence Construction Businesses

Annual Turnover Range	Expenses/Turnover	Cost of Sales/Turnover	Labour/Turnover
$50,000-$250,000	61%–74%	30%–47%	16%–25%
$250,001-$400,000	69%–81%	37%–50%	13%–22%
> $400,000	78%–87%	40%–50%	15%–26%

Source: ATO Fence Construction Small Business Benchmarks 2022–23

Identified by:

- Barwon Water
- Lovely Banks Development Group

Seedling propagation/nursery

The Victorian nursery industry is approximately $780 million of a national industry valued at nearly $2.8 billion.[10] It is projected to grow to just under $890 million by 2030 and contributes to the urban regeneration and development, biodiversity, research and development, carbon sequestration, and mental health sectors through supply chains and other added value contributions.

With significant urban development in play for the Geelong region – both in greenfield and infill developments – seedling propagation supply, planting, and landscape management will be considerable supply chain growth sectors. This is enhanced through the requirements and goals of developers to plant indigenous plants that relate specifically to the areas in which they will be planted.

Both Barwon Water and Lovely Banks Development Group have considerable market growth in this sector particularly LBDG given the development is yet to commence.

Seedling propagation does require some scale of production and physical facilities and therefore has moderate to high levels of capital required. While many roles do not require qualifications, some roles do

[10] https://hortjournal.com.au/wp-content/uploads/2023/12/HJA-December-2023-Nursery-Paper.pdf

need to have horticulture and agriculture qualifications. Such businesses would benefit greatly from confirmed forward contracts and agreed supply chains.

Identified by:

- Barwon Water
- Lovely Banks Development Group

Convention/conference services

Geelong has always serviced an active but limited convention and conference market. This market has been largely limited by access to venues of scale and to accommodation beds.

Since publishing its Sustainable Development Master Plan in 2023, Tourism Greater Geelong and Bellarine notes that, "One thousand new rooms have been added, permitted or are under construction,"[11] which is a considerable advancement toward a 2032 target of 2,065 new beds.

Nyaal Banyu, is a $450 million exhibition and convention centre located on Geelong's waterfront. It will open in July 2026 and has 3,700 m2 of event space, two large exhibition spaces, meeting rooms, conference facilities and a 1,000-seat venue.[12]

This larger style exhibition and conference venue, coupled with growing accommodation options, creates a new market for Geelong, one to which it has not previously had access.

Nyaal Banyul will have a range of consumable supply chains such as labour hire to enable it to flex during peak periods, as well as cleaning, maintenance, security, and landscaping services. These will predominantly be contracted through the operator and facilities manager, being the Plenary Group and BGIS.

However, the market for bump-in-bump-out contractors who also supply basic conference and exhibition equipment will grow considerably. The opportunity is for supply to be provided locally, rather than being outsourced from Melbourne.

Roles in such a business require minimal education qualifications; however, the capital requirements are not inconsiderable. Equipment, transport and logistics, and a depot all require capital input. However, there will be a considerable and certain market that emerges from the Nyaal Banyul development.

Identified by:

- Nyaal Banyul

Transportation

With exceptional current growth in population and future growth expected, Geelong public transport infrastructure and services require significant planning and investment. The G21 Integrated Transport

[11] https://tourismgeelongbellarine.com.au/wp-content/uploads/2024/10/2024-Annual-Report-FINALVERSIONTOUPLOAD.pdf
[12] https://www.development.vic.gov.au/projects/nyaal-banyul?page=overview

Strategy identifies that Geelong will have 110,000 more drivers by 2041 which will increase driving delay hours by 426%.[13]

Public transport provision requires too much capital and co-ordination to be a realistic market option. However, smaller scale, community transport could be considered. The continued growth of population in Geelong will continue to create this market, however the strong student population, particularly international student population is also an opportunity. Deakin has approximately 15,000 students enrolled at its Geelong campuses with a third of those students being international.

An aligned transport innovation could be the ride share market. In Australia, this market is dominated by Uber with it having 80% of market share and a revenue of $646M while its nearest rival has revenue of $14.3M.[14]

There are examples of employee/community owned ride share platforms that take smaller margins and deploy different operating models. The Drivers Cooperative in New York, allows drivers to make 8% - 10% more than other ride share platforms and takes a fee of 15% as opposed to 25%-40% taken by other platforms.[15]

Such a platform requires partnership or significant development costs, however it is easy access for those that have a vehicle.

