


THE CITY OF GREATER GEELONG

ANNUAL REPORT 2024-25

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An aerial photograph of a vast, dense forest of tall, thin trees with rounded, yellowish-green canopies. The forest stretches across the foreground and middle ground, leading up to a dark, silhouetted mountain peak in the background. The sky is filled with soft, golden light from a setting or rising sun, with scattered white clouds catching the light. The overall mood is serene and majestic.

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.

MAYOR AND CEO MESSAGE

We are pleased to present the City of Greater Geelong's Annual Report for the year ending 30 June 2025.

The past year has been one of change for Greater Geelong, with the election of a new council and new initiatives championing our region's future. This report follows that journey, showcasing a range of innovative and exciting projects to capitalise on our success as one of the fastest-growing regions in Australia.

The 2024–25 financial year saw the construction of vital new infrastructure for our community, the strengthening of bilateral ties and a once-in-a-decade event that drew tens of thousands to our city. The blooming of the corpse plant at Geelong Botanic Gardens shone an international spotlight on our region in November 2024, with this rare event attracting more than 20,000 visitors to our city. The corpse plant webpage received 67,000 visits and the associated live stream drew more than 350,000 views from across Australia and the world.

November also saw the swearing in of a mix of experienced and fresh faces to Council, with four councillors departing following October's local government elections. The newly elected Council focussed on revitalising central Geelong, hosting a forum in March 2025 that brought together key stakeholders to fast-track progress in our CBD.

Building and renewing Council assets and providing high quality services for our community were also a core focus for both council groups. In July 2024 we opened Bial-a Armstrong Creek Library, which has become a beloved meeting place for the rapidly growing communities that call this part of Geelong home. Major upgrades at Lara Recreation Reserve, Aldershot Reserve and Landy Field have also had a positive impact for our local communities and across our region. The opening of the Nest Youth Hub in January 2025 was a significant moment for our young people.

Council has delivered these improvements – and more – while working toward long-term financial responsibility amid an increasingly challenging operating environment.

In these pages, you will discover countless examples of projects delivered to benefit the Greater Geelong community against the backdrop of rate caps, inflation and substantially higher construction costs. This report celebrates our standout achievements and highlights for 2024–25, as we pursue our community's 30-year vision of a clever and creative region.

We thank our Councillors – both serving and recently departed – and our employees for their tireless work toward this vision on behalf of our community. And most of all we thank you, our community, for the many ways you contribute towards a healthy and thriving Greater Geelong.



CR DR STRETCH KONTELJ OAM

Mayor

ALI WASTIE

Chief Executive Officer

INTRODUCTION

At the City of Greater Geelong, we are committed to working together for a thriving community.

The *City of Greater Geelong Annual Report 2024–25* provides our community with a comprehensive account of our performance from 1 July 2024 to 30 June 2025.

Our City

The City of Greater Geelong is Victoria’s second-largest city, located 75 kilometres south-west of Melbourne. We are proud to be on Wadawurrung Country. Wadawurrung Country covers over 10,000 square kilometres, from the Great Dividing Range in our north, to the coast in our south, from the Werribee River in our east, and to Aireys Inlet in our west, including Geelong and Ballarat.

Our municipality stretches 1,247 square kilometres across unique urban, coastal and country areas. Our community often points to this mix of landscapes and the lifestyles they support as a key attraction for living in, working at and visiting Greater Geelong.

Greater Geelong is bound by the Moorabool Shire in our north, Wyndham City Council and the Borough of Queenscliffe in our east, Surf Coast Shire and Golden Plains Shire in our west, and Bass Strait to our south.

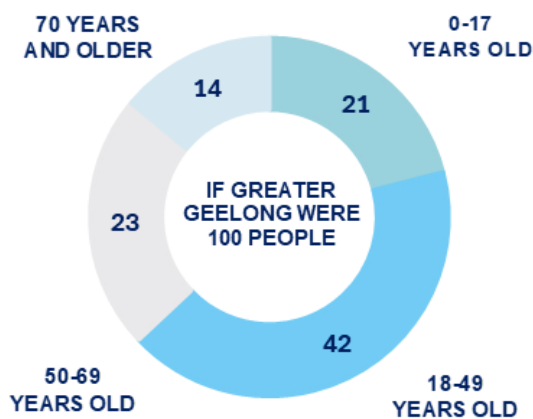


FIGURE 1: Demographic age group breakdown of Greater Geelong

Community

Greater Geelong is Victoria’s most populated region outside metropolitan Melbourne, with an estimated 289,565 residents as of 30 June 2024¹. Our municipality has seen significant growth, particularly in Armstrong Creek, Lara, and the Bellarine Peninsula. By 2046, we expect our population to reach 441,984².

Our demographics are dynamic, with notable growth across most age groups between 2016 and 2021. Young workers and families have flocked to the region, leading to a 21 per cent increase in the 25–49 age bracket and a 20.8 per cent rise in residents over 60. The median age dropped from 40 to 39 during this period³.

Greater Geelong is home to a large and diverse First Nations population, with 3,562 residents recorded in the 2021 Census³. The Wadawurrung People, Traditional Owners of this land, have maintained a deep connection to Country for thousands of generations.

Our cultural and linguistic diversity is growing, with 17.7 per cent of residents born overseas³. Migration has strengthened our community, with new arrivals mainly from India, the UK, the Philippines, New Zealand, Sri Lanka, and Pakistan. International students also contribute to our rich multicultural fabric.

We strive for inclusivity, respect, and belonging, delivering social, economic, and cultural initiatives that support connection, participation, innovation, and creativity. Despite our strengths, some suburbs face significant socio-economic disadvantages, which we are committed to addressing.

¹ Australian Bureau of Statistics, Region Population Growth. Compiled and presented by .id (informed decisions).

² Population and household forecasts, 2021 to 2046, National Forecasting Program, .id (informed decisions), January 2025.

³ Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

Lifestyle

Greater Geelong is renowned for its exceptional lifestyle, blending urban amenities with natural beauty. Our region boasts a mix of classic 'Boom Time' civic buildings, grand 18th and 19th century architecture, and revitalised modern urban areas. As Australia's first UNESCO City of Design, we leverage creativity and innovation to build sustainable, resilient, and inclusive communities.

Our vibrant waterfront, extensive parks, and recreational reserves offer residents ample opportunities for leisure and outdoor activities. From serene bay beaches to the rugged coastline of the Great Ocean Road, our diverse landscapes cater to a wide range of recreational pursuits.

Environment

Our environment is a unique blend of urban, rural, and coastal settings, rich in culture and history. We are home to significant conservation reserves and diverse ecosystems, including the Ramsar-listed wetlands, the You Yangs, and the Barwon and Moorabool river systems. These areas support a variety of flora and fauna, including many protected species.

Geelong's 133 kilometres of coastline, combined with our rural agricultural activities, highlight the region's ecological and economic diversity. We face environmental challenges, such as land clearing, invasive species, climate change, and waste generation, which we address through sustainable practices and innovative solutions.

Economy

Our economy is thriving, with strengths in advanced manufacturing, clean economy, professional services, creative industries, agribusiness, health care, and the visitor economy. Our strategic location near Melbourne, combined with our infrastructure and skilled workforce, attracts global investors and new businesses.

Over the past five years, we have experienced the fastest job growth of all comparable Australian cities and have an estimated 144,339 jobs, up 4,650 jobs in the year to June 2024⁴. Health care and social assistance is our largest employer, followed by construction and retail.

Greater Geelong's Gross Regional Product (GRP) grew to \$20.5 billion⁴⁴ with significant contributions from health care, construction, manufacturing, education, retail and financial and insurance services. With \$16.2 billion worth of major projects in the pipeline⁵ including industrial and commercial developments, transport infrastructure, public buildings, residential and medical developments, our region is poised for continued growth and prosperity.



289,565

Estimated Resident Population (2024)



3,562 Aboriginal and Torres Strait Islander people



39 Median Age



82% Workforce live in Greater Geelong



\$20.5B Gross Regional Product



47.5% Forecast population change (2025-46)



17.7% Population born overseas



133km of coastline



12% Speak a language other than English at home



1,493 Hectares of City managed protected natural habitat

⁴ National Institute of Economics and Industry Research (NIEIR) 2024. Compiled and presented in economy.id by .id (informed decisions).

⁵ City of Greater Geelong, Geelong Data Exchange, www.geelongdataexchange.com.au/pages/projects2/ (April 2025).

OUR 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'

Between September 2016 and May 2017, over 16,000 residents and stakeholders told us what they value about the region and how they would like to see it grow and evolve. The resulting vision, Greater Geelong: A Clever and Creative Future, is a community-led blueprint for our region to be recognised regionally, nationally and internationally, as a clever and creative city-region.

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

The vision is a guide for all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to the future of Greater Geelong. It has not only informed our priorities but has acted as our community's north star as we've collectively strived for a clever and creative future.

COMMUNITY ASPIRATIONS



A prosperous economy that supports jobs and education opportunities



A fast, reliable and connected transport network



An inclusive, diverse, healthy and socially connected community



A leader in developing and adopting technology



A destination that attracts local and international visitors



Sustainable development that supports population growth and protects the natural environment



Creativity drives culture



People feel safe wherever they are



Development and implementation of sustainable solutions

FIGURE 2: Nine aspirations of our community's 30-year vision

OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

Our values represent who we are and who we aspire to be. They are the tools to create the workplace culture we want, and deliver on our purpose:

- respect and encourage each other
- create a healthy and safe environment for all
- embrace new ideas and better ways to work
- make people the centre of our business.

OUR STRATEGIC DIRECTIONS

[Our Community Plan 2021–25](#) outlines the things we will do to make Greater Geelong a clever and creative city-region. The four strategic directions our council chose to guide us are:

- Healthy, Caring and Inclusive Community.
- Sustainable Growth and Environment.
- Strong Local Economy.
- High Performing Council and Organisation.

OUR ORGANISATION STRATEGY

If *Our Community Plan 2021–25* is “what” we’ll do, our *Organisation Strategy 2024–29* covers “how” we’ll do it. This document outlines our organisation’s priorities, to ensure we’re making the best decisions about how to deliver for the community efficiently and effectively. We have three commitments: Great People, Greater Performance and Greatest Impact. Each commitment is underpinned by two priorities, telling a clear story for our organisation’s future. While the focus of this report is on the strategic directions, the Organisation Strategy is included for context on the ways we work to deliver for our community.



FIGURE 3: The City’s Organisation Strategy 2024–29

THE YEAR IN REVIEW

2024–25 HIGHLIGHTS

Biyal-a Armstrong Creek Library opening

The new library was officially opened at a ceremony on 25 July 2024. The \$21.864 million facility, jointly funded by the council (\$20.364 million) and Victorian Government through a Living Libraries grant (\$1.5 million), was designed in collaboration with the Wadawurrung Traditional Owners to incorporate a 'living water' narrative. 'Biyal-a' (pronounced Be-al-a) is a Wadawurrung expression reflecting the Armstrong Creek valley-scape and its watercourse as a place of many red gums. The library houses over 30,000 books and resources and includes a children's story time area, outdoor terraces, multipurpose spaces, and creative areas – such as a media studio and maker space, all available for community use.

2024 NEXUS Clean Economy Showcase

The second annual NEXUS Clean Economy Showcase, held at Wurriki Nyal, concluded the 2024 Geelong Small Business Festival. Presented in collaboration with the Victorian CleanTech Cluster, the event celebrated a decade of clean economy initiatives and explored future economic development opportunities. Over 100 stakeholders from business, industry, academia, and government attended, featuring presentations, panel discussions, and product showcases. Keynote speaker Ashleigh Morris, the world-renowned CEO and Co-Founder of circular economy consultancy Coreo, emphasised the importance of circular economy principles. The program also included discussions on policy, strategy drivers, local small and medium enterprises talent, and council initiatives.

Moorabool River habitat restoration

For the second consecutive year, we teamed up with Geelong Football Club and members of the club to plant more than 1,000 native shrubs, grasses and trees along the Moorabool River. The planting day, which took place at the Fyansford Common on 16 August 2024, forms part of a long-term habitat restoration project to rehabilitate the understorey plant species that have long been missing from this landscape. More than 80 per cent of the species planted on the day were shrubs and grasses, as they provide food and shelter for native wildlife, improve water quality and drainage, and reduce bank erosion.

Disability Access and Inclusion Plan 2024–28

In August, Council adopted a new four-year plan to support the full participation of people with disability in the community. Our *Disability Access and Inclusion Plan 2024–28* outlines our actions to create a city that is more accessible, inclusive, welcoming and supports the full participation of people with disability. The plan has been informed by extensive community consultation, with the community helping to identify six priority areas for the city to focus its efforts on; physical access, inclusion and participation, employment, lived experience engagement, communication, and respect and understanding. This is our sixth Disability Access and Inclusion Plan.



Biyal-a Armstrong Creek Library

Lara Recreation Reserve Precinct Master Plan Stage 2

A new pavilion and baseball field at the Lara Recreation Reserve officially opened in August 2024, as part of Stage 2 of the Lara Recreation Reserve Precinct Master Plan. Featuring a social space, kitchen with serveries for multiple sports, four changerooms including female-friendly facilities, first aid room, sport viewing areas, and storage. This project was funded with \$4.545 million from council, and the pavilion received \$1 million in funding from the Victorian Government as part of the Department of Jobs, Skills, Industry and Regions (DJSIR)'s Local Sports Infrastructure Fund - Female Friendly Facilities.

Landy Field Track Renewal

Landy Field retained its World Athletics Class 2 accreditation following a \$1.5 million track renewal project completed in December 2024. The newly upgraded track at Landy Field is one of only 45 in Australia to hold World Athletics Class 2 accreditation, meaning athletes can compete at State, National, and even International Permit meets at this venue in accordance with World Athletics standards. Fully funded by the council, the upgrade involved replacing the ageing track with a brand-new surface in blue and grey. In addition, the hammer and discus cage were relocated to allow for more competition events to be carried out at the same time. More than 50 tonnes of recycled crumbed rubber – sourced from used truck tyres – was used in upgrade works.

Corpse Plant in bloom

In November 2024, over 20,000 people came to see the corpse plant, *Amorphophallus titanum*, for its first bloom at the Geelong Botanic Gardens. This extraordinary plant is renowned for the powerful smell it releases when it blooms—a scent likened to rotting flesh, hence its nickname, the "corpse plant." Visitors came from as far as Alice Springs, Perth, Sydney and Melbourne to experience this rare bloom, supporting local businesses and the economy. To make sure as many people could come to view this rare event, the Conservatory stayed open 24 hours during the bloom. The corpse plant web page received 67,000 views while the live stream had over 350,000 views from around Australia and the world. The corpse plant will restart the process of storing energy until it has enough to produce another flower. This may take another seven to ten years.



The Corpse Plant, Geelong Botanic Gardens

Aldershot Reserve upgrades

In September 2024, a new dog park, basketball half court, and path network were unveiled in Aldershot Reserve, St Albans Park, as part of the Aldershot Reserve Master Plan. The \$1.07 million fenced dog park and path network was largely funded via the Federal Government's Local Roads and Community Infrastructure Program (\$989,141) while the basketball half court, new sealed car park and tree plantings, were funded through our open space renewals budget (\$165,000). The park's garden beds utilised 34 tonnes of compost from our Anakie Organics Processing Facility, supporting our commitment to a circular economy through reuse and recycling.

2024 Geelong Design Week

We were proud to present the biggest Geelong Design Week ever with a record 40,925 attendances across 86 events spanning 30 locations. Running from 21–30 November 2024, the program featured more than 70 exhibitions, workshops, talks, tours and unique experiences that highlighted cutting-edge innovation, sustainable practices, and creative problem-solving across multiple design disciplines. It celebrated homegrown design excellence, innovation, and creativity across our region, showcasing why we are Australia's only UNESCO Creative City of Design. Wadawurrung Traditional Owners, local designers, industry leaders, design enthusiasts, students, creatives, and the broader community came together to collaborate, network, and inspire new ideas to solve design issues. It's estimated that Geelong Design Week 2024 also injected \$1.4 million in direct and indirect revenue into our local economy.

The Nest Youth Hub

The Nest Youth Hub, a welcoming, and inclusive space for young people aged 12 to 25 years, was officially opened on 23 January 2025. The hub provides the opportunity to hang out, enjoy meals and access and connect with support services and programs including mental health, employment readiness and life skills. Designed by young people, it includes an open-plan area, a multipurpose room for music, arts, workshops, and a kitchen for cooking classes. Named 'The Nest' by the Youth Council to symbolise a safe environment, its development involved multiple Youth Councils from 2022 to 2024. Located on Gheringhap Street, this two-year pilot program is funded with \$400,000 from the Victorian Government.

The Matildas at GMHBA Stadium

Geelong secured a friendly match with the Matildas against Chinese Taipei at GMHBA Stadium on 7 December 2024, marking the national team's first match in Geelong in seven years and the first since Kardinia Park's capacity was increased to 40,000. The Matildas have inspired a new generation of soccer players in Geelong, particularly in the thriving girls' and women's soccer competition. Councillor Trent Sullivan personally invited the Matildas to play in Geelong, highlighting the city's status as a passionate sport-loving community. The match, attended by 30,097 fans, ended with a 6–0 victory for the Matildas.



Designing Djilang, Geelong Design Week

North Bellarine Aquatic Centre Stage 2

We secured \$40 million in funding from the Victorian and Federal Governments, each committing \$20 million to deliver Stage 2 of the North Bellarine Aquatic Centre (NBAC), Drysdale. The Stage 2 indoor facilities will complement the 50-metre heated outdoor pool built as part of Stage 1, and include a gym, group fitness rooms, a 25-metre indoor pool and warm water exercise pool, and café. These features will support health and wellbeing, especially for seniors and people with disabilities and offer local indoor water play for families. Detailed designs for Stage 2 are anticipated to be released in late 2025. The NBAC is scheduled for completion in late 2027.

Avalon Airshow 2025

We proudly partnered with Deakin University to co-host a regional trade stand at the Australian International Airshow and Aerospace & Defence Exposition (25–28 March 2025). This initiative gave us the opportunity to showcase our region's advanced manufacturing and innovation capabilities to key global industry and government leaders, featuring organisations such as Air Radiators, KPMG, Avalon Airport, GMS Composites, The Gordon TAFE, and RAPP Australia. Through this event, we aimed to attract investment, highlight local expertise, and encourage economic and employment growth right here in the Geelong region. We also used this platform to advocate for major investment in Avalon Airport, aligning with our commitment to driving regional development and prosperity. The airshow attracted more than 200,000 attendances in total across the six days, including around 60,000 attendances across the three dedicated industry days.



Avalon Airshow

GRID Series 2024

The GRID Series (Grass Roots Indie Development) returned to Geelong in 2024. Open to original solo artists and bands over 18 living locally, the program supports early-career regional musicians with mentoring, recording, and short film documentaries, helping them grow, network with professionals, and share their music. Four local musicians - Tonite, Madeliene Cope, Emilia Fol, and FARAH - debuted their new tracks at the GRID Series Geelong Release Party on 1 May 2025, at the Geelong Arts Centre's Open House. GRID Series Geelong is supported by the Victorian Government through Creative Victoria and the Community Support Fund, in partnership with the City.



GRID Series 2024: Emilia Fol, Isabella Khalife, Madeliene Cope, Tonite

City of Wyndham regional collaboration

We strengthened our regional partnership with the City of Wyndham by signing a new Memorandum of Understanding (MoU). The MoU, developed through extensive consultation between Mayors, CEOs, and officers from both councils over the past year, aims to foster relationships, develop joint projects, support planning and economic initiatives, and explore joint opportunities. The five-year agreement ensures regular communication, transparency, and strategic alignment on initiatives that benefit both municipalities. The councils will continue to explore innovative ways to support their communities, enhance service delivery, and advocate for shared regional priorities.

Geelong Nature Week 2024

Geelong Nature Week 2024, held from 25–30 November, was both an educational platform and a celebration of the natural environment, encouraging residents to engage with local landscapes, species, and conservation initiatives. Events brought together presenters from a variety of organisations and partners to deliver a diverse range of activities. Highlights included a Wadawurrung cultural walk, birdwatching, workshops on threatened species, nature walks, presentations about nature-based solutions to urban design and hands-on activities for families, all designed to promote awareness and appreciation of Geelong's natural environment.

Tree City of the World

For the third consecutive year, the City of Greater Geelong was once again designated a Tree City of the World by the Food and Agriculture Organisation. In 2024, 210 cities across 24 countries received this designation, including eleven Australian cities. To qualify, cities must meet five standards: tree responsibility, management policy, inventory, annual budget, and celebration. We currently manage over 180,000 urban trees across 393 different species, with aims to increase numbers. Geelong's trees are an important part of our landscape, providing great value to our community through helping shape the city's character and liveability. Benefits include cooling, shading, supporting biodiversity, reducing run-off, absorbing pollution, and contributing to net zero emissions.