Identified by:

- Deakin University

Plumbing

The Geelong region loses an estimated 1.4 million litres of water a day through undetected water leaks.[16] With water security a major threat to the region, and ensure better detection of leaks, Barwon Water have a program to install digital water meters to every property with the first 20% of properties having meters installed by 2027/2028.

Installation of digital water meters requires a registered plumber and while not difficult, the volume of connections to complete is significant. It will require in the order of 120,000 water connections to have digital meters installed.

There are obvious education and technical requirements to become a registered plumber, however relatively limited capital. There are many plumbing businesses and registered plumbers already operating in the market. However, the opportunity here is the procurement contract leverage that may be possible.

Identified by:

- Barwon Water

---

[13] https://g21.com.au/wp-content/uploads/2023/05/230522-G21-Integrated-Transport-Strategy-V17-WEB.pdf
[14] https://news.uq.edu.au/2024-04-15-ola-has-left-australia-what-does-it-mean-future-ridesharing-australia
[15] https://www.fastcompany.com/90651242/how-the-drivers-cooperative-built-a-worker-owned-alternative-to-uber-and-lyft
[16] https://www.yoursay.barwonwater.vic.gov.au/digital-meters

Narrative Gap

The State of the Economy and Opportunities Report details six industry sectors that are often identified as industries that hold economic growth opportunities for the broader Geelong economy. These sectors are identified in various reports and strategies produced by a range of organisations, from government bodies to privately owned consultancies.

In identifying these industries, the reports rarely look at specific business and supply chain opportunities and never focus on Norlane and Corio. In reviewing these sectors in the State of the Economy Report, we found that there are often significant barriers to enter these sectors, with high levels of capital, specialised education, stringent legal and security compliance requirements, and specialised product supply limiting new supply chain actors. This can make these opportunities more theoretical than practical.

The six industry sectors identified are:

1. Advanced manufacturing
2. Light industry, transport, freight and logistics
3. Creative and service sectors
4. Health and care economy
5. Cleantech, renewable energy, and circular economy practices
6. Professional business services [17]

Surprisingly, none of the reports specifically nominated the construction or retail services sectors as areas of opportunity and growth, despite all of them quoting considerable population growth and therefore assuming an associated increase in housing stock and retail service provision.

Through our anchor Institution interviews, we have identified alternative sectors that have practical business opportunities within existing supply chains. These are better aligned to small business development and the suburbs and residents of Norlane and Corio.

These alternative opportunities are embedded in the existing strategic objectives of anchor institutions and have less barriers to market:

1. Construction
    - Plant propagation
    - Fencing
2. Tourism and Visitor Economy
    - Conference and Exhibition services
3. Health and Care Economy
    - In home care allied services
4. Transport
    - Small scale community transport
    - Ride Share

17 State of the Economy and Opportunities Report – Dec 2025. Neighbourhood Economics and SGS Economics

This narrative gap between the theoretical opportunity and the actual supply chain opportunity for new business, is a critical observation of the economic development strategies for the Geelong economy and specifically for the growth and progression of Norlane and Corio.

Barriers for Contracting

In speaking with anchor institutions, it was clear that there are several barriers to them using their procurement power to contract new suppliers.

Procurement policy

In many instances, the larger organisations have procurement policies that dictate decision making and value definition while also apportioning the importance of specific elements of a tender response. Supply chains mirror the requirements established by procurement policies. Changing policies also means disrupting supply chain actors.

Entrenched procurement practice

Most larger anchors already have very established and clear procurement practices. These are embedded in organisational design, making them difficult to change as it involves altering practices, processes and policies, and often involves challenging existing organisational cultures.

Values and action misalignment

We heard of instances where the values of an organisation, as determined by its leadership, have played a strong role in setting procurement and contracting policy. However, despite this, actions being undertaken by the procurement system within the organisation do not match. This can be because the procurement function is operating slightly independently, but more often it is because despite a strong set of values, procurement is incentivised and encouraged to achieve different goals.

Value definition

Typically, organisations define value as the price that is to be paid for a good or service. However, this definition devalues other elements such market development, local content provision, local economic development, and community strengthening. A broader definition that includes such elements will provide procurement functions with greater ability to make alternative decisions.

Capital/investor or owner expectations

In some instances, anchors are owned, controlled or strongly influenced by governing or parent organisations. If these organisations are not values- and place-aligned, procurement decisions can be based on one-dimensional factors like returns on investment and price.

Opaque Decision Making

Smaller procurement contracts suitable for smaller businesses, newer suppliers, and local providers are often embedded in larger contracts. This means the procurement decision-making is subcontracted out to another organisation with different processes, values, drivers and assessment criteria.

Conclusion

As detailed in the State of the Economy and Opportunities Report, community wealth building presents as a values-based, economic development framework that could be deployed to build local supply chains and create wealth and prosperity in areas of disadvantage. This framework calls for an alignment of several levers of economic development, one of which is procurement.

In interviewing nine anchor institutions, we discovered the economic development growth narrative – often arranged by industry and sector – is different to the on-the-ground business opportunities that exist in an Anchor's supply chains and strategies. This narrative gap can create inaction as real, practical opportunities go unnoticed, only to be absorbed by existing supply chains, out of region suppliers, and larger – often dominant – players.

There is clear intention and goodwill from Anchors to assist and be a part of the activity that starts to address the growing economic inequity detailed in the State of the Economy and Opportunities Report. However, there are barriers and gaps in turning that intention into action.

For a community wealth building strategy to be deployed, careful analysis of the opportunities is required, as is forward planning, significant capability building, and appropriate levels, and types, of capital and persistence.

Kitchen Table Conversations: Residents' Voices

Introduction

To deepen our understanding of postcode 3214, and to ensure the people who live here help shape the future of their own place, we hosted a series of kitchen table conversations across Norlane and Corio between late November 2025 and early February 2026.

We gathered in small groups of six to eight residents around kitchen tables, the kinds of spaces where honest conversations unfold. Together, we explored what wellbeing looks like, what it means to live in Norlane and Corio today, and what people want for their futures.

In total, we held six conversations with 35 residents. Participants joined through trusted local relationships with Cloverdale Community Centre, The Good Neighbourhood Project and Antifragile. The group reflected a broad cross-section of the community: people in their early 20s through to their 90s; employed and unemployed; residents who had lived in the area for only ten months and others for more than 40 years.

Listening to the people who live in and hold this place is not a one-off exercise for us, it is foundational to how we work. These conversations mark the beginning of an ongoing rhythm of listening. Local voice will continue to shape how we design, partner, and act to shift the conditions in 3214.

This report captures the themes that surfaced repeatedly across conversations: the patterns, tensions and aspirations shared across generations and lived experience.

How to Read This Report

This report should be read alongside the State of the Economy and Opportunities Report. Where that report provides demographic and economic data, this document offers context and lived experience. Together, they provide a fuller picture of place.

The themes presented here are layered and interconnected. Identity, income, housing, health, safety, systems, and aspiration do not operate in isolation. They interact and accumulate over time, shaping the conditions of everyday life.

This report does not claim to represent every voice in 3214. It reflects the experiences of those who participated and highlights patterns that emerged consistently across conversations.

Importantly, this is not a deficit narrative. Alongside strain, we heard pride, care, imagination, and a strong desire for dignity and agency. Norlane and Corio are shaped by both pressure and possibility.

For residents, we hope this report offers reflection. For those who care about postcode 3214, whether in community, government, institutions, or economic development, it invites deeper understanding of how structural conditions and lived experience intersect in place.

Above all, it asks that we understand the complexity of a place before attempting to change it.

Erosion of Economic and Civic Identity

Over time, Norlane and Corio have experienced the loss of key economic anchors, shifts in retail and public infrastructure, and a growing separation from the broader Geelong narrative. The closure of Ford, changes in local commerce, and uneven civic investment reshaped how this part of Geelong participates in the regional economy. The stories we heard demonstrate how these shifts did more than alter employment patterns, they changed how the place sees itself, and how it is seen by others. Across the Kitchen Table conversations, three structural shifts surfaced repeatedly, alongside a story that continues to shape daily experience.

First, the closure of Ford. It did not take long in any conversation for Ford to be mentioned. Participants spoke about the loss of stable employment, of identity tied to skilled work, and of a generation reaching the end of long careers without a clear transition.

As one resident put it, “People got money and their super, but lost their dreams.” Another reflected, “When the recession hit, it never really went away.”

The impact was not only economic. It was cultural. The closure marked a turning point in how Norlane and Corio experienced purpose and participation in the wider economy.

Second, the amalgamation of local public schools into Northern Bay College. In most communities, local schools carry distinct identities shaped by neighbourhood, history and culture. Primary schools represent specific streets, local stories & are embedded in localised neighbourhoods. The consolidation of eight public schools in the north into a single Prep–Year 12 structure represented a significant institutional shift.’

While not always framed as a grievance, our observation is this restructuring potentially alters another traditional anchor of place-based identity. In doing so, another everyday marker of local identity became less distinct.