Geelong Botanic Gardens, East Geelong

Geelong Small Business Festival 2024

The 2024 Geelong Small Business Festival celebrated its 14th year, marking the milestone of its 30,000th attendee. Spanning two weeks, the festival featured 66 events across Geelong, Torquay, and Drysdale, attracting 2,101 attendees with a 7 per cent increase in average attendance from the previous year. Participants delved into the latest business trends, exchanged creative ideas, and established invaluable new partnerships to support their business. Highlights included the busy Wurriki Nyal Geelong Hub, extensive networking opportunities, and a continued partnership with the Geelong Chamber of Commerce. The festival concluded with the NEXUS Clean Economy Showcase, reflecting its commitment to sustainable business practices.



Geelong Small Business Festival 2024

Improvements and new housing for South Geelong

In April 2025, Council adopted an amendment to implement the South Geelong Urban Design Framework (UDF) into the Greater Geelong Planning Scheme. The UDF guides future development in South Geelong, particularly around the South Geelong train station precinct and Moorabool Street and aims to increase housing diversity and accessibility, improve pedestrian and cycling links, and create vibrant public spaces. It also focuses on preserving the area's heritage character. The amendment to implement the UDF was made available for public exhibition in April 2024. An independent panel reviewed the amendment and community submissions in November 2024, supporting the city's approach. They recognised our consultation efforts, noted changes made in response to community feedback, and suggested minor adjustments.

Barwon South West Vaping Prevention Coalition

We joined VicHealth and more than 40 organisations across the state in a new \$2 million initiative to reduce youth vaping. The City has received a \$200,000 VicHealth Vaping Prevention Grant, which will see it lead the Barwon South West Vaping Prevention Coalition. The coalition is a partnership with the Barwon South West Public Health Unit and Barwon Adolescent Taskforce (BATForce), local councils (Greater Geelong, Colac Otway, Surf Coast, Corangamite, Warrnambool and Glenelg), health services and community organisations. Project activities are co-designed with community members aged between 12 and 25, with an aim to increase young people's awareness of the harms of vaping. In May 2025, teenagers promoted World No Tobacco Day, highlighting vaping dangers and support resources. Students created posters and short animations about vape ingredients and harms, ensuring the project was relevant, youth-led and impactful.

CBD Revitalisation Forum

In March 2025, the City hosted a high-level forum aimed at revitalising Geelong's Central Business District (CBD). The forum brought together key stakeholders including councillors, government representatives, landowners and developers to discuss ideas to help accelerate Central Geelong's renewal. Discussion focused on creating a Special Economic Zone, improved transport options like a City Loop bus, public safety, Market Square, possible tax concessions, boosting the night-time economy, and attracting new residents through initiatives like 'Living 3220'. The forum also addressed the need for government and private sector collaboration and activating heritage buildings. These conversations were timely as the Nyaal Banyul Geelong Convention and Event Centre, which is expected to bring tens of thousands of people to the area each year, nears completion. Insights from the forum will guide advocacy and next steps.

First India Business Roundtable

In June 2025, the City hosted the first Geelong India Business Roundtable, bringing together key state, national and international stakeholders to stimulate opportunities for business and investment. The city-led event brought together the Consul General of India in Melbourne, Dr Sushil Kumar, representatives from the Australia India Business Council, the Australia India Chamber of Commerce, and local businesses such as Care Essentials and Enterprise Monkey. Key government and education stakeholders were also present, such as Invest Victoria, Global Victoria, Regional Development Victoria, Deakin University, The Gordon, Geelong Manufacturing Council, Advanced Fibre Cluster, the Office of Richard Marles MP, Committee for Geelong, Geelong Chamber of Commerce, and the City of Wyndham.

National Reconciliation Week 2025

We marked National Reconciliation Week (27 May-3 June 2025) with various activities including cultural projections, catenary lights in the colours of the Aboriginal and Torres Strait Islander flags, flags at half-mast at City Hall for National Sorry Day, cultural education experiences and on-Country tours by Wadawurrung Traditional Owners Corporation, and financial support for Reconciliation in the Park hosted by One Fire Reconciliation Group.

National Reconciliation Week provides all Australians with the opportunity to learn about our shared histories, cultures and achievements, and consider how we can contribute to achieving Reconciliation in Australia. This year's theme - Bridging Now to Next - called on us to step forward together, guided by past lessons.



City Hall projections featuring work from local First Nations artists as part of National Reconciliation Week

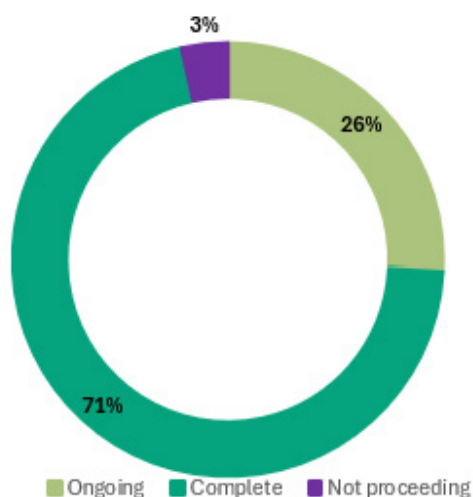
OUR COMMUNITY PLAN 2021–25

In 2024–25, we committed to deliver 58 actions to support the achievement of the four-year priorities outlined within *Our Community Plan 2021–25*.

More detailed information on our progress against the Our Community Plan 2021–25 - Annual Action Plan 2024–25 can be found on our [website](#).

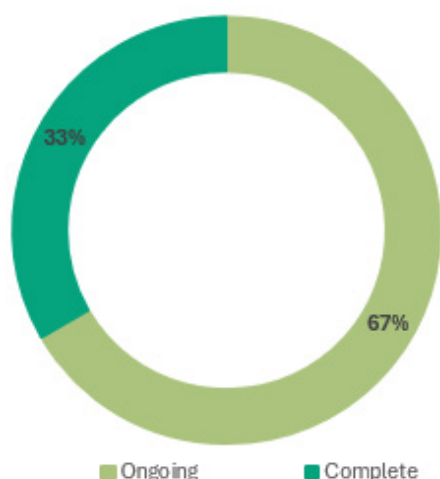
Overall progress

Of the 58 actions, 41 (71 per cent) were complete, and a further 15 (26 per cent) are ongoing. Two actions are no longer proceeding:



Major budget initiatives

Of the 58 actions, 12 are major initiatives identified in the 2024–25 budget. Of these, four (33 per cent) are completed and a further eight (67 per cent) are ongoing:



OUR COMMITMENT TO HEALTH AND WELLBEING

The health and wellbeing of our community is central to everything we do.

Under the *Victorian Public Health and Wellbeing Act 2008*, councils are required to prepare a four-year Municipal Public Health and Wellbeing Plan within 12 months of every council election. The plan identifies goals for creating a local community where people can experience their best possible health and wellbeing. Acknowledging that health and wellbeing is everyone's business, we incorporated our Municipal Public Health and Wellbeing Plan into our Council Plan to create *Our Community Plan 2021–25*.

Our health and wellbeing priority areas

There are five health and wellbeing priority areas we have been focussing on since this plan began. We formed these priorities following a review of the policy context and local health data and engaging with the community and key stakeholders to identify health needs and challenges.



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

Working with our partners

We convened the Health and Wellbeing Partners Network to enable a partnership approach to health and wellbeing. Since its inception in 2021, the network has met 11 times. This network has enabled conversations about the work happening across the Greater Geelong municipality that aligns with the five health and wellbeing priorities. Funding applications such as the Regional Vaping Coalition and Kids Active Travel have been successful due to relationships built with stakeholders and an increased understanding of the complementary nature of each other's work to create improved community health and wellbeing. The network has also been a vital mechanism for members to consult with other partner agencies for the Western Victoria Primary Health Network Community Needs Assessment and the Barwon South West Public Health Unit's Catchment Plan. We have also presented to the network on a variety of City-led initiatives including the Integrated Transport Strategy and Social Inclusion Action Group, and the network has been pivotal for the development of our new *Community Health and Wellbeing Strategy 2025–29*.

Geelong Preventative Health Survey 2024

The findings of the third iteration of the Geelong Preventative Health Survey (2024) were launched on 2 April at the Geelong Library & Heritage Centre featuring a keynote address by Dr. Norman Swan. The survey, commissioned every three to four years, provides a snapshot of the health and wellbeing of people across Greater Geelong for key indicators including healthy eating, physical activity, mental health, smoking, alcohol consumption, personal safety, and climate change impacts. The 2024 survey updates the results from 2021, which were heavily impacted by COVID-19, and adds new measures such as loneliness. Topline results of the survey can be viewed online via the [Geelong Preventative Health Survey dashboard](#) on the Geelong Data Exchange platform. This information helps us, and other organisations make informed decisions about infrastructure, initiatives, and programs to advocate for a healthier Greater Geelong community. The results provided an important input into the development of the new *Community Health and Wellbeing Strategy 2025–29*.

Our health and wellbeing indicators

A set of 17 population level indicators in *Our Community Plan 2021–25* help track the health and wellbeing of our community. Our work, along with the work of our partners and other organisations, contribute to progress in the five priority areas.

IMPROVING MENTAL WELLBEING AND SOCIAL CONNECTION

Proportion of adults experiencing high / very high psychological distress **13%** (2024)

Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) **55%** (2024)

Level of agreement that multiculturalism makes life better **64%** (2024)

Number of jobs located in the City of Greater Geelong **144,339** (2023–24)

City of Greater Geelong unemployment rate **4.6%** (June 2025)



DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES

Family violence incident rate per 100,000 population **1,887.4** (June 2025)

Community perception of safety in the area where they live **82%** (2024)



TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH

Proportion of community concerned about effects of climate change on health **50%** (2024)

Community greenhouse gas emissions **3,773,000 tonnes CO₂-emissions total** (2022–23)

Hectares of protected natural habitat **1493.02 hectares** (June 2025)

Number of trees planted **2,544 street and park trees, 3,500 tubestock** (2024–25)



INCREASING HEALTHY EATING

Proportion of adults consuming the recommended number of serves of fruit and vegetables:
Fruit **50%** (2024)
Vegetable **14%** (2024)



INCREASING ACTIVE LIVING

Proportion of adults meeting the physical activity guidelines **66%** (2024)

Quantity of open space **1048.8 hectares - 503 sites** (2025)

Journeys to work made by public transport, walking or cycling **4.6%**

Percentage of residences within 400 metres of public open space in urban areas **82.5%** (2024)

Kilometres of bicycle, walking paths and shared paths **121 km bicycle paths, 2080.9 km footpaths, 220.1 km shared paths** (2025)

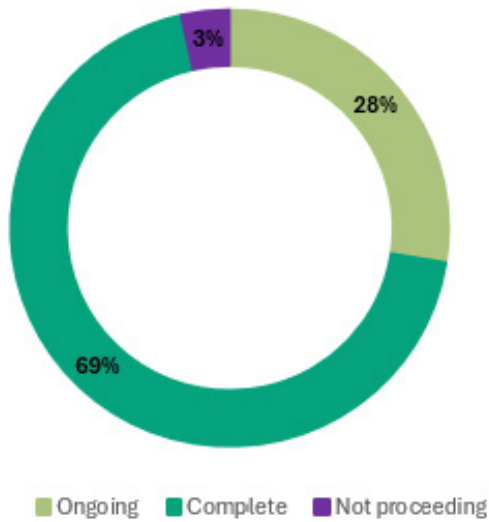


FIGURE 4: *Our Community Plan 2021–25* health and wellbeing indicators

Key actions supporting health and wellbeing

In 2024–25, we committed to deliver 29 actions to support the achievement of our five health and wellbeing priorities within *Our Community Plan 2021–25 - Annual Action Plan 2024–25*:

Of the 29 actions, 20 (69 per cent) were complete, eight (28 per cent) were ongoing and one action is no longer proceeding:



Progress of annual actions supporting delivery of health and wellbeing priorities

The following tables highlight actions for each health and wellbeing priority area. For more detailed information on these refer to the *Our Community Plan 2021–25 - Quarterly Report June 2025* on geelongaustralia.com.au.

Priority One: Tackling climate change and its impact on health

Climate significantly impacts health, both directly and indirectly. Direct effects include illnesses and deaths from extreme events like heatwaves, floods, droughts, and bushfires, while indirect impacts due to changes in the environmental conditions, include risks to food safety and security, and reduced air and water quality. Addressing climate change through mitigation and adaptation strategies is essential for protecting public health and wellbeing.

We accomplished several key initiatives including completing a background report for the Integrated Transport Strategy, successfully planting over 2,500 trees, and converting around 22,000 public lighting fittings to LED with a new Central Management System expected by September 2025. Additionally, we supported community climate change programs, with successful grant applications for various projects, and commenced waste facility upgrades for the future Food Organics Garden Organics (FOGO) service. Continued implementation of the Sparrovale Wetlands Master Plan included significant ecological surveys and monitoring, ensuring adaptive management for future sustainability.

TABLE 1: Status of key actions supporting Tackling climate change and its impact on health

KEY ACTIONS	STATUS
2.2.1 Develop a background report to inform development of the Integrated Transport Strategy	Complete
2.3.1 Deliver the City's tree planting program	Complete
2.5.1 Continue the upgrade of street lighting with LED lights and smart control technology including the Central Management System	Complete
2.6.1 Support the delivery of community climate change partnership programs	Complete
2.7.1 Commence waste facilities upgrades for future delivery of a Food Organics Garden Organics (FOGO) service	Ongoing
2.8.1 Continue implementing the Sparrovale – Ngubitj yoorree Wetlands Master Plan	Complete
3.3.1 Provide grant programs and share knowledge with local businesses and industry	Complete



Over 2,500 trees were planted as part of the City's 2024–25 Tree Planting Program

Other achievements supporting Tackling climate change and its impact on health

Green waste helping to feeding our most vulnerable residents

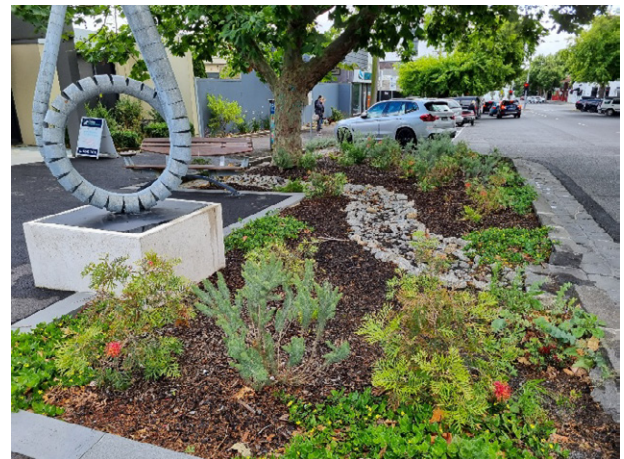
Thanks to our composting program, green waste across the region is turned into rich compost used at the Geelong Botanic Gardens to grow fruit and vegetables. Our Anakie Organics Processing Facility collects and processes over 30,000 tonnes of green waste annually, transforming grass clippings, branches and other garden material into 18,000 tonnes of compost. Over the past year, about 2,000 tonnes of this compost has been used at the Geelong Botanic Gardens to grow around 25 types of vegetables and 12 fruit trees. The produce harvested, approximately four crates every couple of weeks, is then donated to Geelong Foodshare to help feed those in need. This initiative supports a circular economy and is unique as Geelong is one of the few Victorian councils with its own composting facilities, allowing local production instead of relying on commercial providers.



Vegetable garden at the Geelong Botanic Gardens, East Geelong

Shaping the future of our parks, streets, and public spaces

We're committed to providing an outdoor public space network that is sustainable, enjoyable, accessible, vibrant, and safe for all. With challenges impacting the future of our outdoor spaces including housing targets, land use changes, and climate change, we're preparing two strategies: the Public Realm Strategy and the Open Space Strategy. Our open space network, which includes parks, gardens, reserves, waterways, and linear trails, and the public realm, which encompasses public spaces around buildings such as streets, laneways, roads, and public plazas, are both crucial. Together, they enhance liveability, community health and well-being, biodiversity, climate resilience, and economic activity. From March to May 2025, we gathered ideas, thoughts, and feedback to develop these strategies and ensure they reflect our community's values, needs, and priorities. People could share their input through various methods, including surveys, in-person engagement sessions, or by dropping a pin on a map. Children also had the opportunity to share their voices through the Kids' Hub.



Streetscaping and art installation in Bellerine Street, Geelong

Priority Two: Increasing healthy eating

Increasing healthy eating is a key priority for health and wellbeing, focusing on promoting diets rich in fruits, vegetables, and whole grains, while limiting processed foods, saturated fats, and added sugars. This strategy aims to reduce chronic diseases, overweight and obesity, and improve overall population health.

We have made significant strides in promoting health eating actions including delivering 12 crates of excess vegetables to Geelong Foodshare, implementing Healthy Choices guidelines in city-owned food retail outlets, and removing RED food and drink specials from sport and recreation facilities. We also launched the 2025 Tastes of Greater Geelong, featuring over 80 events, which began with a public launch at Johnstone Park on 20 June 2025. Although the initial proposed site for the Armstrong Creek Community Garden was not supported by the local community group, we will continue to work with them to find a suitable location.

TABLE 2: Status of key actions supporting Increasing healthy eating

KEY ACTIONS	STATUS
1.1.1 Partner with Geelong Foodshare to utilise fresh produce from community gardens.	Complete
1.2.2 Implement the Healthy Choices Guidelines in selected city-owned and operated food retail outlets.	Ongoing
1.3.1 Establish the Armstrong Creek Community Garden.	Not proceeding in 2024–25
3.2.2 Deliver the Tastes of Greater Geelong program.	Complete

Other achievements supporting healthy eating

Catering for Good

We partnered with Barwon Health to support Geelong catering businesses and social enterprises to be listed on the Catering for Good Directory, an online searchable map of caterers in Victoria, supporting workplaces to source healthier and more sustainable catering options while supporting positive environmental and social outcomes. The directory promotes catering organisations who offer healthier food and drink options, implement sustainable business practices, are certified social enterprises, or Victorian Aboriginal and/or Torres Strait Islander owned businesses. The directory was launched to City employees and local business representatives on 25 June 2025.

Healthy Choices success on the regional stage

In June, we were invited to present at the City of Bendigo's Regional Healthy Choices Forum, attended by representatives from Sport and Recreation Victoria, the Healthy Eating Advisory Service, Cancer Council Victoria, local governments, health services, and sport and recreation facilities from across the Goldfields region. We showcased our successful implementation of Healthy Choices guidelines at Lara Swimming Pool and North Bellarine Aquatic Centre (NBAC), highlighting innovations like point-of-sale data integration and real-time reporting. We also shared how we're embedding healthy food retail practices into planning for the NBAC Stage 2 and using values-based messaging to engage the community and drive change. The event was a fantastic opportunity to exchange learnings and support collective efforts to make the healthy choice the easy choice across Victoria. This work has been funded through Deakin University's Promoting CHANGE project.



Healthy Choices Guidelines were successfully implemented at North Bellarine Aquatic Centre

Priority Three: Increasing active living

Increasing active living focuses on promoting physical activity and reducing sedentary behaviour. This priority aims to improve overall health by encouraging people to be more physically active in their daily lives. It often involves strategies like improving access to parks and recreational spaces, promoting active transport, and reducing sitting time in various settings.

We have made significant progress on a variety of projects, with the completion of the John Landy Field athletics track renewal, achieving World Athletics Class 2 accreditation and the all-abilities playground at Rippleside Park. The Ocean Grove District Ride Centre and driving range at Lara Golf Club, are expected to be delivered by June 2026. Upgrade works at Thomson Recreation Reserve are expected to be completed by March 2026. The partnership with Surf Coast Shire has led to the identification of a preferred safe cycling route between Geelong and Torquay, with final reports completed by July 2025. The development of the Open Space Strategy is advancing, with extensive community consultation already completed. Additionally, Development Victoria is overseeing three major Commonwealth Games legacy projects: Stead Park’s redevelopment, new indoor facilities at Armstrong Creek, and another indoor complex at Waurm Ponds, with construction already begun on the Armstrong Creek site. The *Drysdale Sub-Regional Sporting Precinct Master Plan* and new playing fields in Armstrong Creek as part of the Blinks Reserve Master Plan (now called the *Coastside Drive Recreation Reserve Master Plan*) have progressed and will be ongoing into 2025–26.