Third, the transformation of local retail and gathering spaces. The opening of Corio Village in 1973 shifted activity away from street-level shops and informal town centres. Over time, smaller retail strips declined. Participants spoke about the absence of lively, walkable spaces – places to gather, connect and participate in everyday economic life. Physical design shapes social life. As street shops faded, so too did visible markers of local vibrancy and exchange.

Finally, a persistent sense of separation from Greater Geelong. Across tables, residents described a felt disconnect between postcode 3214 and the rest of the region. This ranged from curiosity, “Are others doing it tough too?” to frustration about bias, stigma and being “last in line” for upgrades and investment. Some shared that they avoid listing their postcode on job applications. Others spoke about the subtle distancing that occurs when they say where they live.

The closure or consolidation of locally rooted anchors, schools, street shops, and businesses reshaped more than economic participation. We heard how these institutions once functioned as everyday nodes of identity, reinforcing neighbourhood character through visibility, familiarity, and exchange. As they have been replaced by larger, more standardised models, the experience of place has become more uniform. Over time, elements of nuance, distinctiveness, and local culture have become less visible in daily life. Together with industrial decline and civic separation, this shift has altered how Norlane and Corio collectively see themselves, and how they are seen within the broader region.

Concentrated Disadvantage: The Landing Zone Effect

As one of the last affordable areas in Greater Geelong, Norlane and Corio have become landing zones for people navigating crisis, job loss, illness, divorce, incarceration, housing breakdown, or family disruption. In times of disruption, affordability often determines available options. For many, that option is postcode 3214.

Over time, this pattern has concentrated geographic vulnerability. As the State of the Economy and Opportunities Report points out, Norlane includes approximately 20% social housing and Corio around 10%, with close to 40% of Greater Geelong's total social housing located within this single postcode. Social housing provides essential stability for many households. At the same time, with a significant proportion of residents rebuilding after disruption, pressure builds within the same streets, schools, and services.

Across conversations, residents spoke openly about what they described as "shit happens" moments – events that disrupted income, housing, or family stability.

One participant explained it simply, "Something goes wrong, and you just need somewhere you can afford." For many, 3214 is that place.

But landing is not the same as recovering.

In a neighbourhood with few two-income households and thin financial buffers, setbacks carry greater weight. Recovery takes longer. A second disruption – a car breaking down, a health issue, a shift in work hours – can quickly destabilise progress.

Participants often linked financial stability to emotional stability. As one resident explained, "Money gives you the freedom to be emotionally secure and stable. It means you're not stressed, or aggressive."

These comments suggest that income security is not only about material comfort, but also about providing psychological margin.

We heard that as these pressures compound, their effects ripple outward. Informal support networks stretch thin when many households are navigating crisis at the same time. Community resilience remains strong but appears to operate without much surplus. What emerges from these accounts is not simply poverty, but stacked pressure within a defined geography, a neighbourhood carrying more than its share of life's disruptions at any one time.

As one participant put it, "How much can one place take? We're carrying more than our share."

As disruption concentrates within one postcode, the operating conditions of everyday life shift. Schools educate a higher proportion of students experiencing housing instability or financial stress. Health and employment services respond to layered needs rather than single issues. Housing insecurity intersects with income insecurity; caring responsibilities intersect with mental health; crisis recovery overlaps with limited buffers.

We observed stories of how over time, local institutions operate in a context of sustained demand. Concentration does not reduce aspiration, it increases complexity.

When Systems Don't Fit the Place

Residents repeatedly described systems designed to support them – welfare, employment services, housing maintenance, food relief, and health access – as misaligned with their lived realities. Support was often experienced as conditional, fragmented, or difficult to navigate rather than enabling.

In Norlane and Corio, multiple systems intersect in the same households. Where employment insecurity, housing instability, disability, caring responsibilities, and financial pressure intersect, navigating support becomes complex and overwhelming. We heard how in concentrated conditions, unchanged systems can reinforce constraint rather than create pathways forward.

What follows reflects how these systems are experienced locally.

Welfare System

Participants described the welfare system as rigid, and compliance driven. While income support provides essential stability, the pathway toward employment often feels narrow and risky.

Several residents spoke about fear, fear of losing benefits, fear of making an administrative mistake, fear of being penalised. One participant reflected: "The best employment support worker was the one who fiddled the back end of the system so I could actually get the support I needed." Another said bluntly, "I've had to lie on every Centrelink form."

These comments were not expressions of disregard for work. Many participants expressed a strong desire to contribute. For those managing health issues, disability, recovery from addiction, or caring responsibilities, conditional requirements introduce risk. The possibility of losing essential income can outweigh the potential benefit of short-term employment.

Participants receiving the Disability Support Pension also spoke about the gap between recognition of not being able to work and the adequacy of the pension. As one resident put it, "The pension is meant to acknowledge that I can't work, but it's not enough to survive."

The result is not dependency, it is constraint.

Food Relief and the Experience of Shame

Access to food emerged as both practical and emotional. Residents described rising grocery costs and limited access to affordable fresh food. Food relief services play a vital role, and many participants could not make ends meet without these services.

Yet several participants spoke about the experience of attending as overwhelming and sometimes humiliating. One shared, "I went on a school excursion day. I just felt embarrassed & shame."

Others described receiving food that was stale or near expiry while feeling expected to be grateful. The contradiction was clear: people are encouraged to 'eat well' and 'look after their health,' yet affordable access to fresh food remains limited.

In this context, we heard food insecurity becomes more than a material issue, it shapes dignity.

Housing Maintenance and Rental Instability

Housing security is foundational to stability. Yet several residents described prolonged delays in repairs, poor maintenance, or sudden shifts in tenancy.

One participant recounted living with a gas leak and sewerage backing up through pipes. After months of unresolved issues, she received notice that the property had been deemed uninhabitable and was given 24 hours to vacate, in the middle of a housing crisis. They and their seven-year-old are currently homeless.

Others spoke about public housing properties sitting vacant or in disrepair, while demand remained high. Maintenance delays and exposure to speculative development leave households in prolonged uncertainty. In a postcode where many are rebuilding, instability carries amplified consequences.

Access and Participation

Residents described the practical realities of reaching work, services, education, and everyday amenities. Although Norlane and Corio sit within Greater Geelong, many essential services are located outside the postcode. For households managing irregular work hours, caring responsibilities, disability, or limited financial buffers, distance becomes time, cost, and coordination.

Transport surfaced as a persistent constraint. Bus routes are often long and indirect, turning short distances into extended journeys. Services do not always align with shift work or appointment times. Travel costs add pressure to already stretched budgets. What appears geographically close can feel practically distant.

Access, in this context, extends beyond proximity. It involves affordability, timing and margin. Thin buffers mean small barriers compound quickly. Limited mobility reduces options. Participation narrows not because of lack of willingness, but because the pathways are harder to sustain.

Public Housing Dynamics

Public housing provides essential security for many residents. In areas where social housing is heavily concentrated, local institutions often operate under greater demand.

Residents described both gratitude for stable housing and frustration with maintenance delays or the visible impact of vacant properties. They also noted the stigma attached to living in social housing, stigma that shapes how others perceive postcode 3214.

The issue is not the presence of public housing. It is the concentration of vulnerability without corresponding system adaptation. Across all these conversations, a common pattern emerges: systems designed at a broader scale do not always adjust to the layered pressures concentrated in one neighbourhood. The convergence of multiple systems not fully meeting people's realities adds strain and complexity to everyday life.

Across these conversations, residents described systems intended to provide care that frequently generated shame, fear or a sense of entrapment.

One participant captured this bluntly: "We have to be having our worst possible day to gain any care or consideration." Another reflected on the limits of individual effort within rigid systems: "I can do all the care stuff in the world, but I can't change the systems."

This was not a rejection of support. It was a request for systems that understand lived context, reduce unnecessary risk, and enable genuine movement toward stability and participation.

At the same time, a quieter pattern emerged. While formal systems were often experienced as rigid or constraining, residents consistently described caring for one another. Neighbours checked in. Volunteers contributed significant hours. Families absorbed crisis together. Where institutional support felt conditional, relational care persisted.

Living Under Persistent Strain

Safety, mental health, disability, and everyday stress were not described as separate issues. Residents spoke about them as interconnected, shaped by the cumulative weight of concentrated economic and social pressure. Across conversations, people described living in a state of ongoing vigilance, a persistent sense of being "on edge." Sirens at night, public arguments, visible drug use, and unpredictable encounters in shared spaces.

As one participant said simply, "Being here is exhausting." Another spoke about wanting a "calm brain", a simple phrase that captured the exhaustion of sustained alertness.

Concentrated disruption does not remain abstract. It shows up in the body. Participants described feeling stuck in fight-or-flight mode, hyperaware, quick to react, and easily overwhelmed. Over time, this sustained vigilance settles into the background of daily life. It is not dramatic, it is tiring.