TABLE 3: Status of key actions supporting Increasing active living

KEY ACTIONS	STATUS
1.5.2 Continue construction of the all-abilities playground at Rippleside Park.	Complete
1.10.1 Deliver the Drysdale Sub-Regional Sporting Precinct Master Plan.	Ongoing
1.10.2 Develop a driving range at Lara Golf Club.	Ongoing
1.10.3 Plan for the provision of new playing fields in Armstrong Creek as part of the Blinks Reserve Master Plan.	Ongoing
1.10.4 Deliver the upgrade works at Thomson Recreation Reserve.	Ongoing
1.10.5 Construct the Ocean Grove District Ride Centre.	Ongoing
2.2.2 Partner with the Surf Coast Shire to explore options for a future safe cycling route between Geelong and Torquay.	Complete
2.3.4 Commence development of an Open Space Strategy.	Complete
3.1.2 Manage delivery of Commonwealth Games legacy assets.	Ongoing
3.2.6 Renew the John Landy Field athletics track to World Athletics Class 2 accreditation.	Complete



The \$1.5 million resurfacing of the John Landy Field Athletics Track completed December 2024

Other achievements supporting Increasing active living

Beach access for all at Ocean Grove

We continue to enhance accessibility by partnering with the Ocean Grove Surf Lifesaving Club to provide an accessible beach wheelchair for public use at Ocean Grove beach. Through a formal agreement, we provided the MobiChair to the club at no cost, making it available free of charge to the community. Designed for individuals with mobility challenges, MobiChairs facilitate movement from the car park to the beach and into the water. This equipment is available for people of all ages with mobility challenges or additional support needs, ensuring beach access and enjoyment for many who might otherwise face limitations. This marks the first time a MobiChair is available at an ocean beach, adding to the existing chairs at Eastern Beach public pool and Indented Head Boat Club.



Bruce Honey, Ocean Grove Surf Life Saving Club Vice President Operations and Lyndie Freestone, Ocean Grove Surf Life Saving Club President with the MobiChair

Kids Active Travel

In partnership with Bellarine Community Health and Active Geelong, we secured funding from Sport and Recreation Victoria to promote safe active travel for grade three to six students on the Bellarine. Active Geelong created an audit tool, while Bellarine Community Health collaborated with worked with teachers, parents and students at St Leonards, Leopold, Portarlington, and Newcomb Primary Schools to co-design initiatives such as Walk/Ride to School days, bike education sessions, and new bike/scooter storage facilities. A student designed footpath mural at St Leonards will be added when weather allows, and safe route assessments and wayfinding signage is being developed for each school. Newcomb Primary School have also joined the project to test the audit tool and develop localised initiatives for their students. Once all initiatives are in place, their impact on travel behaviour will be evaluated.



Partnering to promote safe active travel for grade three to six students on the Bellarine

Priority Four: Demonstrating and promoting gender equity practices

Promoting gender equity through active demonstration and advocacy involves challenging biases, ensuring equal opportunities, and empowering all individuals. By actively working towards this goal, individuals and organisations contribute to a more inclusive and prosperous society.

Since the introduction of the *Fair Access Policy* in 2024, we have made significant progress by developing an action plan and launching marketing campaigns to promote the policy. Practical initiatives have included workshops for local sporting clubs in partnership with our regional sporting assembly, Leisure Networks, a Fair Access Self-Assessment Tool, and a Sport & Recreation Census involving over 200 community tenants. We also completed seven Gender Impact Assessments, engaged 12 sporting associations, and integrated Fair Access principles into the Community Infrastructure Grants Program to prioritise projects for women and girls. In May 2025, the draft Rainbow Action Plan 2025–29 was released for public consultation prior before going to Council for final endorsement.

TABLE 4: Status of key actions supporting Demonstrating and promoting gender equity practices

KEY ACTIONS	STATUS
1.4.1 Implement the Fair Access Policy.	Complete
1.4.2 Develop the LGBTQIA+ Action Plan (renamed Rainbow Action Plan 2025–29) utilising the Rainbow Ready roadmap.	Ongoing



CEO Ali Wastie and Executive Leaders James Stirton and Troy Edwards at Geelong Rainbow Festival 2024

Other achievements supporting Demonstrating and promoting gender equity practices

Time out for women to be active in a safe space

We encouraged more women to get active in a safe and inclusive space with a trial 'women only' swimming and gym program at Norlane ARC. Our community activation plan for the Norlane ARC identified a need for women-only access to the facility in line with the cultural and religious beliefs from our local Iranian, Afghan and Pakistani communities. We offered exclusive gym and pool access to women of all backgrounds to challenge the barriers that exist for females staying active. Promotions of the pilot program were translated into Arabic, Hindi, Dari, Mandarin, Swahili and Tamil, and shared with local community groups. Gym & Swim Sundays, held on the last Sunday of each month (August–November 2024), aimed to help women (aged 10 and over) of all multicultural backgrounds and abilities to feel comfortable exercising and enjoy its health benefits. After a successful pilot program, the Women's Only Program, run on the last Sunday of every month, commenced in March 2025.



Community member Mumtaz at the Norlane ARC

16 Days of Activism

We showed our commitment to respect for all by supporting the 16 Days of Activism against gender-based violence. The campaign ran from 25 November 2024, International Day for the Elimination of Violence Against Women, to 10 December 2024, Human Rights Day. In partnership with Respect 2040 and the Zonta Club of Geelong, we launched the campaign at Johnstone Park on 24 November. We also joined local partners to light City landmarks orange, symbolising a brighter future free from violence.



The 16 Days of Activism raises awareness of gender-based violence and promote equality and respect

Priority Five: Improving mental wellbeing and social connection

Mental wellbeing and social connections are enhanced by nurturing positive relationships, engaging in meaningful activities, and fostering a sense of community. Prioritising these areas can lead to improved mental health and a greater sense of belonging.

Since its launch, our *Disability Access and Inclusion Plan 2024–28* has driven key initiatives aimed at improving accessibility and inclusivity. Highlights include the creation of a new accessibility webpage and events checklist, rollout of the Sport4All program, progress on the Rippleside Inclusive Playspace, and the establishment of a Reference Group to oversee implementation. The plan’s actions have been integrated into broader organisational strategies and capital works. An agreement for social and affordable housing in the Jetty Road Stage 2 area, Curlewis, has been included in Amendment C387 to the Greater Geelong Planning Scheme. It is now waiting for the Minister’s signature for final approval. Detailed design for a community centre redevelopment in Norlane is complete, and the official opening of The Nest Youth Hub was held in January 2025. Work on the Innovate Reconciliation Action Plan (RAP) is underway, pending key leadership appointments and we are working with Reconciliation Australia to explore which RAP is best suited. Elevation of First Nations living cultures, histories and knowledge was recognised through art acquisitions, exhibitions, cultural awareness initiatives, collaborative projects, educational programs, and the celebration of First Nations heritage and creativity.

TABLE 5: Status of key actions supporting Improving mental wellbeing and social connection

KEY ACTIONS	STATUS
1.5.1 Implement first year of the Disability Access and Inclusion Plan 2024–28.	Complete
1.6.1 Negotiate with developers for social housing contributions within new housing developments	Complete
1.7.1 Complete the redevelopment design for the Norlane Community Centre.	Complete
1.7.2 Construct and open the Central Geelong Youth Hub two-year pilot.	Complete
1.8.1 Prepare the Innovate Reconciliation Action Plan for endorsement by Reconciliation Australia (RAP).	Ongoing
1.8.2 Elevate First People’s living cultures, histories and knowledge through curations, exhibitions, and storytelling	Complete



The Nest Youth Hub opened in January 2025



Wheelchair ramp at George Harvey Reserve, Manifold Heights

Other achievements supporting Improving mental wellbeing and social connection

Side-By-Side Nature Walks

We partnered with Outdoors Victoria, La Trobe University Centre for Sport and Social Impact, Surf Coast Shire and the Federal Government's Department of Health and Aged Care to pilot a new intergenerational program to engage young women (18–25 years old) and older women (55+ years old) together, for improved social connection and physical activity, leading to better health and wellbeing. Side by Side Nature Walks is a free, fully facilitated eight-week program with each program involving up to 8 young women and up to 8 older women, who meet on a weekly basis and engage in physical activity (with nature walks being a primary focus) inclusive of social connection opportunities. The pilot program is being trialled in Greater Geelong and the Surf Coast throughout 2025.

2024–25 Positive Ageing Grants

We offered Positive Ageing Grants in 2024 to support community groups and organisations in hosting activities that promote healthy ageing for people aged 55 and over. These grants, with a total pool of \$24,000, aimed to encourage physical activity, mental wellbeing, social connections, and recognition of achievements within the older population. The grants support a range of activities, including dances, workshops, concerts, sporting activities, and cultural experiences that promote positive ageing. Not-for-profit or charitable organisations, community groups, and learning institutions were eligible to apply. A program of over 40 events and activities for people aged 55 and over was delivered between October 2024 and March 2025. Applications for the 2025–26 grant round have recently closed.



Our Positive Ageing Grants fund community activities that promote healthy ageing for those aged 55 and over

KEY CAPITAL PROJECTS

We deliver an extensive capital works program each year to create infrastructure to meet our growing community's needs.

We would like to thank the Victorian Government, Federal Government and private partners for their support to deliver many of the projects below.



For more information on the capital works projects, view our [capital works projects dashboard](#).

FIGURE 5: Status of key capital projects in 2024–25

PROJECTS COMPLETED

1. Rippleside Inclusive Playspace & Public Toilet – **\$5.115M**
2. Winter Reserve Netball Court Construction – **\$775K**
3. Wallington Reserve Cricket Practice Facility – **\$400K**
4. Floating Christmas Tree – **\$800K**
5. Geelong Arena Roof Drainage and Heating, Ventilation, and Air Conditioning upgrade – **\$1.85M**
6. Geelong Youth Hub – **\$340K**
7. Leopold Tennis Club Pavilion – **\$1.97M**
8. Richmond Oval Netball Facilities Upgrade – **\$900K**
9. Landy Field Athletics Track Upgrade – **\$1.9M**
10. Clifton Springs Boat Harbour Carpark – **\$1.1M**
11. Avalon Beach Boat Ramp and Carpark Upgrade – **\$1.5M**
12. Baanip Boulevard/Boundary Road Intersection, Mt Duneed – **\$7.6M**
13. Barrands Lane Drainage/Flood Mitigation Works, Drysdale – **\$720K**
14. Bacchus Marsh Road Shared User Paths (Stages 1 & 3) – **\$1.2M**
15. Rossack Drive Road Reconstruction (Stages 1, 2 & 3) – **\$1.8M**
16. Evans Street Reconstruction – **\$1.2M**
17. High Street Pavement Rehabilitation – **\$550K**
18. Sovereign Drive Pavement Rehabilitation – **\$650K**
19. Heales Road Pavement Rehabilitation – **\$625K**
20. Pakington Street Traffic Control Works – **\$490K**
21. Wilsons Road Traffic Control Works – **\$777K**
22. Townsend Road Traffic Control Works – **\$853K**

PROJECTS UNDER CONSTRUCTION

23. Horseshoe Bend Community Hub – **\$15.79M**
24. Aldershot Reserve Master Plan Upgrades (Playspace) – **\$1M**
25. LED Lighting & Smart Controls (throughout City of Greater Geelong) – **\$13.48M**
26. Leopold Sports Precinct Upgrade – **\$3.25M**
27. Portarlinton Reserve Master Plan – **\$3.774M**
28. Ocean Grove Principal Pedestrian Network – **\$10M**

PROJECTS COMMENCED DESIGN PHASE

29. Norlane Community Centre Garden and Building Modifications – **\$1.6M**
30. Windsor Park - Female Friendly Change and Pavillion Upgrades – **\$2.5M**
31. Wallington Reserve - All Abilities Pavillion redevelopment – **\$4.36M**
32. Armstrong Creek East Neighbourhood Activity Centre (Blinks Community Hub) – **\$5M**

33. Bellarine Aquatic and Sports Centre Building Upgrade – **\$900K**
34. Upgrade Chilwell Library into a Community Hub. – **\$2.5M**
35. Drysdale Sports Precinct Stage 2 – **\$14.595M**
36. Upgrade of sports lighting for the Breakwater Eagles Soccer Club at Howard Glover Reserve – **\$403K**
37. North Bellarine Aquatic Centre Stage 2 – **\$40M**
38. Grinter Reserve Sports Lighting – **\$600K**
39. Ocean Grove District Ride Centre – **\$3.5M**
40. Landy Field Pavilion Redevelopment – **\$10M**
41. Lara Golf Club - Driving Range Upgrade – **\$1.096M**
42. Ocean Grove Memorial Reserve Changerooms & Sports Lighting – **\$936K**
43. Winter Reserve Netball Change Room Pavilion – **\$1.380M**
44. Collendina Reserve - Pedestrian and Vehicle Access Improvements – **\$642K**
45. Collendina Reserve Pavilion Upgrade – **\$1.969M**
46. Lara Golf Club Irrigation Upgrade – **\$2M**
47. Grey Headed Flying Fox Irrigation Project – **\$200K**
48. McDonald Reserve Pavilion – **\$2.75M**
49. Sparrovale Dog Park – **\$680K**
50. Thomson Recreation Reserve Cricket & Netball Upgrade – **\$1M**
51. Devlins Road Master Plan – **\$13.565M**

ENGAGING WITH OUR COMMUNITY

Community engagement is how we bring local voices into our decisions. By listening, sharing, and working together, we make better, fairer choices that reflect the experiences and values of our Greater Geelong community.

Over the past year, we've strengthened our engagement approach through inclusive face-to-face, and digital methods, involving over 9,249 community members in 58 projects last year. Engagements were split between hybrid (48 per cent) and online-only (52 per cent).

Highlights included:

- Convening a deliberative panel of 62 community members to inform development of the *Council Plan 2025–29*, the *Community Health & Wellbeing Strategy 2025–29*, and review the *Clever & Creative Vision*.
- Conducting the 2025 Youth Survey which received 3,790 responses primarily from young people aged 12–25 and identified themes around wellbeing, education, employment, leisure, and safety that will guide delivery of future youth programs and events.
- Adopting of the final *Ocean Grove Sporting Infrastructure Plan 2025* in May 2025 following in-depth conversations with stakeholders and community engagement since 2022. Community feedback showed strong support for most recommendations, highlighting the need for improved safety, lighting, female-friendly facilities, and outdoor spaces to accommodate growing sports like pickleball.
- Engaging the community to inform development of the *Integrated Transport Strategy*. Stage 1 (moving around Geelong) and Stage 2 (active transport) garnered contributions from nearly 1,000 people, resulting in 2,292 survey responses about transport issues and ideas. Stage 3 will focus on public transport, while Stage 4 will seek feedback on the draft strategy.
- Beginning recruitment for the Social Inclusion Action Group to promote inclusive engagement to address loneliness and social exclusion in Greater Geelong.
- Commencing a review of the *Community Engagement Policy* to support meaningful and respectful conversations between Council and the community.
- Holding Neighbourhood Conversations on a range of important projects at key community events across the municipality including Pako Festa, The Nest Youth Hub, Cultura Refugee Week Expo and Tastes Winter Festival.
- Running the 'Join Us' Campaign which invited community members to sign up and have their say on issues that matter, resulting in over 7,000 subscribers to the Have Your Say platform.
- Improving digital access through creation of an easy read 'How to Have Your Say' guide that has now been translated into 15 languages.

Participation on Have Your Say platform 2024–25

144,179

visitors

223,297

project page
views

16,128

community
contributions

58

active
engagement
projects

8,049

registered
members

Top Projects Visited

1. 2025 Geelong Youth Survey (6,993 visits)
2. Council Plan 2025–29 (4,931 visits)
3. Draft Rainbow Action Plan 2025–29 (3,721 visits)
4. Central Geelong Stormwater Management Strategy (3,443 visits)
5. Proposed Sale of Land – The Parade and The Terrace, Ocean Grove (3,092 visits)

Advisory Committees

Our advisory committees enable community members to provide community insights, share lived experience and ongoing feedback to guide our decision-making. We would like to thank each of the committee members for the time, enthusiasm, ideas and energy they've put into the committee meetings over the past 12 months.



Council Plan 2025–29 Deliberative Community Panel session at Geelong Library & Heritage Centre

ADVOCACY AND PARTNERSHIPS

We are committed to advocating on behalf of our current and future communities.

Amidst high population growth and a thriving economy, Greater Geelong is undergoing significant transformation. As the fastest-growing regional city in Australia, we bear a significant responsibility in advocating for the collective interests of our broader region.

To ensure Geelong realises its full economic potential region and remains a premier place to live, work, and invest, growth must be supported by upgraded infrastructure and services. Fostering collaborative relationships, advocating for community needs, and building strong partnerships will be key to our success.

Government relations and advocacy

From the local level through to the international stage, we have been proactive in identifying opportunities to advance our community's interests. We engage with various levels of government to address regional issues and advocate on behalf of our community. In 2024–25 this included engaging with local state and federal members, providing formal submissions to help shape government policy, coordinating media events to celebrate local outcomes, official openings and celebrations and identifying opportunities for government investment in the region.

Our [Advocacy Framework](#) outlines our approach to advocacy at local, regional, state, national, and international levels over the next three years. This framework considers our role in the broader advocacy ecosystem in Geelong, detailing the approach and principles for advocacy, how priorities will be determined, and how performance and outcomes will be measured.

Our [Priority Projects](#) focus on addressing infrastructure, housing, transportation, recreation, and environmental needs in Greater Geelong. These projects formed the foundation of two submissions to state and federal governments, which successfully secured \$20.45 million for council infrastructure in the Corangamite and Corio electorates, as well as an additional \$68.2 million for the duplication of Barwon Heads Road up to Lower Duneed Road.

Advocacy activities in 2024–25

23 monthly average enquiries from local members

30 special interest meetings held with MP's and Ministers

45 media events to celebrate local outcomes, official openings and celebrations

18 meetings with Departments and other stakeholders

32 federal and state electorate updates on electorate projects, key issues, and items of interest

10 submissions on Victorian Government issues

47 times advocated directly to Ministers on a range of issues

27 invitations to Ministers to attend regional events

Partnerships

We establish strong connections with various stakeholders, including local businesses and community organisations, Victorian Government agencies, and other local governments, often formalising these relationships through Partnership Agreements, Memorandum of Understanding (MoU), sponsorships, or similar arrangements. By partnering with others, we can leverage resources, expertise, and funding to achieve shared goals and meet the needs of the community more effectively. In 2024–25, we focussed on building strong, trustworthy and resilient partnerships that generate value for partners. We currently hold 52 partnership/sponsorship agreements with 46 organisations and MoUs with two councils – the City of Wyndham and the City of Devonport.



Geelong is Australia's first and only city designated as a UNESCO City of Design

International Relations

Geelong has formal Sister City relationships in Japan, China and the Democratic Republic of Timor-Leste, and is currently developing close cultural and business ties with Changwon City in South Korea and India.

Our [International Engagement Strategy](#) aims to raise the city's global profile, our international relationships and activities, with a focus on sustainable growth through international engagement. Key activities delivering on this strategy in 2024–25 included:

- Advancing agreements and exploring business opportunities during a mayoral visit to Changwon, South Korea.
- Hosting a delegation from Lianyungang, China for the Sister City 30th Anniversary.
- Successfully negotiating for the South Korean baseball team, KT Wiz, to hold their six-week summer training camp in Geelong.
- Hosting the Chinese and Australian wool industry delegation visit to the National Wool Museum helped strengthen ties between the two countries' wool industries.
- Establishing plans for a Korean LOTE (Languages Other Than English) teacher and a student exchange program with Changwon City Council during discussions with the Consul General of Korea and City officials.
- Participating in the Geelong-India Business Roundtable which brought together senior representatives from government, education, industry and local business to explore trade and investment opportunities with India, with a follow-up forum planned for later in 2025.
- Engaging in discussions with Consul Generals of Korea, Japan, and the US about bilateral economic development and relationship strengthening opportunities.

Incoming grants

Successful securing of grants from government departments and agencies, and philanthropic organisations provides vital funding for community projects, infrastructure development, and essential services across our municipality. In the 2024–25, we reviewed 195 grant opportunities, submitted 84 grant applications and were successfully awarded 52 grants totalling \$27,936,255.48, resulting in a total of \$38,119,187.97 (including council co-contribution) invested into funded projects across the municipality. We currently have 87 active grants with an original funding contribution of \$101,907,160.89 supporting funded projects across the municipality, to a total value of \$124,881,206.89 (including council co-contribution).

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2024–25.

For full details, please refer to the Annual Financial Report on page 123.