Addiction and recovery surfaced as part of this landscape. One participant shared being seven months clean from ice and the daily work required to rebuild stability. Recovery sits alongside housing insecurity, financial pressure and stigma. The effort required is significant. Disability and chronic health conditions were also common threads. Residents spoke about receiving the Disability Support Pension while still struggling to meet basic costs or managing mental health challenges while navigating compliance requirements. Systems often intersected with stress rather than relieving it.

Domestic violence and public disorder were described as visible and, at times, normalised – not spectacle, but backdrop. Words like "chaos" and "bedlam" surfaced, reflecting unpredictability rather than condemnation. Participants did not frame these experiences as personal failure. They spoke about accumulated pressure, thin buffers, layered stress, and limited margin for error. In this context, hypervigilance becomes practical. Exhaustion becomes common. The desire for a "calm brain" becomes a reasonable aspiration.

Mental health here cannot be understood in isolation. It reflects sustained economic and social strain carried simultaneously by individuals, families and local institutions.

Local Agency and Economic Imagination

Alongside strain, residents also spoke about pride, care and possibility. When asked what they value about Norlane and Corio, people consistently named the same things: community, diversity, down-to-earth neighbours, and the sense that people look out for one another. Even where pressure is visible, there is connection.

As one participant reflected, “You get to see the real humanity in people.”

Even in constrained conditions, care circulates locally. Residents described volunteers sustaining programs, families absorbing crisis together, and neighbours checking in. This care is not incidental; it is part of the social infrastructure of 3214.

Walkability and local amenity surfaced repeatedly. People spoke about wanting streets that invite movement, access to fresh food, places to gather, and everyday infrastructure that makes life easier. These are not cosmetic desires. They are about dignity, belonging and visible care.

Care for one another was evident throughout the conversations. In discussions about Labuan Square, addiction, food relief, or public disorder, residents often described people “doing the best they can” under difficult circumstances. Compassion surfaced as both a value and a practice.

Residents also spoke warmly about a number of local community anchors. These are places valued for the care they hold and the way they quietly knit connections across the neighbourhood – places people can show up to on both the good days and the hard ones. Examples included The Aviary café (a local social enterprise café) Cloverdale Community Centre, and groups like Antifragile. Together, this kind of social infrastructure forms the often-unseen backbone of local places, holding relationships, trust and everyday support together.

Even when systems were described as misaligned or constraining, community care did not retreat. It adapted. Volunteers sustained programs, families stepped in where services fell short, and informal networks carried weight that formal systems could not. In this way, care functions as part of the lived social infrastructure of 3214.

Recovery stories were shared without fanfare. A participant completing a Certificate III in Disability Support, another seven months clean from ice, another overcoming a gambling addiction. Others retraining, volunteering significant hours, or supporting grandchildren. These are not isolated success stories; they reflect deliberate effort within constrained conditions.

There was also economic imagination. Several participants expressed interest in universal basic income models, questioning whether stable, unconditional income might reduce stress and create room for planning. Others entertained a more philosophical thought experiment: “Imagine if there wasn’t a thing called money.” This was framed as curiosity – what might society look like if the power and control associated with money were not the organising principles of life?

These reflections reveal something essential: residents are not short on aspiration. They are thinking about dignity, stability, circulation and agency. They are asking how systems and economic structures might better support contribution rather than simply manage crisis.

Norlane and Corio are not defined only by concentrated pressure, they are also defined by care, imagination and a desire for a future in which local participation is valued and visible.

One Paycheck Away: Precarity, Shock, and the Thin Line Between Stability and Crisis

Across these conversations, residents described moments when stability shifted, sometimes suddenly, sometimes gradually. A job ended, a relationship broke down, a health issue escalated, a car failed, a rental was sold. A second setback followed before the first had been absorbed.

The phrase “one paycheck away” has been used widely in national conversations about financial insecurity, including by organisations such as Wesley Mission, to describe the fragility many households live with. What we heard in Norlane and Corio gives that phrase local texture. In a high-cost economy with thin buffers, stability is often narrower than it appears.

For many residents, 3214 became the place to land after that first disruption. But the underlying vulnerability – limited savings, insecure work, and rising costs – is not unique to this postcode. It reflects broader economic conditions in which margin for error has reduced across the income spectrum.

This is not a story about “those people,” it is a story about what happens when economic systems reduce slack. Across these conversations, a pattern was clear: conditional income, insecure housing, and rising costs compress margin. Under pressure, shock travels quickly. Crisis does not require catastrophe; it requires only the absence of slack.