- Surplus of \$118.9 million – consistent with the prior year result.
- \$629.8 million revenue, with 51.2 per cent coming from rates and charges.
- \$510.9 million expenditure – 39.8 per cent employee costs and 28.9 per cent materials and services
- \$5.3 billion in net assets – \$291.3 million increase on the restated previous year, including a \$172.5 million asset revaluation increment.
- \$139.3 million capital expenditure – 45.6 per cent relating to land and buildings, 28.7 per cent for roads, footpaths, bike paths and drainage.

Comprehensive Income Statement

The comprehensive income statement shows how much we earned during the 2024–25 financial year. It details where we received our income and how it was spent.

Net Result

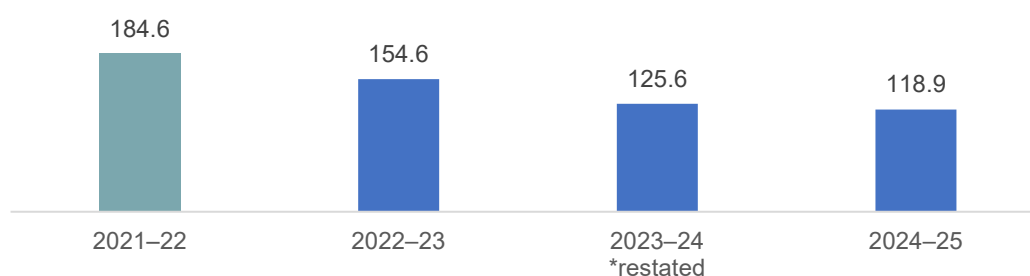


FIGURE 6: Net result 2021–22 to 2024–25 (\$m)

Total Comprehensive Results

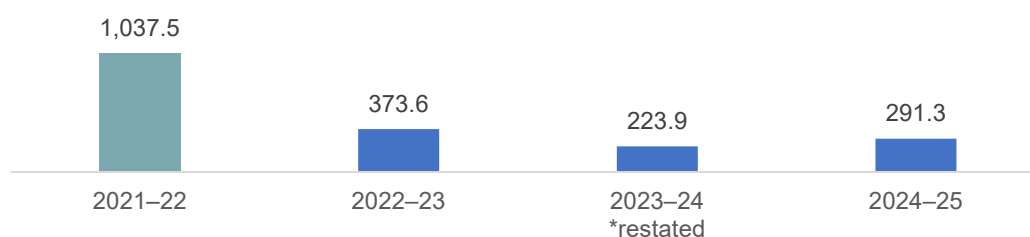


FIGURE 7: Total comprehensive results 2021–22 to 2024–25 (\$m)

Recurrent Operating Results

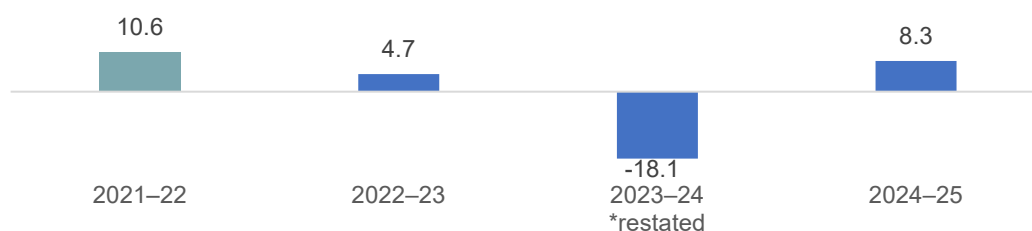


FIGURE 8: Recurrent operating results 2021–22 to 2024–25 (\$m)

The net result – that is, income minus expenditure – is shown in Figure 6.

This result can largely be attributed to:

- rates and charges increasing by \$17.2 million due to a growth in property numbers and application of rate cap
- grants increasing by \$37.9 million, largely due to the federal government assistance grant for 2023–24 and 2024–25 received in 2024–25 financial year.
- Depreciation increasing by \$16.7 million, largely due improved asset data through the City’s comprehensive audit and revaluation process and increase in volume and value of the developer contributed infrastructure assets transferred annually for the City to maintain.
- employee costs increasing by \$12.9 million.

The total comprehensive result accounts for items that will not be classified to surplus or deficit in future periods. In this case, it is the net asset revaluation of land, buildings and infrastructure which, in 2024–25, was an increase of \$172.5 million.

The total surplus includes an operating recurrent surplus of \$8.3 million (\$-18.1 million deficit in 2023–24) and a non-recurrent surplus of \$110.6 million (\$81.1 million in 2023–24). The non-recurrent result includes gifted assets of \$66.5 million (\$130.3 million restated in 2023–24).

Budget surpluses are forecast over the next four years, including a \$210.5 million surplus in 2025–26. This is a critical part of our financial sustainability strategy, as it gives us the capacity to maintain our services and renew our community assets.

Balance Sheet

The balance sheet shows what we own (assets), what we owe (liabilities) and our net worth (equity).

Assets

Our assets are primarily made up of:

- cash and cash equivalents of \$98.0 million – used to cover our short-term commitments including long-service leave and debt obligations.
- property, plant and equipment and infrastructure worth \$5.3 billion – an increase of \$262.3 million on the previous year.

These asset types make up 96.55 per cent of our total assets.

Total Assets

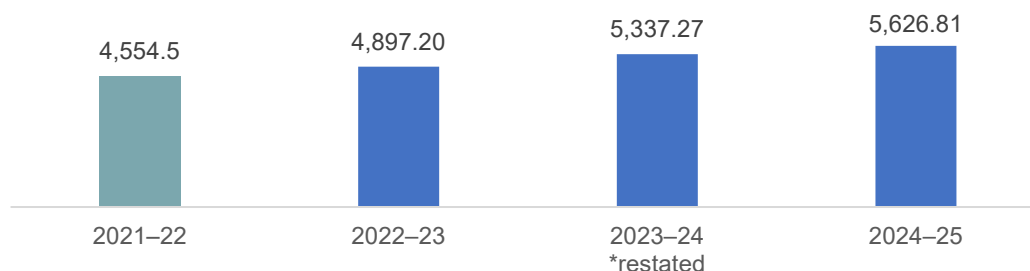


FIGURE 9: Total assets 2021–22 to 2024–25 (\$m)

Investments

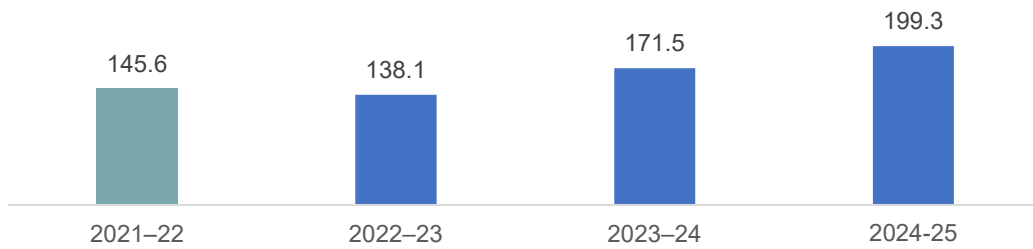


FIGURE 10: Investments 2021-22 to 2024-25 (\$m)

Capital Program

We deliver an extensive capital works program – renewing, upgrading and building assets to meet community need.

As Figure 11 shows, our capital works expenditure in 2024-25 was \$139.3 million. This included:

- \$71.7 million on new assets (51.4 per cent)
- \$53.7 million on renewal works (38.6 per cent)
- \$13.9 million on upgrade works (10.0 per cent).

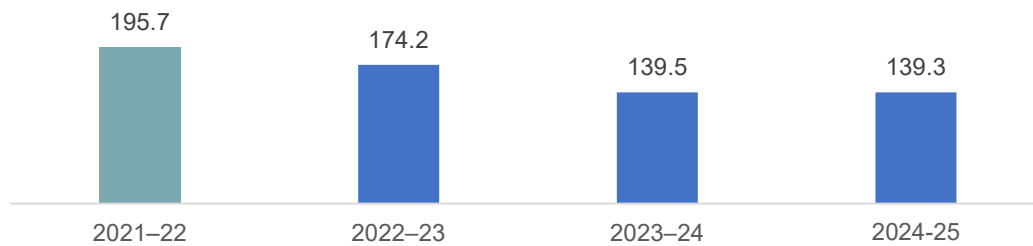


FIGURE 11: Capital works expenditure 2021-22 to 2024-25 (\$m)

The main categories of expenditure were:

- \$63.5 million on land and buildings
- \$28.9 million on roads
- \$16.5 million on parks, open space and streetscapes
- \$5.2 million on plant and equipment
- \$2.8 million on drainage
- \$8.2 million on footpaths and bike paths
- \$4.6 million on recreational, leisure and community facilities
- \$9.6 million on other assets.

Liabilities

Our liabilities include future commitments to suppliers, employees (for leave entitlements), loans and costs associated with providing landfill.

Total Liabilities

As Figure 12 shows, total liabilities were \$332.4 million, a decrease of 0.5 per cent on the 2023–24 balance. This decrease is due repayment of borrowings and no new borrowings in 2024–25.

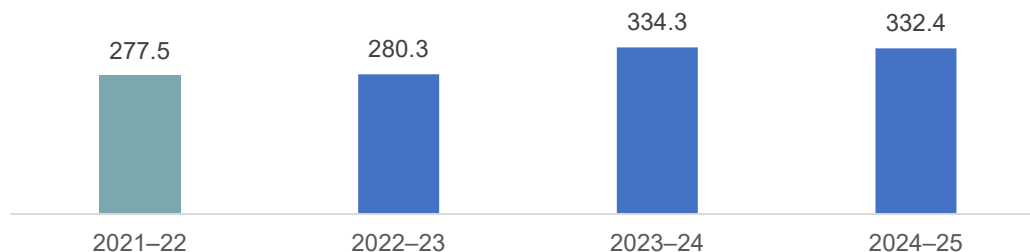


FIGURE 12: Total liabilities 2021–22 to 2024–25 (\$m)

Loans

Our loan balance equates to 49.3 per cent of total liabilities, which is slightly lower than 2023–24 (55.3 per cent).

The overall decrease in our loan balance of \$21.1 million is due repayment of loan.

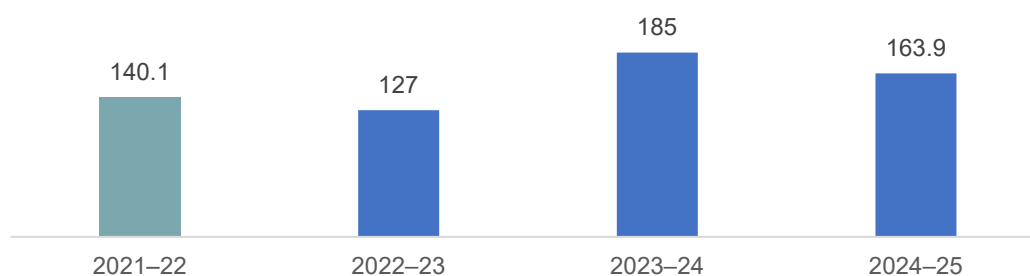


FIGURE 13: Loans from 2021–22 to 2024–25 (\$m)

Debt Commitment

The debt commitment ratio shows the percentage of rates required to meet loan repayments for the following 12 months.

Figure 14 shows that a low percentage of rates are being used to service loans and we have capacity to meet our debt repayments.

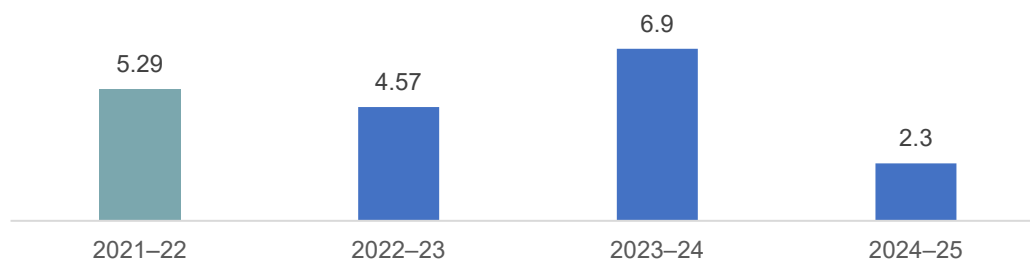


FIGURE 14: Debt commitment percentage 2021–22 to 2024–25 (%)

Ratepayer Equity

Ratepayer equity is represented by our net worth – that is what we own (\$5,626 million) minus what we owe (\$332.4 million).

As Figure 15 shows, ratepayer equity as at 30 June 2025 was \$5,294.3 million – a 5.8 per cent increase on the previous year. This is due to continued growth of our fixed asset base – that is, property, plant and equipment and infrastructure and revaluation of these asset groups.



FIGURE 15: Ratepayer equity 2021-22 to 2024-25 (\$m)

Assets

Across the municipality we have hundreds of thousands of physical items, and infrastructure that stretches for many kilometres.

In financial terms, these physical objects or assets are valued at approximately \$5.34 billion. This includes civil infrastructure - such as roads, kerb and channel, bridges, drainage and footpaths, and social infrastructure, such as buildings, open spaces, arts and culture and recreation facilities.

With an impressive assets portfolio comes significant maintenance requirements, which grow as we invest in new facilities across the region and inherit assets such as parks, roads, drainage and footpaths in newly developed areas. Like many local governments, we face significant financial pressure related to maintaining and renewing its assets.

Rates and charges

To deliver our diverse range of community and business services, we collect rates and charges from all property owners in the municipality. The following table provides breakdown showing how every \$100 was spent in the 2024-25 budget.



FIGURE 16: Breakdown of every \$100 spend in 2024-25 budget

GRANTS PROGRAM

Our Community Grants help support projects, programs, activities and events that respond to a community need, and will improve the health, wellbeing and capacity of our community.

In 2024–25, we awarded 261 grants worth \$4,337,764 to community groups and organisations supporting the arts, events, cultural, sporting and recreation, heritage, and environmental sustainability sectors. Funding ranged from small grants of \$200 to assist grassroots activities, through to \$400,000 to help shovel-ready community infrastructure projects.

TABLE 6: Community Grants program allocations in 2024–25

GRANT		GRANT BUDGET	NUMBER APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Artists and Creatives Professional Development	Grants for local artists and creatives to develop their creative skills and professional practice.	\$15,000	10	\$16,137
Arts Projects	Grants to support artists, creatives and the cultural sector to develop new works or activities and contemporary arts practice.	\$120,000	13	\$116,285
Children’s Week	Grants for activities that celebrate the health, development and well-being of children.	\$9,000	29	\$20,160
Clean Economy	Grants to establish proof of concept for clean technologies and circular economy solutions that benefit the Geelong community.	\$50,000	2	\$48,400
Clever and Creative Seed	Grants for artists and creatives to initiate, explore or activate new ideas or new approaches to their work.	\$25,000	9	\$22,500
Climate Change Partnership Grants	Partnership grants for the Geelong community to lead the way in adapting to a changing climate.	\$180,000	6	\$180,000
Community Events	Grants for moderate sized public events that provide economic and community benefits to the Greater Geelong region.	\$200,000	32	\$190,450
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.	\$3,000,000	27	\$2,999,002
Creative Commissions Program	Grants for established professional artists and creatives to deliver new, large-scale creative projects with the City of Greater Geelong.	\$60,000	4	\$65,000

GRANT		GRANT BUDGET	NUMBER APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
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.	\$70,000	11	\$70,030
Geelong Heritage	Grant to help conserve heritage buildings within the Greater Geelong region that contribute to the visual character of the city's streetscapes and public space and enhancing community amenity.	\$100,000	4	\$100,000
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.	\$263,000	58	\$263,265
Neighbourhood Houses	Partnership with Neighbourhood Houses for operating costs and community development projects.	\$182,500	16	\$174,745
Neighbourhood Houses – Christmas in the Community	Support for Christmas celebrations across our municipality.	\$40,000	14	\$47,755
Positive Ageing	Grants for community hosted activities and experiences such as workshops, dances, concerts and sporting activities that celebrate our ageing community.	\$24,000	26	\$24,035



Photo: Research and development partners Andrew Wakwale and Muhammad Qasim Siddiqui, along with Peter Smith, CEO of Boomeroo Nurseries, received funding as part of the 2024-25 Clean Economy Grants

CHALLENGES AND FUTURE OUTLOOK

As we reflect on our progress in 2024–25, it is important to consider the challenges encountered and key focus areas moving forward.

CHALLENGES

The following are some of the key challenges, new and ongoing we faced in 2024–25 which included:

- Reviewing Council's role in the delivery of in-home community care services in response to the Federal Government's Aged Care reforms.
- Navigating the Victorian Government's reduction in funding for full-cost projects, together with a lower CPI (Consumer Price Index) increase cap, resulting in a funding gap.
- Responding to strong population growth supported by Victorian Government housing targets, necessitating significant investment in infrastructure, housing, and transport networks across both existing urban (infill) and new growth (greenfield) areas in Greater Geelong.
- Addressing significant disparity between more advantaged and less advantaged suburbs in Greater Geelong, with some suburbs among the most at risk of social exclusion in Victoria.
- Managing climate change risks, including more frequent and severe weather events such as flooding and heatwaves, which pose substantial risks to operations, infrastructure, and the wider community.
- Meeting logistical and environmental challenges in waste and recycling, including planning to comply with Victoria's requirements for separate food organics collection by 2030 and separate glass collection by 2027.
- Unlocking development in central Geelong, aiming to boost commercial, residential, and cultural vibrancy.

FUTURE OUTLOOK

Looking ahead our plans for 2025–26 include:

- Transitioning the delivery of in-home community care services to a 'Support at Home' model in response to the Federal Government's Aged Care Reforms.
- Continuing to innovate and explore efficiencies to enhance overall effectiveness, improve decision-making and better align with community needs.
- Continuing to deliver key strategic plans to guide the future land use and infrastructure development within both existing (infill) and new growth (greenfield) areas across Greater Geelong.
- Developing and commencing implementation of a new Integrated Transport Strategy.
- Planning, exhibiting and implementing the Geelong Growth Areas Strategic Statement, a strategic approach to how biodiversity in the Northern and Western Geelong Growth Areas can be protected.
- Adopting and implementing the *Community Health and Wellbeing Strategy 2025–29*.
- Ensuring equitable access to open space, community sport and recreation facilities and assets across Greater Geelong.
- Investing in flood management and mitigation initiatives across Greater Geelong.
- Upgrading existing resource recovery facilities to prepare for new Food Organics and Green Organics (FOGO) and glass kerbside collection services.
- Partnering with key stakeholders to create a vibrant and attractive city centre through place activation and public realm improvements.
- Continuing to advocate to all levels of government on measures to incentivise development in central Geelong.

OUR COUNCIL AND ORGANISATION

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 comprised of elected representatives (councillors) sets the strategic direction for the municipality and makes decisions on behalf of the community it has been elected to represent.

The organisation, led by the Chief Executive Officer, provides information and recommendations to the Council, implements Council decisions and oversees the day-to-day delivery of all services and functions, guided by the Council, Victorian and Federal legislation and various funding agreements. Collectively we work together to serve the community.

OUR COUNCIL

Our council provides leadership for the good governance of the municipality and the local community.

This means:

- considering the diverse needs of the local community in decision-making
- 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 our 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.

The Greater Geelong City Council comprises a mayor, deputy mayor, and nine councillors who work together to set the strategic direction for the municipality, which influences policy, service standards and performance across the organisation.

In 2024, following a Victorian Government review of electoral structures, the Greater Geelong City Council adopted a new electoral framework featuring single-member wards. This means each ward is now represented by one councillor. This change was part of a broader initiative to reform council electoral structures across Victoria.

The new structure comprises 11 wards: Barrabool Hills, Charlemont, Cheetham, Connewarre, Corio, Deakin, Hamlyn Heights, Kardinia, Leopold, Murradoc, and You Yangs.

On 26 October 2024, our community elected its council for a four-year term. The Victorian Electoral Commission declared the results on 14 November 2024, and Greater Geelong councillors were sworn in on 18 November 2024.

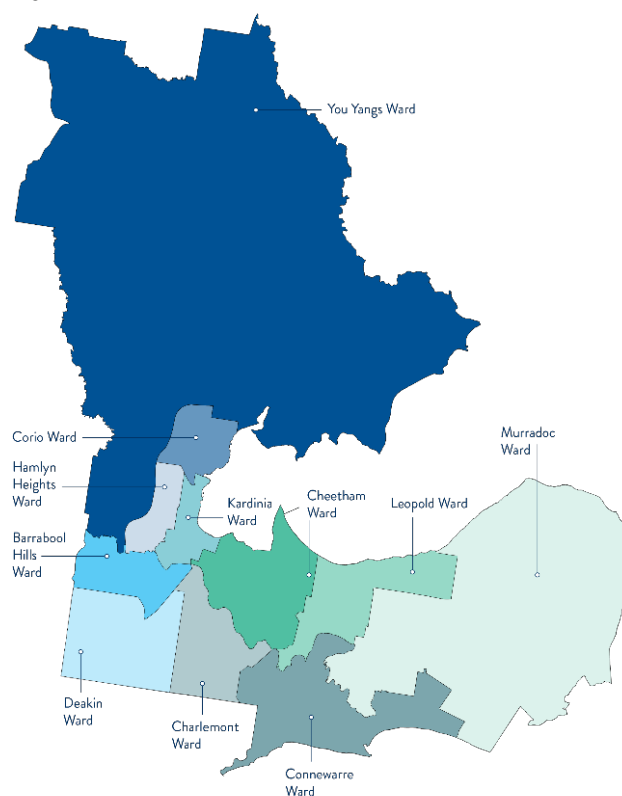


FIGURE 17: Ward map for the City of Greater Geelong

OUR COUNCILLORS

The Greater Geelong City Council comprised the following elected representatives. Their designated Councillor portfolios for 2024–28 reflect areas of strategic importance to both the council and the community. These portfolios enable each Councillor to enhance their knowledge, leadership, and representation in their specific area of responsibility.



**Cr Dr Stretch
Kontelj OAM**
Mayor
Kardinia Ward

Portfolios

- Aboriginal and Torres Strait Islander Partnerships (Chair)
- CBD Revitalisation (Chair)



Cr Ron Nelson
Deputy Mayor

Barrabool Hills
Ward

Portfolios

- Aboriginal and Torres Strait Islander Partnerships (Deputy Chair)
- CBD Revitalisation (Deputy Chair)



Cr Emma Sinclair

Charlemont Ward

Portfolios

- Social & Affordable Housing (Chair)
- Environment & Circular Economy (Deputy Chair)
- Women & Community Life (Deputy Chair)



**Cr Melissa
Cadwell**

Cheetham Ward

Portfolios

- Women & Community Life (Chair)
- Health (Deputy Chair)
- Safety, Graffiti & Regulation (Deputy Chair)



Cr Elise Wilkinson

Connewarre Ward

Portfolios

- Environment & Circular Economy (Chair)
- Arts & Culture, Hospitality & Live Entertainment (Deputy Chair)
- Social & Affordable Housing (Deputy Chair)
- Disability Access & Inclusion (Deputy Chair)



Cr Anthony Aitken

Corio Ward

Portfolios

- Special / Major Projects (Chair)
- Disability Access & Inclusion (Chair)
- Economic Development (Deputy Chair)
- Finance (Deputy Chair)
- Sports & Recreation (Deputy Chair)



Cr Andrew Katos

Deakin Ward

Portfolios

- Finance (Chair)
- Multicultural Affairs & Citizenship (Chair)
- City Planning (Chair)



Cr Eddy Kontelj

Hamlyn Heights Ward

Portfolios

- Arts & Culture, Hospitality & Live Entertainment (Chair)
- Sports & Recreation (Chair)
- Multicultural Affairs & Citizenship (Deputy Chair)
- Special / Major Projects (Deputy Chair)



Cr Trent Sullivan

Leopold Ward

Portfolios

- Economic Development (Chair)
- City Services, Capital Works, Parks & Gardens (Chair)



**Cr Rowan Story
AM, RDF**

Murradoc Ward

Portfolios

- Health (Chair)
- Veteran Affairs (Deputy Chair)



Cr Chris Burson

You Yangs Ward

Portfolios

- Safety, Graffiti & Regulation (Chair)
- Veteran Affairs (Chair)
- City Services, Capital Works, Parks & Gardens (Deputy Chair)

OUR ORGANISATION

Our organisation plays a key role in shaping the wellbeing and future of our municipality. We provide Council with expert guidance for policy development and decision-making, ensuring each decision is informed and benefits our residents. By working closely with the community and stakeholders, we keep Council actions aligned with local needs, encouraging transparency and trust.

We deliver a broad range of services—from waste management and road maintenance for everyone, to targeted support like maternal and child health or youth programs for specific groups. We enforce essential local laws, oversee food safety and planning, and maintain important infrastructure such as community hubs and recreational facilities.

Our commitment to environmental stewardship drives us to protect natural resources while promoting sustainable growth. We also support local business to strengthen the economy for the benefit of all.

Finally, we help our community prepare for, respond to, and recover from natural disasters or emergencies, ensuring safety and resilience for all residents. Together, our responsibilities reflect our aim to build a thriving and sustainable community for today and the future.



Wurriki Nyal Civic Precinct

OUR LEADERSHIP TEAM

We are led by the Chief Executive Officer, who operates under the delegation of the elected Council and is responsible for our overall management and performance.

Our Executive Leadership Team, which includes four Executive Directors and the Chief Executive Officer, assist in overall leadership and governance for the council. They are responsible for implementing council decisions and ensuring the delivery of sustainable and effective services, activities, and infrastructure to the community.



Ali Wastie
Chief Executive Officer



Anthony Basford
Executive Director
City Life

Areas of responsibility:

- Community Care
- Community Participation
- Community Safety & Regulation
- Community Strengthening
- Family Services
- Swim, Sport and Leisure



Tennille Bradley
Executive Director
Placemaking

Areas of responsibility:

- City Development
- Economic & Cultural Development
- Planning & Growth
- Tourism
- Urban Design & Place



Troy Edwards
Executive Director
Corporate Services

Areas of responsibility:

- Compliance & Integrity
- Customer & Marketing Office
- Digital Information & Technology
- Financial Services
- Governance & Risk
- People & Culture
- Strategy & Performance



James Stirton
Executive Director
City Infrastructure

Areas of responsibility:

- Asset Management
- City Works
- Civil Infrastructure
- Major Projects
- Parks & Natural Assets
- Waste Services

OUR ORGANISATIONAL STRUCTURE

Our organisation is structured around four directorates that work together to deliver a range of services, activities and infrastructure.



FIGURE 18: Our organisational structure

Municipal Monitors

On 9 April 2024, the Minister for Local Government appointed Mr Peter Dorling and Mr Mark Davies as municipal monitors to provide continued support and work with our CEO to ensure governance improvements are fully implemented and ensure stability at the Council during the election of a new mayor following the October 2024 elections. The appointment was to 31 December 2024.

OUR PEOPLE

We are proud to be an inclusive and flexible organisation that is one of the largest employers in the region. Employees are based at one of our varied and diverse locations which include:

- Wurriki Nyal
- City Hall
- 12 family services centres
- 10 leisure and recreation services centres
- five community programs and venues centres
- four parks and natural assets locations
- three city works depots.

We currently employ a total of 2,762 people, equivalent to 1,765.47 full-time employees⁶ Our turnover⁷ in 2024–25 was 15.9 per cent, a 1.0 per cent increase on the previous year.

Enterprise Agreement

Our *Enterprise Agreement 2024* was endorsed by employees in December 2024 and approved by Fair Work in February 2025. Our employees delivered a 51.8 per cent yes vote on the new agreement, with 1,596 employees participating in the vote, more than double the participation in the 2021 enterprise agreement vote (793 employees). The agreement will operate from 18 February 2025 with a nominal expiry date of 30 June 2027.

TABLE 7: Total full-time equivalent employees by directorate, employment condition and gender in 2024–25

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY INFRASTRUCTURE	CITY LIFE	CORPORATE SERVICES	PLACEMAKING
Full Time – W	4.0	85.3	240.4	148.2	103.2
Full Time – M	1.0	397.1	93.5	93.3	67.6
Full Time – X	0.0	0.0	0.0	0.0	0.0
Part Time – W	3.7	6.9	279.9	33.7	24.0
Part Time – M	0.0	2.9	45.2	1.4	4.1
Part Time – X	0.0	0.0	0.0	0.0	0.0
Casual – W	0.0	1.0	79.2	4.8	4.8
Casual – M	0.0	0.87	34.0	0.0	2.0
Casual – X	0.0	0.0	0.0	0.0	0.0
Total⁸	8.7	494.1	774.6	281.4	206.6

Legend: W = Women, M = Men, X = persons of self-described gender

⁶ As of 30 June 2025

⁷ Excludes casual employees

⁸ Total includes 3.35 Full-Time equivalent of self-described gender not captured in the individual breakdown

TABLE 8: Total headcount of employees by employment classification and gender in 2024–25

EMPLOYMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	102	80	1	183
Band 2	173	46	0	219
Band 3	366	337	2	705
Band 4	453	102	2	557
Band 5	218	109	0	327
Band 6	167	94	0	261
Band 7	123	121	1	245
Band 8	63	67	0	130
MCH Nurse	62	0	0	62
Senior Officer	46	34	0	80
Total	1773	990	6	2769

OUR VOLUNTEERS

Volunteering is integral to our operations and significantly benefits our organisation and the community that we serve. We currently have over 300 volunteers working tirelessly across numerous volunteer programs including the National Wool Museum, L2P mentoring program, Tourism Greater Geelong and the Bellarine, Potato Shed, Family Services, Study Geelong and Grovedale Neighbourhood House. We extend our gratitude to the many volunteers who provide valuable – and often crucial – services to people from all walks of life. This year, we honoured our amazing volunteers during National Volunteer Week. The theme, ‘Connecting Communities’, highlighted the power of volunteering to unite people and foster lasting relationships. To celebrate, the catenary lights at the intersection of Malop and Moorabool Streets shone red throughout the week from 20–25 May 2025.



National Volunteer Week event at Wurriki Nyal

EQUITY, INCLUSION AND DIVERSITY

We believe that our people are our greatest asset. We are committed to creating an inclusive and fair organisation that encourages our employees to do their best work.

Throughout 2024–25 we progressed key initiatives to foster a safe, fair and inclusive workplace for our employees.

We remained dedicated to gender equity this year, achieving a 31 per cent completion rate on the People Matter Survey for Gender Equality Reporting (847 staff participated), which provided valuable progress insights. Progress continued on our Gender Equality Action Plan, due for renewal in 2026. A Respect@Work group was formed to review practices and develop new approaches against sexual harassment and sex-based discrimination. We also used Gender+ Impact Assessments (GIAs) in strategies and infrastructure projects and partnered with The Equality Institute to deliver gender equality and GIA+ training for the new mayor and councillors in January 2025.

Our commitment to First Nations inclusion was supported through a traineeship program, offering four placements under our Reflect Reconciliation Action Plan, and by increasing cultural education opportunities—including monthly Cultural Education Walk and Talk tours of central Geelong led by the Wadawurrung Traditional Owners Aboriginal Corporation. In December 2024, we signed the Geelong Aboriginal Employment Taskforce's Statement of Commitment, reinforcing our dedication to First Nations employment and cultural safety.

We launched an Inclusion & Diversity SharePoint providing employees access to resources and support, joined Diversity Council Australia to give staff access to DCA events and materials, and established an internal Pride Network to offer advice, share lived experiences, and promote LGBTQIA+ inclusion and safety. We also introduced an LGBTIQ+ inclusion eLearning module to promote a welcoming workplace.

Other plans we are using to further improve diversity and inclusion in our workplace include:

- *Diversity, Equity and Inclusion Strategy 2025* which sets out our path to becoming a diverse, safe, and inclusive organisation. This strategy will lead our actions within our inclusion plans.
- *Disability Access and Inclusion Plan 2024–28* which outlines our actions to create a more accessible, inclusive, and welcoming city, framed around four key priorities: Access, Inclusion and Participation, Employment, and Community Attitudes.
- *Rainbow Action Plan 2025–29* which outlines steps to create a more inclusive environment for the LGBTQIA+ community. It follows the Victorian Government's Rainbow Ready roadmap and focuses on four principles: Understanding, Inclusion, Visibility, and Safety. The plan will be reviewed by the Council in late 2025.



The City's Pride Network with CEO Ali Wastie

OCCUPATIONAL HEALTH AND SAFETY

The health, safety, and wellbeing of our employees remains a top priority. Our *Organisation Strategy 2024–29* emphasises that we strive to be an excellent employer, with a clear commitment to prioritising the safety and wellbeing of our staff. A variety of initiatives are in place to provide ongoing support to proactively manage and control health, safety & wellbeing across our locations, including policy and procedure, risk management, wellbeing support and early intervention programs.

TABLE 9: Occupational health and safety performance in 2024–25

	LOST TIME INJURY FREQUENCY RATE		TOTAL RECORDABLE INJURY FREQUENCY RATE		HIGH POTENTIAL INCIDENT FREQUENCY RATE	
2023–24 Result	27.2		36.7		2.9	
2024–25 Result	31.1		37.6		0.6	
2024–25 Variation	14.3%	X	2.4%	X	-78.0%	✓

Injury Management

The injury management systems and processes have led to significant improvements in support for injured workers and in return-to-work outcomes. Previously we were performing at 48 per cent above the industry standard; it is now performing at 18 per cent above the industry standard—a reduction of 30 percent. Additionally, we are seeing a substantial reduction in its WorkCover premium, with an estimated 15 per cent decrease when comparing the 2024–25 premium to the projected 2025–26 premium. The average time lost in the first year of a claim has also improved, dropping from 80 days to 63 days within one year.

Health, Safety and Wellbeing Strategy 2025–29

The *Health, Safety and Wellbeing Strategy* was launched in May 2025 as an organisation-wide plan that guides all departments. This strategy aligns with the *Organisation Strategy 2024–29* and the *Health, Safety and Wellbeing Policy*, and provides a clear plan to meet our health, safety and wellbeing (HSW) goals. Leaders helped shape the strategy and ensured that concerns from their areas were included, making HSW efforts more visible and effective across the organisation. The strategy also ensures that resources are directed to key areas and sets out important initiatives with realistic timelines for completion.

Psychological Safety Framework

The *Psychological Safety Framework* was developed in 2024–25 to guide the promotion of psychological safety at work and ensure we meet its legal obligations in this area. Special working groups were formed to address these responsibilities, focusing on initiatives like Child Safe and Respect@Work. The Victorian Government has announced that the Occupational Health and Safety (Psychological Health) Regulations will be released in December 2025. We remains committed to providing a safe workplace, both physically and psychologically, in line with the Occupational Health and Safety Act 2004.

Corporate Emergency Management

The *Corporate Emergency Management Framework* was created in 2024–25 to provide a clear plan for dealing with emergencies and disasters. It includes steps for preparing, responding, recovering, and mitigating such events. Additionally, a Facility Emergency Guide has been developed to help each site manage emergency situations. This guide requires each location to have its own emergency plan, a structure of wardens, and completed training to ensure readiness in case of an emergency.

HOW WE PLAN

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*.

Our *Integrated Strategic Planning and Reporting Framework* demonstrates the relationship between our key planning and reporting documents. The framework has been informed by best practice 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.

In 2022–23, we introduced an internal organisation strategy and business planning cycle to guide our budget and business planning. This process will continue to develop and enhance our strategic decision-making around priorities, performance and resource allocation.

10+-year perspective

- Community Vision - represents the community's aspirations for Greater Geelong over 30 years.
- Long-Term Financial Plan - a 10-year view of the organisation's resources and funding sources, and how those resources will be applied across services, operations, capital investments and assets
- Asset Plan - outlines how our assets will be sustainably managed and maintained over the next 10 years to meet community needs.

Four-year perspective

- Council Plan - sets our strategic direction and outlines what we will do over the next four years to achieve our community vision. In 2021, we incorporated our Municipal Public Health and Wellbeing Plan into our Council Plan.
- Organisation Strategy - sets out how we will work together to deliver for the community efficiently and effectively.
- Budget - outlines our activities for the current financial year, along with projected revenues and expenditure for the following four years. It also specifies the resources necessary to implement the Council Plan.
- Revenue and Rating Plan - explains how the City will generate sufficient income to deliver infrastructure, services and programs.
- Workforce Plan - outlines how we will manage our workforce to ensure we can effectively deliver services to the community both now and in the future.

Annual perspective

- Our Community Plan Reporting – provides quarterly updates to the community on how we are tracking against our Council Plan.
- Finance Reporting – provides quarterly reports to Council comparing actual and budgeted results and an explanation of any material variations.
- Annual Report - provides an annual overview of our performance each financial year against the council plan and annual budget as well as key information required under the *Local Government Act 2020* and other relevant legislation.

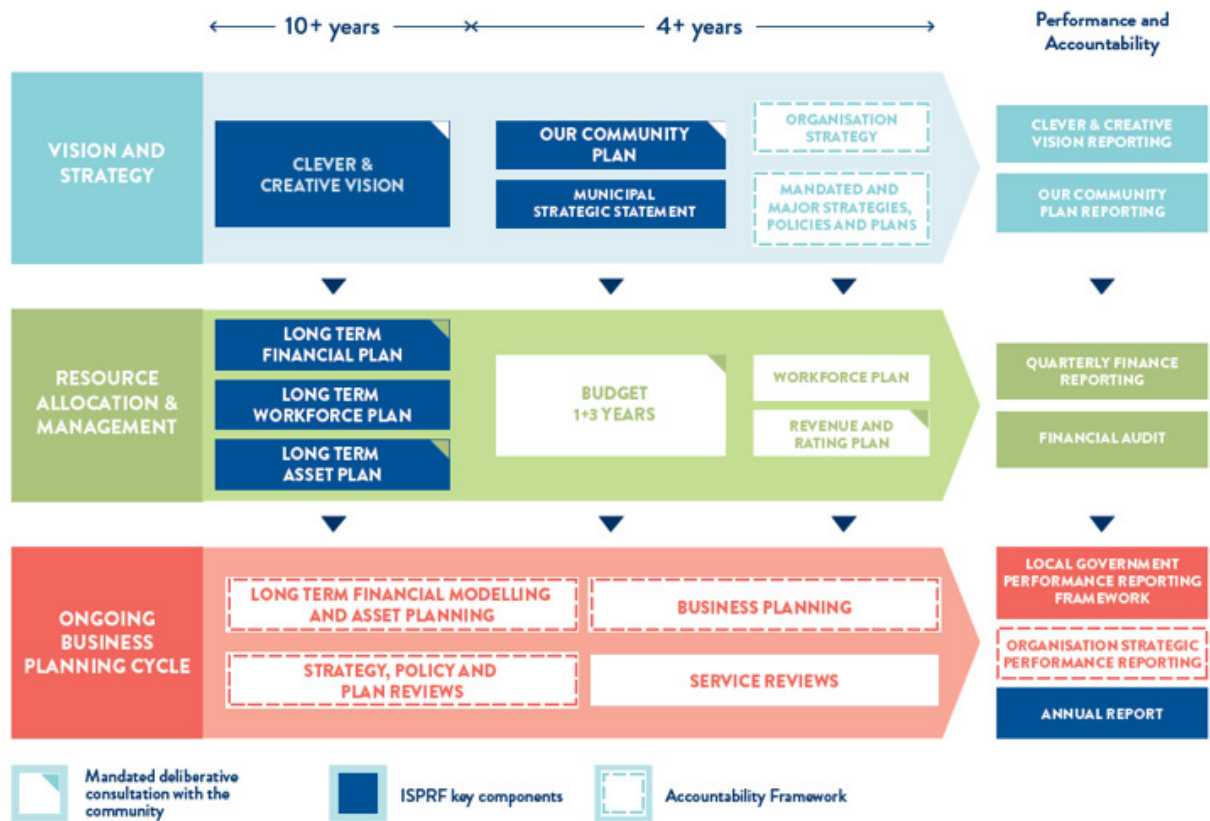


FIGURE 19: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

OUR PERFORMANCE

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

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

The four strategic directions we have chosen to guide us are:

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

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

- desired outcomes – the future state we’re aiming for in four years
- four-year priorities – the priorities we’ll focus on to help achieve our desired outcomes
- indicators – how we will monitor our progress.

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

The following provides a high-level overview of our performance in delivering the 2024–25 annual action plan, and how we are tracking against the indicators. It also highlights other achievements supporting our strategic priorities as well as results for the prescribed service performance indicators as set out in the Local Government Performance Reporting Framework (LGPRF).

For more detailed information on the progress of the annual action plan, refer to the quarterly reports on our website geelongaustralia.com.au/.

STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY





















Photo: Webster Swim School, Northern ARC, Norlane.

STRATEGIC DIRECTION 1

HEALTHY, CARING AND INCLUSIVE COMMUNITY

A healthy community is one where everyone has the opportunity to experience their best possible health and wellbeing. A number of significant health and wellbeing issues, such as mental health and climate change impacts, affect our community. Addressing these requires a collaborative, community-wide effort. Our focus remains on creating accessible spaces, promoting healthy lifestyles, delivering equitable services, and ensuring everyone feels welcome and valued, regardless of background or circumstances.