Norlane and Corio make visible what is often hidden elsewhere: how quickly stability can shift, how thin many buffers are, and how much recovery depends on local networks of care.

Understanding this is not an exercise in sympathy, it is an invitation to redesign how economic participation, income security, and local systems distribute risk and opportunity, not only for 3214, but across the country. It is also a stark reminder that the line between stability and crisis is thinner than many of us realise.

Conclusion

The conversations captured in this report reveal a place shaped by structural change, concentrated pressure and sustained effort.

Norlane and Corio have experienced the erosion of economic anchors, shifts in institutional identity, and uneven civic investment. Over time, these changes altered how the neighbourhood participates in the regional economy and how it is perceived by others. At the same time, affordability has made postcode 3214 a landing place for households navigating disruption. The geographic concentration of vulnerability brings added complexity.

What emerges is not a story of deficit, it is a story of conditions.

Mental health, safety, housing, and income are intertwined for all of us. As economic participation narrows, buffers thin, systems remain rigid, and pressure builds. Institutions operate under sustained demand and households carry layered strain. Constraint becomes structural rather than individual.

And yet, throughout these conversations, residents demonstrated agency, care, and imagination. Community networks persist where formal systems fall short. Recovery happens quietly, and pride remains. Economic ideas surface about circulation, dignity, stability and participation. These are not passive communities waiting for intervention, they are places actively holding themselves together under pressure.

The conditions described in 3214 are not accidental. They reflect how opportunity, housing, risk and investment are distributed across a region. Concentration makes those dynamics visible.

This is not about sympathy; it is about responsibility. The future of Norlane and Corio, and of communities like it, depends on whether we are willing to reimagine local economies in ways that build resilience, expand participation and share value & risk more fairly.

The question is not whether 3214 has aspiration – it does. The question is whether our economic systems will meet it.

Appendix: Anchor Organisations Interviewed

The Geelong Port

Discussion held with:	
Name	Position
Brett Winter	Chief Executive
Jessica Chappell	Head of Corporate Affairs

Overview

The Geelong Port is the second largest port in Victoria and almost exclusively handles bulk goods with no container trade. It is a key Victorian and Geelong economic asset and is privately owned by Stonepeak and CareSuper. It manages more than 13.6 million tonnes of cargo that facilitates $10.2 billion of trade and services over 1,000 vessels per annum across its 15 berths. The Geelong Port supports the agriculture, construction, energy and tourism sectors.

Viva Energy Refinery

Discussion held with	
Name	Position
Jo Powell	Community Manager

Overview

Viva Energy's Geelong Refinery began operations in 1954 and is a landmark of Geelong and a key economic driver and asset for the nation. It remains as only one of two oil refineries operating in Australia and supplies over 50 percent of Victoria's and 10 percent of Australia's fuel. The refinery employs 1,100 people with about 500 of them being contractors and can process up to 120,000 barrels of oil per day. It manufactures petrol, diesel, LPG, jet fuel, avgas and Low Aromatic Fuel to support the Federal Government's petrol-sniffing prevention program.

The facility also produces specialty products for a range of industries and uses including being Australia's only manufacturer of hydrocarbon solvents, bitumen and high-quality plastic feedstock used to create food packaging, medical equipment and polymer banknotes.

Nyaal Banyul – Geelong Convention and Exhibition Centre

Discussion held with	
Name	Position
Rick Aylett	General Manager

Overview

Nyaal Banyul is the centrepiece project of the $680 million Geelong City Deal, an agreement between all three levels of government to make significant investments in the Visitor Economy of Geelong and the surrounding region. Nyaal Banyul is a $450 million exhibition and convention centre located on Geelong's waterfront. The project includes private investment to complete a 200 room Crowne Plaza hotel and will support 1,450 jobs during construction. Nyaal Banyul will have multiple meeting spaces including a 1,000-seat theatre, two large exhibition spaces, meeting rooms, and event facilities.

Part of the construction was a unique social procurement model that required the lead contractors to ensure that 45,000 hours of work was provided to new apprentices from disadvantaged backgrounds. These apprentices were employed by group training organisation gforce, who are also a social enterprise.