Service delivery highlights 2024–25

 74 young people successfully attained their probationary licence through the TAC L2P program.	 40,044 meals delivered to vulnerable residents.
 1,476 clients supported with 1,800 home maintenance or home modifications.	 20,000+ art and cultural heritage objects across four indoor and outdoor collections.
 450 clubs, schools and community organisations, engaged with through the Sport4All program.	 9,020 access and inclusion swimming lessons run across the Swim Sport Leisure Network.
 1,250 children and 850 adults attended funded Children's Week 2024 activities.	 3,425 clients provided with domestic assistance services.
 14 supported playgroup venues delivered 52 sessions and provided programs to 157 children.	 2,085 fire prevention notices issued.
 3,594 hours of individual child and family support delivered across the municipality.	 595 parents attending four community parenting forums delivered by our Regional Parenting Service.
 2,000+ new citizens welcomed at Citizenship Ceremonies.	 78,000 visitations to the Bellarine Arts Centre (Potato Shed).
 7,853 new animal registrations.	 ~2,400,000 visits across all our aquatic venues.
 10,999 children seen by the Maternal and Child Health service.	 1,300 children enrolled in Long Day Care.

LINKS TO THE CLEVER AND CREATIVE VISION



An inclusive, diverse, healthy and socially connected community



People feel safe wherever they are



Creativity drives culture

DESIRED OUTCOMES

- Our community feels welcome, safe and connected.★
- Our community has equitable access to health and social services, information and infrastructure.★
- Healthy behaviours and environments are promoted, supported and accessible.★

FOUR-YEAR PRIORITIES

- 1.1 Help our community, recreation groups and volunteers to prosper and grow.★
- 1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages.★
- 1.3 Foster and embrace community connectedness.★
- 1.4 Demonstrate and promote gender equity practices.★
- 1.5 Foster an inclusive community culture.★
- 1.6 Facilitate social and affordable housing in Greater Geelong.★
- 1.7 Provide access to places, spaces and services where, and when, people need them the most. ★
- 1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong.★
- 1.9 Support our cultural and creative life, history and heritage.★
- 1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes.★
- 1.11 Respond to the findings of the Royal Commissions into aged care and mental health.★

★ Supports health and wellbeing

PROGRESS REPORT

Indicators

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Proportion of adults experiencing high / very high psychological distress.* Source: City of Greater Geelong Preventative Health Survey	13% (2024) 20% (2021) 10.3% (2017)	The proportion of our adult community experiencing moderate / severe psychological distress has fallen back closer to pre-COVID levels (10 per cent in 2017). The next survey is due in 2028–29. *Values of 'moderate / severe' in 2024 are comparable to 'high / very high' in 2017 and 2021.
Proportion of adults meeting the physical activity guidelines. Source: City of Greater Geelong Preventative Health Survey	66% (2024) 67% (2021) 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017. The next survey is due in 2028–29.
Proportion of adults consuming the recommended number of serves of fruit and vegetables. Source: City of Greater Geelong Preventative Health Survey	<u>Fruit</u> 50% (2024) 46% (2021) 53% (2017) <u>Vegetables</u> 14% (2024) 15% (2021) 10% (2017)	Since 2021, there was an increase in the proportion of our adult community consuming the recommended serves of fruit and a slight decrease in the proportion consuming the recommended serves of vegetables. The next survey is due in 2028–29.
Family violence incident rate per 100,000 population for Greater Geelong. Source: Crime Statistics Agency website www.crimestatistics.vic.gov.au	1,887.4 (June 2025) 1,764.7 (June 2024) 1,720.2 (June 2023) 1,586.8 (June 2022)	For the year ending June 2025, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,499.6).
Community perception of safety in the area where they live. Source: City of Greater Geelong Preventative Health Survey	82% (2024)* 61% (2021) 54% (2017)	The majority of adults reported feeling very safe or safe where they live. The result comprised of 85 per cent of males rated that they always feel safe in the area where they live compared to 78 per cent of females. The next survey is due in 2028–29. *Please note that there was a change in survey methodology in 2024. Previously reported results represented the proportion of residents who 'Always feel safe' and therefore cannot be directly compared with the 2024 results.
Level of agreement that multiculturalism makes life better (definitely or sometimes). Source: City of Greater Geelong Preventative Health Survey	66% (2024) 65% (2021)	Only two in five (45 per cent) indicated that they felt multiculturalism definitely makes life in their suburb better. Further waves of research are necessary to identify if this is increasing or decreasing. The next survey is due in 2028–29.

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Proportion of community concerned about effects of climate change on health (very or quite concerned). Source: City of Greater Geelong Preventative Health Survey	58% (2024) 52% (2021)	This result comprised 34 per cent very concerned and 24 per cent quite concerned. The next survey is due in 2028–29.
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group). Source: City of Greater Geelong Preventative Health Survey	55% (2024) 57% (2021)	Participation in community activities is at a similar level to that recorded in 2021. This result consisted of 27 per cent members of a sports group. The next survey is due in 2028–29.

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Community satisfaction with support services. Source: Local Government Community Satisfaction Survey	<u>Family</u> 63 (2025) 60 (2024) 62 (2023) 64 (2022) <u>Elderly</u> 59 (2025) 57 (2024) 60 (2023) 63 (2022) <u>Disadvantaged</u> 56 (2025) 53 (2024) 58 (2023) 61 (2022)	<p>There was no significant change in satisfaction from the previous year for Family, Elderly and Disadvantaged support services.</p> <p>Family support services rated comparably to the statewide and Regional Centres averages (62 respectively). Disadvantaged support services also rated comparably to both the Regional Centres and statewide averages (58 respectively).</p> <p>Elderly support services rated comparably to the Regional Centres average (60) but significantly lower than statewide (63).</p>
Community satisfaction with recreational facilities. Source: Local Government Community Satisfaction Survey	67 (2025) 66 (2024) 69 (2023) 72 (2022)	Our performance continued to be well regarded by the community and was among our top three rated services. There was no significant change from last year, with our service receiving scores comparable to both the Regional Centres (68) and the statewide average (67).

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Level of agreement that council infrastructure is equitable (fair access to facilities that are needed across the municipality including healthy, safe and inclusive places and spaces).	49% (2025) 50% (2024) 44% (2023) 55% (2022)	There was a slight decrease in the proportion of people who agreed or strongly agreed that council infrastructure is equitable. Comparison to statewide and Regional Centres average is unavailable as this is a tailored question for the council.
Source: Local Government Community Satisfaction Survey		
Level of agreement that council infrastructure is accessible (for all abilities, affordable and easy for people to get to).	56% (2025) 59% (2024) 56% (2023) 63% (2022)	There was a slight decrease in the proportion of people who agreed or strongly agreed that council infrastructure is accessible. Comparison to statewide and Regional Centres average is unavailable as this is a tailored question for the council.
Source: Local Government Community Satisfaction Survey		
Number of key community infrastructure projects completed.	95% (2025) 95% (2024) 89.2% (2023) 86.5% (2022)	We have delivered 35 of the 37 key community infrastructure projects identified for delivery by 2022.
Source: City of Greater Geelong		
Community satisfaction with community and cultural activities.	65 (2025) 64 (2024) 66 (2023) 64 (2022)	Our performance continued to be well regarded by the community and was among top rated services. There was no significant change in satisfaction with our service rating comparably with both the statewide and regional centre averages (65 and 64 respectively).
Source: Local Government Community Satisfaction Survey		

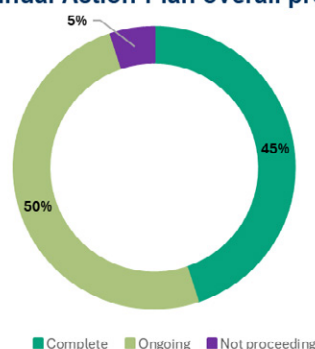
Annual Action Plan 2024–25

We committed to 20 actions, which demonstrate how we are addressing our four-year priorities under Healthy, Caring and Inclusive community.

At the end of June 2025:

- one (five per cent) is 'not proceeding'
- nine (45 per cent) were 'complete'
- ten (50 per cent) are 'ongoing'

**Strategic Direction 1:
Annual Action Plan overall progress**



Major Budget Initiatives

BUDGET INITIATIVE	ACTION 2024–25	STATUS
Drysdale Sporting Precinct Master Plan Stage 2	Deliver the Drysdale Sub-Regional Sporting Precinct Master Plan.	Ongoing
Rippleside Inclusive Playspace	Continue construction of the all-abilities playground at Rippleside Park.	Complete
Lara Golf Club & Driving Range	Develop a driving range at Lara Golf Club.	Ongoing
Bloinks Reserve Master Plan	Plan for the provision of new playing fields in Armstrong Creek as part of the Bloinks Reserve Master Plan.	Ongoing
Thompson Recreation Reserve	Deliver the upgrade works at Thomson Recreation Reserve.	Ongoing
Ocean Grove bike track	Construct the Ocean Grove District Ride Centre.	Ongoing

Other achievements in 2024–25 included:

- Approving the granting of a lease for the land at 116-120 Purnell Rd Corio for social housing.
- Marking International Day of Persons with Disabilities by hosting the Awards for People with Disability and officially launching our [Disability Access and Inclusion Plan 2024–28](#) on 3 December 2024.
- Collaborating with the National Film and Sound Archive to showcase "Life in Australia: Geelong (1966)" at Shorts Place Projection Space from 30 May to 18 June 2025, highlighting Geelong's industrial history and social progress.
- Improving practice facilities at the St Leonards Cricket Club by opening new cricket nets, featuring three synthetic lanes, jointly funded by us with a \$350,000 contribution and the Victorian Government with a \$100,000 contribution.
- Launching the Christmas in Geelong Program in November 2024 which comprised numerous events and activities including traditional favourites, the Floating Christmas Tree Sound and Light Show and the Christmas Projections on City Hall light, the Carousel Christmas with Santa, Christmas at The Shed and Christmas at The Museum.
- Celebrating International Women's Day, by holding the 2025 Women in Community Life Awards to recognise the achievements of 22 local women in contributing to a fairer, more equitable community.
- Partnering with Lions Clubs on the Bellarine and the Community Bank Leopold to station a Transport Accident Commission (TAC) L2P program vehicle in Ocean Grove.
- Encouraging young people aged 12–25, parents, carers, those who work at education or tertiary institutions, and interested community members to complete the 2025 Geelong Youth Survey.
- Installing a new LED electronic scoreboard and safety netting behind the goals at Burdoo Recreation Reserve in Grovedale, funded by \$175,000 from Sport and Recreation Victoria (SRV) and \$50,000 from our 000 from our Community Infrastructure Grants.
- Hosting two citizenship ceremonies during 2024 NAIDOC Week featuring a special Welcome to Country performed by Wadawurrung Traditional Owners and unique stories recognising the history and culture of Aboriginal and Torres Strait Islander peoples.
- Engaging with 450 clubs, schools, and community organisations through Sport4All, a program enhancing inclusivity in sports by supporting local clubs, schools, and communities to embrace diversity and create opportunities for people with disability.

- Supporting Women in Local Democracy (WILD) at number of events promoting and supporting female candidates for the local government elections held in October 2024, including a WILD Meet the Candidate Session in partnership with the Geelong Regional Library Corporation.
- Celebrating Children's Week 2024, a collaborative program between various local community organisations, groups, and council services, with over 25 events and activities for children and their families to connect within our community.
- Improving accessibility and inclusivity for patrons of Norlane Aquatic and Recreation Centre (ARC) with the installation of new automatic doors leading to the warm water pool area following community feedback.
- Improving cricket practice facilities at Grinter Reserve in Newcomb including new turf and synthetic practice nets, funded by \$680,000 from the Federal Government's Local Roads and Community Infrastructure program, \$100,000 from Sport and Recreation Victoria and \$27,430 from our budget.
- Marking 100 years of Ford Australia in Geelong, with the event '100 Years of Ford in Geelong: The Cars, The People & The Local Legacy' at the National Wool Museum, featuring a brief archival film, a panel discussion, and a display of historical items highlighting Ford's legacy in Geelong.
- Upgrading netball facilities at Anakie Reserve with an extra court, sports lighting, shelter, and fencing, jointly funded by \$267,867 from the Federal Government's Local Roads and Community Infrastructure (LRCI) program, \$197,133 from round two of the Victorian Government's Country Football and Netball Program, and \$41,774 from our budget.
- Seeking community feedback to help inform the review of our Public Art Strategy which will guide the future of public art in the region for the next decade.
- Partnering with Northern Bay College and CatholicCare Victoria, to mark Refugee Week (16–22 June 2025) with 'Shared Journeys,' a free, family-friendly event at the fOrT Youth Hub, Norlane, celebrating the contributions of those from refugee backgrounds that enrich our community and reinforcing the vital role of community in providing safety, belonging, and the strength to rebuild for refugees.

Awards and recognition

- The National Wool Museum received multiple awards including:
 - Best regional Museum in Australia - Wotif Uniquely Aussie Award. Presented by The Expedia Group and Wotif.
 - Winner, Medium Project of the Year: We the Makers: Sustainable Fashion Prize 23 - Australian Museums and Galleries Association (AMaGA) [Victorian State] Awards,
 - Shortlist - ART OF EXPRESSION AWARD: We the Makers: Sustainable Fashion Prize 23 - Australian Museums and Galleries Association (AMaGA) National Awards
- We were a finalist in the Victorian Women's Public Art Program with a submission honouring Fanny Brownbill, the first woman to win a seat for the Labor Party in Victoria. Brownbill, who held the seat of Geelong from 1938–1948, was a passionate advocate for the welfare of women, children, and the elderly challenging gender barriers in politics.
- We passed all standards and requirements in the latest performance report from the Australian Aged Care Commission for Quality and Safety. Aged care clients described their interactions with our team as respectful, feeling their cultural backgrounds were understood and honoured.
- Clover, a short film created in collaboration by participants of the City's Gender and Sexuality Program (GASP) and the Bluebird Foundation, under filmmaker Laura Alice's guidance, was well-received by the Geelong Pride Film Festival. It was screened on 1 May 2025, at the Geelong Arts Centre during the opening night Rainbow Shorts event.
- All our indoor aquatic sites achieved Platinum Pools certification from Life Saving Victoria including the highest ever initial score for a city-managed facility of 100 per cent at Lara pool.
- Norlane ARC nominated as Swim and Survive finalist at the 2024 LSV Awards of Excellence.

Services

The following statement provides information in relation to the services funded in the 2024–25 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$000
Arts, Culture & Heritage	Facilitate support and investment in urban and public art, place activation, creative industries, and heritage and cultural development initiatives.	5,037 <u>4,804</u> (232)
Community Wellbeing & Development	Foster opportunities for diverse communities within the municipality to enhance social and health equity, strengthen community connections and participation, and improve access to programs, services, and facilities.	21,944 <u>17,765</u> (4,178)
Diversity, Equity & Inclusion	Promote and foster a culture of diversity, equity and inclusion across our organisation and build community capacity to participate through community partnerships, planning and development initiatives.	1,784 <u>2,757</u> 972
Family & Children	Provide programs, events, and services to families with children aged 0 to 6 years to support their health, wellbeing, safety, education and connectedness.	5,719 <u>6,939</u> 1,219
Health & Safety	Protect, improve and promote public health and wellbeing within the community through the management, monitoring and enforcement of regulations and compliance.	2,748 <u>2,868</u> 120
Leisure & Recreation	Deliver services, programs and facilities that increase physical activity, wellness and social interaction.	7,219 <u>10,687</u> 3,468
Local Laws	Manage and enforce parking regulations and rules to maximise access, safety, productivity and liveability.	(3,069) <u>(5,017)</u> (1,947)
Pets & Animals	Advocate for responsible pet ownership and safeguarding both the community and the environment from the issues caused by nuisance pets.	1,442 <u>1,461</u> 19
Positive Ageing	Provide support services to help older residents and residents with a disability remain active and supported in their home and community.	(1,771) <u>(455)</u> 1,315
Youth Development	Provide a range of programs, activities and events for young people aged 12-25 across the municipality to connect and engage in their local community, promote skill development and support their social, emotional and mental wellbeing.	1,861 <u>2,371</u> 509

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Animal Management					
Timeliness AM1 Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.21	1.26	1.42	1.57	The minor increase in time taken to action requests this year compared to last year was due to the demand on our services, combined with resourcing challenges throughout the year. The complexity of nuisance investigations and a backlog of cat trapping requests due to cat vaccine shortage have also contributed.
Service standard AM2 Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	24.07%	24.75%	44.43%	35.29%	The decrease in animals reclaimed is reflective of the number of surrendered animals in the past year, where there is no possibility of reclaim. We make every effort to return identifiable animals to their owners prior to impounding
Service standard AM5 Animals rehomed [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100	62.37%	48.05%	57.42%	58.45%	The proportion of animals rehomed was comparable to the previous year. Every effort to rehome animals continues.
Service cost AM6 Cost of animal management service per population [Direct cost of the animal management service / Population]	\$9.35	\$14.05	\$14.37	\$14.84	The minor increase in cost to deliver the service is reflective of cost increases across labour, materials and services.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Health and safety AM7 Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	100%	100%	100%	100%	We continued to successfully prosecute all matters brought before the court, with eight animal management prosecutions in 2024–25.
Aquatic Facilities					
Service standard AF2 Health inspections of aquatic facilities [Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities]	1.00	1.00	1.00	0	While there were no formal health inspections of aquatic facilities conducted, water quality tests are conducted daily to ensure we maintain optimal water quality.
Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Population]	4.73	7.21	7.01	7.72	Steady growth in membership acquisition and retention across all programs has contributed to overall increase in visitation.
Service cost AF7 Cost of aquatic facilities [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	\$5.83	\$3.31	\$3.00	\$2.41	Increased membership and participation have contributed to the reduced cost to council.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Food Safety					
Timeliness FS1 Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.46	1.45	1.51	1.80	The increase in time taken to action food complaints was primarily due to a rise in food premises complaints received (up from 163 in 2023 to 203). This higher than usual variation impacted the speed of our response. Despite this, complaints are being addressed within an average of two days, which remains well within the expected timeframe.
Service standard FS2 Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act (Vic) 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act (Vic) 1984] x100	52.17%	59.91%	71.02%	73.95%	Less employee vacancies resulted in more premises being attended and a higher number of food safety assessments completed. A total of 1,107 of 1,497 assessments required for Class 1 and 2 businesses were completed.
Service cost FS3 Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act (Vic) 1984]	\$522.07	\$502.09	\$508.47	\$535.38	Service costs have risen compared to previous years, mainly due to higher levels of staffing and increased fees linked to the cost of living.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Food Safety					
Health and safety FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	90.76%	93.46%	100%	Less employee vacancies enabled more re-inspections with all 218 critical and major non-compliance outcome notifications followed up (213 in 2024 and 5 from 2023).
Service standard FS5 Food safety samples [Number of food samples obtained / Required number of food samples] x100	New indicator for 2024		72.11%	103.94%	Less employee vacancies resulted in more samples being collected. A total of 422 Class 1, 2 & 3 samples were collected, exceeding the required number (406 samples).
Libraries					
Resource standard LB2 Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	66.02%	69.09%	66.44%	70.03%	A new collection was purchased for the Biyal-a Armstrong Creek Library.
Service cost LB5 Cost of library service per population [Direct cost of the library service / Population]	\$37.71	\$39.14	\$37.82	\$46.21	The opening of the new Biyal-a Armstrong Creek Library increased the direct cost of the library service. Included in the cost (for this year only) is a contribution of \$903,058 towards the initial purchase of books at Biyal-a Armstrong Creek. The indicator would be \$43.50 without this being taken into consideration.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Libraries					
Utilisation LB6 Library loans per population [Number of collection item loans / Population]	New indicator for 2024		7.27	8.17	City of Greater Geelong services reported a 15 per cent increase in loans when compared to the previous financial year. The majority of the growth comes from the opening of the new Biyal-a Armstrong Creek Library in August 2024.
Participation LB7 Library membership [The number of registered library members / Population] x100	New indicator for 2024		28.60%	31.32%	City of Greater Geelong services reported a 12 per cent increase in the number of active library members compared to the same period last year, following the opening of the new Biyal-a Armstrong Creek Library.
Participation LB8 Library visits per population [Number of library visits / Population]	New indicator for 2024		3.79	4.25	City of Greater Geelong services reported a 14 per cent increase in visits when compared to the same period last year, following the opening of the new Biyal-a Armstrong Creek Library.
Utilisation LB1 Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	4.38	4.57	Retired in 2024		As of 1 July 2023, this indicator was replaced by LB6 Library loans per population
Participation LB4 Active library borrowers in the Municipality [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100	13.98%	13.41%	Retired in 2024		As of 1 July 2023, this indicator was replaced by LB7 Library membership

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Maternal and Child Health (MCH)					
Service standard MC2 Infant enrolments in the MCH service [Number of infants enrolled in the MCH service / Number of birth notifications received] x100	100.86%	99.15%	100.96%	100.92%	The percentage of infants enrolled in the MCH service was comparable with previous years.
Service cost MC3 Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$80.73	\$80.46	\$88.51	\$82.26	The City's MCH service delivery costs returned to previous levels after increasing in 2023–24.
Participation MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100	74.40%	73.61%	73.88%	73.39%	Participation in the City's MCH service remained relatively unchanged. There were 9,930 children enrolled in the City's MCH service of which 9,796 attended at least once in the year.
Participation MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.02%	71.62%	75.29%	73.78%	There were 236 children who identify as Aboriginal or Torres Strait Islander (ATSI) enrolled in the City's MCH service, of which 174 attended at least once in the year.
Satisfaction MC6 Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	94.02%	94.26%	92.32%	93.48%	Participation in the 4-week Key Age and Stage visit was comparable with previous years.

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT



Photo: Eastern Park stormwater harvesting dam, East Geelong.

STRATEGIC DIRECTION 2

SUSTAINABLE GROWTH AND ENVIRONMENT

Population growth is placing significant pressures on our natural environment including increased urban development, climate change and waste management challenges. Responding to population growth in a sustainable way requires a holistic approach that integrates land use planning, transportation infrastructure, and environmental management. We are committed to creating high-amenity neighbourhoods which are well-connected, liveable and sustainable, leading our community to mitigate the impacts of climate change and waste, increasing green spaces, and protecting significant flora and fauna in our region.

Service delivery highlights 2024–25



34,230 hard waste collection services provided.



6,220 cubic meters of tree mulch recycled for use in parks and gardens, community and school gardens.



55.7 kilometres of roads resurfaced.



4,500 playground safety inspections conducted.



19,000 tonnes of quarry products recycled or reused.



201,800 residential bins emptied weekly.



35 kilometres of gravel road and 11 kilometres of gravel footpath upgraded.



\$1.5 billion worth of works permits issued.



14,000 tonnes of compost supplied to over 40 local businesses and farmers.



1,343 planning permit applications received.



18 new graduates of the Nature Stewards Program, now totalling 116 graduates.



67 kilometres treated of woody weeds on roadsides of biodiversity significance and 129.5km of serrated tussock on roadsides.



2,500km underground drainage pipes maintained.



340 tonnes of contamination was handpicked out of green waste from the residential service.



35,000 maintenance activities completed for city-managed roads, footpaths, signage, kerb and channel, storm water and furniture.



5,000+ requests to clear illegally dumped rubbish responded to.



70,000 trees proactively pruned.



9,593 plants propagated and grown by the Geelong Botanic Gardens for community groups and internal partners.

LINKS TO THE CLEVER AND CREATIVE VISION



Sustainable development that supports population growth and protects the natural environment



Development and implementation of sustainable solutions



A fast, reliable and connected transport network



Creativity drives culture



People feel safe wherever they are

DESIRED OUTCOMES

- Delivering our vision for sustainable growth across the municipality.
- A choice of housing and lifestyles to meet the diverse needs of our community.★
- Connected transport networks throughout that support liveability and prosperity.★
- Quality, vibrant public spaces.★
- Leading a reduction in community emissions and are increasing our resilience to climate change impacts.★
- Protect and restore our natural environment.★
- Minimise waste with good design and manage effective recovery of resources.

FOUR-YEAR PRIORITIES

- 2.1 Meet the housing needs of our future community.★
- 2.2 Meet existing and future transport needs.★
- 2.3 Create engaging places and spaces.★
- 2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods.
- 2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks.★
- 2.6 Support our community and region to reduce emissions and build resilience to climate change.★
- 2.7 Reduce the impact of waste.★
- 2.8 Support greater indigenous biodiversity.★

★Supports health and wellbeing

PROGRESS REPORT

Indicators

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Residential land supply. Source: City of Greater Geelong	20 years (April 2024)* 22 years (April 2022)	There are a range of housing choices to meet diverse community needs in both established and planned communities. Priority in the short term is the finalisation of the first Precinct Structure Plans in the Northern and Western Geelong Growth Areas. No new data available. *The 2024 figure is an estimate based on building activity. The next assessment will occur in late 2024.
Employment land supply. Source: City of Greater Geelong	13 years (June 2024)* 25 years (June 2023) 26 years (June 2022) 21 years (June 2018)	There continues to be sufficient long-term industrial land supply. Priority in the short term is increasing zoned supply through the delivery of three new industrial precincts in Avalon, Armstrong Creek and Waurrn Ponds. No new data available. *based on zoned supply only and not future identified precincts as part of the South West Geelong Employment Land Review in 2022.
Diversity of housing supply. Source: Australian Bureau of Statistics Census of Population and Housing	13.90% (2021) 15.10% (2020)	There was a decline in the share of housing growth in established areas in 2021. This type of development is typically smaller-medium density housing. No new data available.
Journeys to work made by public transport, walking or cycling. Source: Australian Bureau of Statistics Census of Population and Housing	4.6% journeys (2021) 8.75% journeys (2016)	In 2021, 2.0 per cent of journeys to work used public transport and 2.6 per cent involved cycling or walking. These figures likely reflect the impact of COVID-19 lockdowns on Census Day, with more people working from home and fewer commuting by other means.
Percentage of residences within 400 metres of public open space in urban areas. Source: The Australian Urban Observatory	82.5% (2024) 75.1% (2021) 69.4% (2018)	Anticipated to improve as new planned reserves are developed and gifted in growth areas and new subdivisions. Open space asset data continues to be refined.
Community greenhouse gas emissions (total tonnes CO ₂ -emissions). Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed June 2025)	3,773,000 (2022–23) 3,878,000 (2021–22) 3,857,000 (2020–21) 4,083,000 (2019–20)	Updated data will be available late 2025.
Diversion of waste from landfill. Source: City of Greater Geelong	49.08% (2024–25) 50.99% (2023–24) 53.21% (2022–23) 52.96% (2021–22)	A modest increase in general waste tonnages have exacerbated a decrease in recycling and green-waste tonnages. Recycling has seen a small drop since the Container Deposit Scheme was introduced.

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Community satisfaction with planning for population growth. Source: Local Government Community Satisfaction Survey	43 (2025) 43 (2024) 49 (2023) 52 (2022)	Satisfaction remained steady from last year, but our result was significantly lower than both the statewide average (48) and the Regional Centres average (52).
Percentage housing construction within existing urban areas. Source: City of Greater Geelong and Barwon Water	15% (2025) 26% (2024) 24% (2023) 21% (2021)	Dwelling construction in new planned communities (greenfield development) supplies most of the housing in Greater Geelong.
Kilometres (km) of bicycle, walking paths and shared paths. Source: City of Greater Geelong	<u>Bike paths</u> 121 km (2025) 121 km (2024) 115 km (2023) 84 km (2022) <u>Footpaths</u> 2,080.9 km (2025) 2,044 km (2024) 1,988 km (2023) 1,927 km (2022) <u>Shared paths</u> 220.1 km (2025) 218km (2024) 208 km (2023) 181 km (2022)	Since 2022, bike paths increased 37 km, footpaths increased 153.9 km and shared paths increased 39.1 km, a total increase of 230 km in the path network. There were no additional asset handovers of bike paths this financial year.
Community satisfaction with local streets and footpaths. Source: Local Government Community Satisfaction Survey	51 (2025) 47 (2024) 52 (2023) 59 (2022)	There was no significant change in satisfaction compared with the previous year, and our result is comparable with the statewide and Regional Centres averages (52 and 53 respectively).
Community satisfaction with sealed local roads. Source: Local Government Community Satisfaction Survey	45 (2025) 46 (2024) 53 (2023) 57 (2022)	There was no significant change in satisfaction compared with last year, and our result is comparable with the statewide and Regional Centres averages (45 and 46 respectively).

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Quantity of open space (civic, community parks, sports reserves and heritage open space). Source: City of Greater Geelong	1,048.8 hectares – 503 sites (June 2025) 1,026.497 hectares – 485 sites (June 2023) 2,459.00 hectares – 495 sites (January 2022) 2,146.79 hectares – 495 sites (January 2021)	There has been an increase of 22 hectares and 18 new sites since 2023. *2024 data has been omitted due to change in methodology.
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips). Source: Local Government Community Satisfaction Survey	65 (2025) 64 (2024) 66 (2023) 70 (2022)	While there was no significant change in satisfaction from the previous year, our result is significantly lower than both the statewide and Regional Centres averages (68 each).
Greenhouse gas emissions generated by City-managed operations (tonnes CO ₂ -emissions). Source: Azility	24,301 tonnes (2023–24)* 23,895 tonnes (2022–23) 23,057 tonnes (2021–22) 32,630 tonnes (2020–21) *Provisional figure as final energy invoices and landfill emissions will continue to be confirmed over coming months.	Updated data will be available late 2025.
Hectares (ha) of protected natural habitat. Source: City of Greater Geelong	1,493.02 ha (June 2025) 1,466.64 ha (June 2024) 1,405 ha (June 2023) 1,335.79 ha (June 2022)	There has been an increase of 26.38 hectares since June 2024.
Number of trees planted. Source: City of Greater Geelong	<u>Street and park trees</u> 2,544 (2024–25) 2,811 (2023–24) 3,016 (2022–23) <u>Tubestock</u> 3,500 (2024–25) 4,000 (2023–24) 4,000 (2022–23)	In 2024–25, we planted a total of 2,544 trees (2,027 advanced street trees and 517 advanced park trees) and removed 1,917 trees resulting in a net gain of 627 trees. We also planted an additional 3,500 tubes as part of National Tree Planting Day.
Community satisfaction with waste management. Source: Local Government Community Satisfaction Survey	69 (2025) 69 (2024) 70 (2023) 70 (2022)	Satisfaction remained steady from last year with waste management remaining one of our highest-rated services. Our result was significantly higher than both the statewide and Regional Centres averages (65 each).

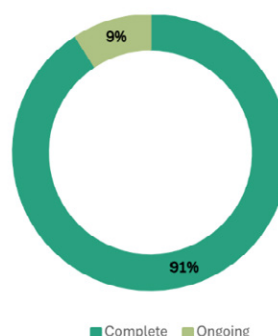
Annual Action Plan 2024–25

We committed to 11 actions which demonstrate how we are addressing our four-year priorities under Sustainable Growth and Environment.

At the end of June 2025:

- ten (91 per cent) were ‘complete’.
- one (nine per cent) were ‘ongoing’.

Strategic Direction 2:
Annual Action Plan overall progress



Major Budget Initiatives

BUDGET INITIATIVE	ACTION 2024–25	STATUS
LED street lighting and smart control technology.	Continue the upgrade of street lighting with LED lights & smart control technology including the Central Management System.	Complete
Convention and Exhibition Centre - Public Realm.	Work with state government to improve public spaces and places around the new Geelong Convention and Exhibition Centre, Nyaal Banyul.	Complete

Other achievements in 2024–25 included:

- Partnering with Barwon Water to host an activation on Eastern Beach informing the community about what should and shouldn't go into the sewer system. The pop-up stall included information, games, activities and giveaways.
- Engaging with the community on the concept plan for the Lara to You Yangs Shared Trail project which aims to create a continuous trail by linking the existing Hovells Creek Trail, Lara with Serendip Sanctuary and the You Yangs Regional Park.
- Adopting planning scheme amendments to positively impact housing land supply, local employment, and community wellbeing, including the Jetty Road, Curlewis Urban Growth Area rezoning for over 2,000 dwellings and the South Geelong Urban Design Framework for high-density housing and heritage protection.
- Updating our [Sustainable Building Policy](#) ensures that all new and upgraded community buildings, such as the Northern Aquatic and Community Hub and North Bellarine Aquatic Centre, operate using all-electric infrastructure powered by 100 per cent renewable energy.
- Commencing the development of two urban environment strategies, the Public Realm Strategy and the Open Space Strategy, aimed at creating a sustainable, accessible, vibrant, and safe outdoor public space network.
- Publishing the [Environment Strategy Action Plan 2024–26](#), which provides an update on progress of actions supporting the [Environment Strategy 2020–30](#) and outlines our key actions for delivery over the next two years.
- Progressing precinct structure plans for the Northern and Western Geelong Growth Areas and Marshall to meet the growing need for residential land across the municipality.
- Launching the [Nature Strip Guidelines](#) in November 2024 to support community-driven efforts and streamline the process for obtaining permission to plant on nature strips.

- Completing a major drainage upgrade to mitigate flooding in Barrands Lane, Drysdale, which involved installing new drainage pipes and pits, upgrading existing ones, and raising a section of the lane to optimise stormwater flows.
- Collaborating with over 260 KPMG volunteers for a large-scale beach clean-up at several locations, including Limeburner's Boat Harbour, Eastern Beach, Rippleside Beach, St Helens Beach, and Moorpanyul Beach, followed by a litter audit to identify pollution sources, and concluded with a barbeque lunch hosted by the Highton Rotary Club.

Awards and recognition

- Our globally recognised Dell Eco Reef at Clifton Springs took out the 'Excellence in Marine and Coastal Design or Development' Award at the Victorian Marine and Coastal Awards in November 2024.
- Our Organic Waste to Organic Vegetables project was named a finalist in the 2025 LGPro Awards for Excellence in the Environmental Sustainability category. This project saw collaboration across multiple teams to successfully re-develop the Geelong West Community Garden, while also diverting problematic waste products from landfill. While we didn't take out the top spot, being recognised as a finalist is a strong endorsement of the project's impact and innovation.
- The Bial-a Armstrong Creek Library was recognised for multiple awards including:
 - Nomination: Australian Institute of Architects 2025 National Architecture Awards Public Architecture and Sustainable Architecture categories (Buchan), January 2025
 - Special Commendation: The Master Builders Victoria Excellence in Construction of Commercial Buildings \$6M-\$20M category (Nicholson Construction), May 2025
 - Commendation: The Australian Interior Design Awards – Sustainability Advancement category (Buchan), May 2025
- The Boronggook Drysdale Library was recognised for multiple awards including:
 - Winner: World Green Infrastructure Network Awards 2024 – Category 1: Green Roofs, December 2024
 - Winner: National 2024 Think Brick Awards - Bruce Mackenzie Landscape Award (antarctica architects & Architecture Associates – Krause Bricks)
 - Winner: The Masters Builders Australia 2024 National Excellence in Building and Construction Awards – National Entertainment and Recreation Facility Award category (Nicholson Construction), November 2024
 - Finalist: National 2024 Think Brick Awards - Horbury Hunt Commercial Award (antarctica architects & Architecture Associates – Krause Bricks)

Services

The following statement provides information in relation to the services funded in the 2024–25 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$000
Asset & Infrastructure Maintenance	Manage and maintain a diverse range of community infrastructure including community facilities, buildings, local roads, drains and footpaths for Council and the community.	28,438 <u>31,668</u> 3,229
Civil Infrastructure Management	Provide and manage the City's transport related infrastructure assets, including roads, footpaths and drainage.	7,802 <u>9,069</u> 1,267
Major Projects	Plan, manage, and deliver the construction of new and renovation of existing large-scale, complex infrastructure projects.	1,143 <u>1,443</u> 299
Parks & Natural Assets	Create, maintain and improve green public spaces including sporting facilities, recreational grounds, gardens, parks, streetscapes and natural habitats across the municipality.	33,741 <u>34,353</u> 612
Planning & Building	Provide planning services, advice, education, and enforcement to ensure that existing and new developments meet planning and building regulations.	12,836 <u>16,091</u> 3,254
Strategic Asset Management	Ensure the City's assets are fit for purpose, safe and managed to minimize unnecessary expenses related to asset ownership, maintenance, and replacement.	919 <u>654</u> (265)
Waste Management	Provide waste and circular economy programs, including residential and commercial waste collection, recycling initiatives, community education, and waste site operations.	(13,407) <u>(16,161)</u> (2,754)

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Roads					
Satisfaction of use R1 Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	106.53	167.24	100.69	109.15	Requests were consistent with previous years following the sharp increase in 2022–23 due to adverse weather events.
Condition R2 Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x100	94.76%	95.59%	96.30%	93.25%	Council maintains the majority of its road network in accordance with established condition standards. The current target represents the proportion of roads that are classified as within excellent to fair condition. The City will be pursuing a future target where by 97 per cent would fall within this excellent to fair condition range.
Service cost R3 Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$186.13	\$150.43	\$133.02	\$183.15	The higher cost of the sealed road reconstruction results from significant costs in sub base (road pavement) and kerb and channel projects in two large residential reconstruction projects as part of the City's Roads to Recovery program.
Service cost R4 Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$23.11	\$22.39	\$17.87	\$26.45	The higher cost associated with sealed road projects was primarily due to a significant amount of resealing being carried out using asphalt, which incurs substantially greater expense compared to spray seal methods.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Satisfaction R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	57	53	46	45	Despite asset data indicating that the majority of City-managed sealed local roads meet established condition standards, community satisfaction remains low. We believe confusion regarding the distinction between roads managed by the City and those overseen by the state government does impact results however we acknowledge this is a consistent year on year issue and therefore does not impact trends. Additionally, recent state and local government infrastructure projects have necessitated road closures, imposing detours throughout our municipality, potentially affecting user satisfaction as necessary upgrades progress to support the City's ongoing growth.
Waste Management					
Service standard WC2 Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	10.89	12.05	12.13	10.78	The proportion of missed bins remained relatively constant, even as population and population density increased.
Service cost WC3 Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$133.19	\$141.33	\$143.02	\$150.01	A slight increase in the amount of waste collected led to higher disposal costs. Fuel prices, a significant cost for waste collection vehicles, have been rising, adding further pressure to service pricing.
Service cost WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$59.32	\$71.33	\$67.73	\$65.24	Reduced disposal fees charged by the waste facilities contributed to a slight decrease in cost of the City's kerbside recyclables collection. Tonnages of recyclables have stabilised following the introduction of the Container Deposit Scheme and improvements in consumer packaging.

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Waste diversion WC5 Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	52.96%	53.21%	50.99%	49.08%	The slight decrease in the diversion rate can be attributed to decreases in green organics and recyclable materials while general waste increased. The result was within range of the projected target.
Satisfaction WC1 Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	280.64	238.84	Retired in 2024		As of 1 July 2023, this indicator was retired. The City is not required to report on this for the 2024–25 reporting year.

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY



Photo: Pako Fest, Geelong West.

STRATEGIC DIRECTION 3

STRONG LOCAL ECONOMY

Our economy is changing to service Geelong’s growing population and meet the needs of emerging industries. To stay competitive in a globalised economic environment, we must collaborate with stakeholders to market Greater Geelong’s competitive strengths, support local business and industry and advocate for the infrastructure and services we need to attract investment and stimulate economic growth.

Service delivery highlights 2024–25



2,101 participants in the 2024 Geelong Small Business Festival.



461 businesses supported by our Business Concierge service.



200,000 visitors to the 2025 AVALON Australian International Airshow and Aerospace & Defence Exposition.



35,100 visitors served by volunteers at Geelong and Bellarine visitor information centres.



6.4 million visitors spent 5.7 million nights in the region (year ending December 2024).



40,925 people attended Geelong Design Week 2024.



83 events featured in the 2025 Tastes of Greater Geelong program.



49 film permits issued including two international major motion pictures.



12 events funded by Geelong Major Events



4 cruise ships welcomed to the region.



34+ performances as part of the ReSound Music Festival.



≈500,000 page views on visitgeelongbellarine.com.au



4,600 small businesses supported through mentoring, training, and events.



230 participants at a regional tourism conference hosted by Tourism Geelong and The Bellarine and Great Ocean Road Regional Tourism.



126,000+ visitors to the Geelong Botanic Gardens (a 55 per cent increase from last year).



162,629 visitors to the carousel for carousel rides, special programs, facility hires and general visitation.

LINKS TO THE CLEVER AND CREATIVE VISION



A prosperous economy that supports jobs and education opportunities



A leader in developing and adopting technology



Creativity drives culture



A destination that attracts local and international visitors

DESIRED OUTCOMES

- We have a global, national and local reputation as a place to do business, especially in our key sectors.
- We have a diversified, future-focused and sustainable economy to drive employment and support growth.
- We are an influential council that builds effective private and public partnerships, taking the lead role in advocating for future investment.

FOUR-YEAR PRIORITIES

- 3.1 Attract and facilitate public and private investment.
- 3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally.
- 3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity.★
- 3.4 Attract businesses with a carbon neutral and circular economy focus.
- 3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic.★
- 3.6 Attract, retain and enable participation in the workforce to meet industry needs.★
- 3.7 Address high levels of unemployment in targeted areas of our region.★
- 3.8 Promote our region as a trial location for innovation and new technologies.