Barwon Health

Discussion held with:	
Name	Position
Frances Diver	Chief Executive
Anna Burgess	Chief Strategy and Planning Officer

Overview

Barwon Health is one of the largest and most comprehensive regional health services in Australia, employing over 8,700 people making it one of the country's largest regional employers. Barwon Health provides comprehensive health services across southwest Victoria, including primary care, community services, mental health, palliative care emergency and acute care, and has key delivery sites at University Hospital Geelong, McKellar Centre and Barwon Health North in Norlane as well as many community health centres across the region.

Barwon Water

Discussion held with	
Name	**Position**
Sean Cumming	Managing Director
Melissa Stephens	General Manager People and Corporate

Overview

With a vision to create regional prosperity, Barwon Water is more than a regional water board. It has become a key economic and environmental agency in the region which is at the forefront of helping communities adjust and mange climate change and economic transition. Barwon Water's geography spans from Little River to Apollo Bay and as far north as Ballan. It has $2.8B of assets to manage and maintain that includes nearly 6,900km of pipeline, 240 pumping stations, 20 water basins and 12 major water reservoirs. With the significant population growth the region is currently experiencing Barwon Water will need to spend in the vicinity of $4B in the next 10 years just to service that growth having spent only a little over $1B in the last 10 years. This work is predominantly completed by major tier 1 and tier 2 civil engineering and construction contractors.

City Of Greater Geelong

Discussion held with	
Name	**Position**
Tennille Bradley	Executive Director Placemaking
Brendan Sanders	Manager Economic and Cultural Development
Tina Perfrement	Co-ordinator Investment and Economy

Overview

The City of Greater Geelong is Victoria's largest regional council and contains Victoria's second largest city, Geelong. It has a population of nearly 290,000 which is expected to grow to approximately 400,000 by the year 2041. The region has experienced incredible economic and population growth over the last 10 years and continues to be one of the fastest growing cities in the country. The City of Greater Geelong organisation is also one of the largest council organisations in the state and one of the largest employers in the region. With approximately 2,800 employees, annual budget expenditure of $730M, and assets valued at $6.1B, it is a significant economic actor. The city delivers a vast range of services including, childcare, aged care, sports and leisure facilities and services, maintenance, waste and community services.

Lovely Banks Development Group

Discussion held with	
Name	Position
Chris Wheaton	Development Director
Mark Whinfield	Director Strategy and Planning
Mitch Etherton	Development Manager

Overview

The Lovely Banks Development Group is a group of eight families who own approximately 1,000-hectares of broad acre land within the northern growth zone of the City of Greater Geelong. This development, known as Lovely Banks, is will be one of the most significant land developments in the Geelong region for decades. Lovely Banks will ultimately consist of five neighbourhoods, 15,000 dwellings and 40,000 residents. It is expected the building of dwellings will commence in approximately 2 years and the development will provide 25 to 30 years of land supply to the Geelong region. Combined with the western growth zone, the development will effectively create an urban environment with the population of Ballarat on the current urban fringe of Geelong.

Hanwha Defence Australia

Discussion held with	
Name	Position
Brett Henderson	Industrial Programs Lead
Kevin Foard	Industry Lead

Overview

Hanwha Defence Australia is a subsidiary of Hanwha Aerospace, the largest and the most influential defence corporation in South Korea. HDA has built the Hanwha Armoured Vehicle Centre of Excellence manufacturing in Geelong, Victoria, with Stage 1 opening in August 2024.

Hanwha Defence Australia is delivering the Australian Government's $1 billion LAND 8116 Phase 1 Protected Mobile Fires program featuring the *Huntsman* vehicles (AS9 Self Propelled Howitzer and AS10 Armoured Ammunition Resupply Vehicle) and the $5-7 billion LAND 400 Phase 3 – Infantry Fighting Vehicle feautirng the AS21 *Redback*.

Deakin University

Discussion held with	
Name	Position
Iain Martin	Vice Chancellor

Overview

Deakin University was established in 1974 and is now internationally recognised as being in the top 1% of universities worldwide. Deakin was a leader in online education establishing this well before the COVID19 pandemic. While now having five campuses through a variety of mergers with other institutions, Deakin is regarded in Geelong as a Geelong University first and foremost and contributes significantly to the Geelong economy.

Deakin has approximately 64,000 students with 15,000 being located in Geelong across its Waurn Ponds and Waterfront Campuses. It also has approximately 12,000 studnets studying online, 5,500 staff members half of which are located in Geelong, and an annual turnover of $1.5BN.

Critically to for Geelong, the Waterfront campus brings students into the CBD when they are attending classes, however Deakin have also invested heavily in centrally located student accommodation.

Neighbourhood Economics

neighbourhoodeconomics.org.au