★ Supports health and wellbeing

PROGRESS REPORT

Indicators

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Number of jobs located in the City of Greater Geelong. Source: .id and National Institute of Economic and Industry Research (NIEIR)	145,339 (2023–24) 144,568 (2022–23) 135,358 (2021–22) 122,993 (2020–21)	An estimated 4,650 new jobs were created in Greater Geelong in 2023–24, the largest increases were in manufacturing (+947), education and training (+937) and health care (+806).
City of Greater Geelong unemployment rate. Source: Jobs and Skills Australia, Small Area Labour Markets	June quarter: 4.6% (2025) 4.2% (2024) 3.2% (2023) 2.8% (2022)	Greater Geelong's unemployment rate has been rising since the very low rates in 2022. It is still below the 10-year average of 5.0 per cent and is slightly above Victoria's rate of 4.2 per cent.
Gross Regional Product (GRP). Source: National Institute of Economic and Industry Research (NIEIR) 2021. Compiled and presented in economy.id by .id (informed decisions)	\$20.5 billion (2023–24) \$19.6 billion (2022–23) \$18.6 billion (2021–22) \$16.7 billion (2020–21)	Greater Geelong's Gross Regional Product (GRP) increased by \$400 million in 2023–24. The largest industry contributions to this growth were financial and insurance services (+\$205 million), construction (+\$133 million) and health care (+\$89 million).
Value of non-residential building approvals in City of Greater Geelong. Source: City of Greater Geelong	\$1.24 billion (2024–25) \$1.2 billion (2023–24) \$977 million (2022–23) \$1.2 billion (2021–22)	The value of non-residential building approvals increased by \$230 million or 22.8 per cent in 2024–25, the second highest value recorded.
Number of businesses. Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits	22,874 (2023–24) 22,090 (2022–23) 21,789 (2021–22) 19,615 (2020–21)	There was a net increase of 783 businesses in Greater Geelong during 2023–24. The largest increases were in transport, postal and warehousing (+418) and health care (+231).
Tourism Sentiment Index (TSI) Source: Destination Think	26.6 (December 2023) 24.1 (March 2023) 24 (June 2022) 22 (June 2021)	No new data available. This platform is no longer available. Tourism Greater Geelong and The Bellarine is investigating a new platform for 2025–26.
Investment in Geelong. Source: Cordell by CoreLogic	178 projects valued at \$16.2 billion (April 2025) 163 projects valued at \$13.0 billion (June 2024) 157 projects valued at \$16.9 billion (June 2023) 137 projects valued at \$13.9 billion (June 2022)	The Geelong Major Projects dashboard is updated regularly at City of Greater Geelong Data Exchange
Visitor expenditure. Source: Tourism Research Australia's National Visitor Survey	\$1.74 billion (December 2024) \$1.93 billion (June 2024) \$1.6 billion (June 2023) \$876 million (June 2022)	Down five per cent from the previous year, indicating a softening in spend likely due to macro-economic factors.

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Community satisfaction with business and community development.	52 (2025) 53 (2024) 59 (2023) 59 (2022)	There was no significant change in satisfaction from the previous year. Our result is comparable to both the statewide and Regional Centres averages (54 each).
Source: Local Government Community Satisfaction Survey		
Return on investment of Geelong major events.	56:1 (2024–25) 54:1 (2023–24) 50:1 (2022–23) 24:1 (2021–22)	There were 12 events funded by Geelong Major Events in 2024-25.
Source: City of Greater Geelong		

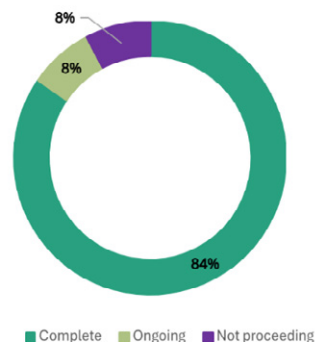
Annual Action Plan 2024–25

We committed to 13 actions which demonstrate how we are addressing our four-year priorities under Strong Local Economy.

At the end of June 2025:

- one (eight per cent) is 'not proceeding'
- 11 (84 per cent) were 'complete'
- one (eight per cent) were 'ongoing'.

Strategic Direction 3:
Annual Action Plan overall progress



Major Budget Initiatives

BUDGET INITIATIVE	ACTION 2024–25	STATUS
Commonwealth Games legacy asset delivery.	Manage delivery of Commonwealth Games legacy assets.	Ongoing

Other achievements in 2024–25 included:

- Adopting our 10-year economic development plan [Geelong on the Rise: A Clever and Creative International City 2024–2034](#), which outlines our strategic priorities across nine key sectors including advanced manufacturing, clean economy, creative industries, and visitor economy.
- Holding Geelong's 2024 Small Business Festival from 12-23 August 2024, which featured 66 free and low-cost events across three dedicated hubs in Geelong, Torquay, and Drysdale.
- Hosting seven major exhibitions at the National Wool Museum: *Cultural Bridges: Celebrating Four Decades of Pako Festa*, *Anatomy Lessons by Michele Beevors*, *Ten Years of Dowel Jones*, *2024 MAANZ (Mosaic Association of Australia and New Zealand) International Exhibition*, *Wildlife Photographer of Year 59*, *Cats and Dogs All at Sea* and *We the Makers: Sustainable Fashion Prize 2025*.
- Monitoring a \$16.2 billion investment pipeline across 178 major projects, including commercial, transport, health, and residential developments.
- Partnering with local baseball clubs and the Melbourne Aces to host the Korean Baseball Organisation's KT Wiz team for a six-week training camp, boosting the local economy by \$1.6 million and supporting 75 jobs. An open day was held at the Geelong Baseball Centre, Waurin Ponds and as part of the partnership, KT Wiz invested in significant upgrades at the baseball centre.
- Hosting a delegation from Louisiana and New Orleans who visited Geelong to explore cleantech partnerships and international investment opportunities with local companies and organisations.
- Signing a Memorandum of Understanding (MoU) with the Devonport City Council to collaborate on opportunities for economic growth and tourism.
- Supporting the creative community by hosting two networking events (September 2024 and May 2025), and two professional development workshops (October 2024 and April 2025).
- Featuring 48 local businesses through the Spotlight on Business campaign, boosting visibility and community connection.
- Collaborating to co-host major events and programs at the National Wool Museum with partners such as Port of Geelong (NAIDOC Week), Deakin University, Institute for Frontier Materials, Consul General of Japan, Advanced Fibre Cluster Geelong, AWI and NFACR (Future Wool Industry Leaders' from China), as well as educators from Zoos Victoria and Werribee Open Zoo, Western Association of Historical Societies, and Dowel Jones.

Awards and recognition

- Tourism Greater Geelong & The Bellarine received multiple awards and recognition including:
 - Winner of the Victorian Tourism Awards for 'Everyone's An Influencer' campaign in the Tourism Marketing and Campaigns category
 - Highly Commended at the Victorian Tourism Awards in the Local Government Award for the Tourism category.
 - Nine awards, including four gold, for tourism businesses in the region at the Victorian Tourism Awards.
- Denny's Place was shortlisted for two Victorian Institute of Architecture awards; the Regional Prize and the Small Project Architecture categories.

Services

The following statement provides information in relation to the services funded in the 2024–25 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$000
Economic Development & Performance	Foster an environment that is attractive and conducive to employment growth, investment attraction and business development.	1,518 <u>1,963</u> 445
Events	Attraction, facilitation and support of major events and community events.	3,168 <u>3,578</u> 409
Tourism	Grow and support the visitor economy through leadership, promotion and development.	2,338 <u>2,294</u> (43)

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION



STRATEGIC DIRECTION 4

HIGH-PERFORMING COUNCIL AND ORGANISATION

Advancing technologies, environmental issues, social inequity, rapid growth, organisational change, and ageing assets all place pressure on our existing resources. To ensure that we are able to continue delivering services, programs, and infrastructure to our communities in a way that is equitable and valuable, we need to prioritise transparency and accountability, ensuring decisions are evidence-based, financially responsible and reflect the needs of the community and stakeholders.

Service delivery highlights 2024–25



4 neighbourhood conversations held with councillors.



1.6M website users



14,000 new MyGeelong accounts registered.



5 pieces of advice provided to Council by the Youth Council Advisory Committee



1,362 timesheets processed on average each month



45,493 animal registration renewal notices processed.



8,351 pools / spas registered with Council.



238,260 customer service enquiries



15.8M incoming emails protected, filtered and removed



3 employees upskilled to qualified burn controllers to conduct ecological burns.



58 projects shared on our Have Your Say webpage.



9,278 requests for building information.



460 community grant applications received



186 media releases prepared

DESIRED OUTCOMES

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

FOUR-YEAR PRIORITIES

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

★ Supports health and wellbeing

PROGRESS REPORT

Indicators

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Customer complaints resolution completed within 30 days. Source: City of Greater Geelong	88% (2024–25) 93% (2023–24) 87% (2022–23) 85% (April–June 2022)	Technical issues due to new pathway system roll over in February extended completion time which lead to an increase in complaints as well as complaint resolution time.
Community satisfaction with customer service. Source: Local Government Community Satisfaction Survey	71 (2025) 70 (2024) 73 (2023) 72 (2022)	Satisfaction with our performance remained consistent with the previous year, continued to be well regarded by our community, and was among our top-rated services. Results are comparable with the Regional Centres average (68) and significantly higher than the statewide average (66).
Community satisfaction with informing the community. Source: Local Government Community Satisfaction Survey	53 (2025) 53 (2024) 56 (2023) 58 (2022)	Satisfaction with our performance remained unchanged from the previous year. Results are comparable with the Regional Centres average (53) but significantly lower than the statewide average (56).
Community satisfaction with consultation and engagement. Source: Local Government Community Satisfaction Survey	48 (2025) 49 (2024) 52 (2023) 54 (2022)	There was no significant change in satisfaction with our performance, compared to the previous year. Our result is comparable with the statewide and Regional Centres averages (50 and 49, respectively).
Community satisfaction with overall council direction. Source: Local Government Community Satisfaction Survey	45 (2025) 40 (2024) 49 (2023) 52 (2022)	Community satisfaction with council’s overall direction improved significantly from the previous year and is comparable to both the Regional Centres and statewide averages (48 and 46, respectively).
Community satisfaction with overall performance. Source: Local Government Community Satisfaction Survey	51 (2025) 49 (2024) 58 (2023) 63 (2022)	There was no significant change in satisfaction with our overall performance, compared with the previous year. Results are comparable with statewide average (53) but significantly lower than Regional Centres average (54).
Community satisfaction with advocacy on behalf of the community. Source: Local Government Community Satisfaction Survey	46 (2025) 47 (2024) 50 (2023) 55 (2022)	While there was no significant change in satisfaction with our advocacy performance, our result is significantly lower than both the statewide and Regional Centres average (49 each).
Lost Time Injury Frequency Rate (v) and Total Recordable Injury Frequency Rate (TRIFR). Source: City of Greater Geelong	<u>LTIFR</u> 31.1 (June 2025) 27.2 (June 2024) 22.3 (June 2023) 26.5 (June 2022)	The 2024–25 results show a mixed trend in safety performance compared to the previous year. We recorded a 14.3 per cent increase in LTIFR and a marginal 2.4 per cent increase in the TRIFR. However, the High Potential Incident Frequency Rate significantly improved, decreasing by 78.0 per cent.

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
	<u>TRIFR</u> 37.6 (June 2025) 36.7 (June 2024) 29.4 (June 2023) 34.9 (June 2022)	While the increases in LTIFR and TRIFR highlight areas requiring continued focus, the substantial reduction in HPIFR reflects meaningful progress in managing and mitigating high-risk incidents.
Gender breakdown of our employees. Source: City of Greater Geelong	<u>Female</u> 64.24% (June 2025) 65.00% (June 2024) 65.69% (June 2023) 64.32% (June 2022) <u>Male</u> 35.54% (June 2025) 34.82% (June 2024) 34.13% (June 2023) 35.64% (June 2022) <u>Self-described gender</u> 0.22% (June 2025) 0.18% (June 2024) 0.17% (June 2023) 0.04% (June 2022)	Gender breakdown of City employees remains very consistent with last year. In 2025, the proportion of female employees declined 0.76 per cent, the proportion of male employees increased 0.72 per cent and the proportion of employees of self-described gender increased 0.04 per cent on 2024 numbers.
Number of Aboriginal and Torres Strait Islander people employed. Source: City of Greater Geelong	27 (June 2025) 21 (June 2024) 20 (June 2023) 19 (June 2022)	The Number of Aboriginal and Torres Strait Islander people employed at the City has increased by six since June 2024.
Employee satisfaction and engagement. Source: City of Greater Geelong	77% (2025) 78% (2024) 76% (2022)	In 2022, the City shifted to measuring employee satisfaction and engagement using a 'Sustainable Engagement' score which has proven linkages to key performance outcomes. A short focused 'check-in' survey retesting key questions from the Employee Experience Survey 2024 was conducted in February 2025. The score for Sustainable Engagement remained stable at 77 per cent.
Recurrent surplus / deficit. Source: City of Greater Geelong	\$8.3 million (2024–25) \$(18.1) million (2023–24) \$4.7 million (2022–23) \$10.6 million (2021–22)	The operating result is a surplus of \$8.3mil, being \$6.8mil favourable to budget. The early receipt of 50% of the FY26 Financial Assistance Grant in FY25 has resulted in a \$15.0mil favourable impact.

CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Funds from sale of assets. Source: City of Greater Geelong	\$0.5 million (2024–25) \$1.65 million (2023–24) \$31.1 million (2022–23) \$12.8 million (2021–22)	Vacant land parcel was sold to developer in 2024–25. Further asset sales deferred to 2025–26.
Cost recovery of services and revenue growth from new sources (fees and charges). Source: City of Greater Geelong	\$4.6 million (2024–25) \$10.3 million (2023–24) \$9.9 million (2022–23) \$9.4 million (2021–22)	An increase in the rates revenue stream was due to increase of rateable properties and supplementary rates during 2024–25.
Efficiency target. Source: City of Greater Geelong	\$9.75 million (2024–25) \$7.1 million (2023–24) \$3.98 million (2022–23) \$2.96 million (2021–22)	The budget contained an efficiency target embedded in material and services; however, this was delivered through other savings, including reducing employee costs and other expenses.
Asset renewal gap and upgrade ratio. Source: City of Greater Geelong	62.9% (2024–25) 71.0% (2023–24) 65.7% (2022–23) 68.9% (2021–22)	The city invested \$67.7 million in asset renewal and upgrades in 2024–25, with delays in the delivery of the remaining upgrade program of \$31.43 million to be spent in the following year. The City is committed to an 85 per cent renewal target in the long-term financial plan.

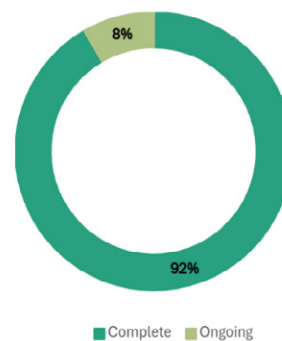
Annual Action Plan 2024–25

We committed to 14 actions which demonstrate how we are addressing our four-year priorities under High-Performing Council and organisation.

At the end of June 2025:

- 11 (92 per cent) were 'complete'
- three (eight per cent) were 'ongoing'

Strategic Direction 4:
Annual Action Plan overall progress



Major budget initiatives

BUDGET INITIATIVE	ACTION 2024–25	STATUS
Digital Innovation Program	Deliver priority technology capabilities and investments aligned to our organisational and technology strategies.	Complete
Service Review Program	Complete reviews of selected services.	Ongoing
Strategic Transformation Program	Continue to review and update the structure of the organisation.	Ongoing

Other achievements in 2024–25 included:

- Engaging with our community to help shape the new [Council Plan 2025–29](#) through a variety of activities including workshops with a representative community panel, community survey and deliberative budgeting activity and seeking feedback on the draft plan to ensure community perspectives were genuinely reflected in our priorities and objectives.
- Undertaking the Caravan Park Registration and Renewal program (a once in a every three-year event) from July to December, where 33 caravan parks renewed their registration and one new caravan park was added to the register.
- Successfully securing additional funding through the Business Acceleration fund from the Department of Treasury and Finance to digitise Building Permit records, converting 9,867 permits from physical copies to digital files. This ensures digital access to all commercial permits from 2005 onwards and domestic permits from 2013 onwards.
- Conducting the inaugural 'Meet Your Councillor' session at Wurriki Nyal before the March 2025 Council meeting to provide residents with the opportunity to informally sit down with councillors and ask questions and raise ward-specific issues outside of the formal meeting agenda.
- Delivering various critical IT initiatives, including the implementation of a 24/7 security service for security detection and response, critical upgrades of major business applications, core IT infrastructure upgrades, migration design to a new data centre, and planning for the city's network modernisation program, as well as cybersecurity and technology initiatives to improve resilience and reduce risk.
- Providing the Green Card Accredited Training Program for 30 employees, with a total of 101 employees having completed the training to date.
- Training 22 new recruits to help the community during and after an emergency and conducted an emergency relief activation exercise with over 200 participants, response agencies and support services as part of our Building Resources and Capacity for Emergencies (BRACE) program.
- Participating in the Committee for Geelong's Leaders for Geelong program, a 12-month journey for aspiring leaders to build connections, enhance self-awareness, and refine leadership skills through community projects and learning from local leaders.
- Supporting Give Where You Live's Loaned Executive Program 2025 which sees organisations from across the region 'loan' their employees to act as Foundation ambassadors by sharing the story of the Foundation and how Workplace Giving donations make a real difference to people's lives in our community.

Awards and recognition

- Our deliberative engagement with the community to develop the *Pakington North Urban Design Framework* (UDF) was nominated for a 2024 Planning Institute Australia VIC People's Choice Award.
- A full-time Horticulturist at the Geelong Botanic Gardens was awarded Apprentice of the Year and the Natural Environment & Science Excellence Award at the 2025 Gordon Excellence Awards.
- Two of our Community and Safety & Regulation team members received a written commendation from Victoria Police in relation to assisting with a serious investigation.
- A City employee joined a TAC hosted panel with City of Melbourne and Merri-Bek City Council to discuss road safety and active travel, spotlighting the Bacchus Marsh Road upgrade and the Local Area Traffic Management (LATM) approach to improve road safety.
- Two City employees presented at the International Public Works Conference in Melbourne, showcasing their initiative of using drones to capture connection data and condition for open drain networks in Geelong, resulting in a cost reduction of 70 per cent compared to on-foot assessment.
- We celebrated a City employee for being, the Royal Life Saving Society Australia scholarship recipient for the National Sports and Physical Activity | IAKS 2024 Convention, the largest industry event in Asia-Pacific.

- Two of our Swim, Sport, and Leisure team members received awards at the 2025 Aquatics and Recreation Victoria (ARV) Industry Awards. Eight employees were also nominated for awards.
- Our Statutory Planning Subdivisions Team won the Major Regional Municipality and Regional Subdivision Officer Team of the Year awards at the Consulting Surveyors Victoria (CSV) Municipal Excellence Awards in March 2025. The CSV represents businesses employing Licensed Surveyors and are legally responsible for all subdivisions in Victoria. They completed their biennial survey, where its members rate the performance of Municipal Councils across the state.

Services

The following statement provides information in relation to the services funded in the 2024–25 budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	ACTUAL BUDGET VARIANCE \$'000
Customer Service	Respond to customer enquiries and requests by providing relevant information, advice and assistance with council services and processes.	2,425,665 <u>2,745,574</u> 319,909
Financial Management	Provide financial management, compliance, reporting, budgeting, and payment services.	10,245 <u>10,637</u> 391
Information Technology Management	Provide critical information and communications technology throughout council, to its remote sites and to the community.	19,594 <u>19,248</u> (345)
Governance & Risk	Support to council in managing risks, ensuring compliance, and maintaining sound governance practices by ensuring adherence to legal frameworks and best practice.	10,557 <u>10,738</u> 181
Government Relations & Advocacy	Represent community interests and needs to decision-makers, advocating for projects, funding, services and policy changes.	840 - <u>(840)</u>
Legal & Integrity	Provide advice to the City on a wide range of legal matters, ensuring compliance with laws and regulations.	3,991 <u>4,239</u> 247
Marketing & Communications	Engage with the community and organisation, sharing information, and promoting council initiatives through various channels such as social media, websites, publications and community events.	4,381 <u>4,522</u> 141
People & Culture	Provide advice, support, and leadership on all people- related matters including recruitment and retention, workforce planning, performance management, and workplace relations while ensuring compliance with legislative requirements and relevant industrial instrument.	10,542 <u>11,805</u> 1,262
Strategy & Performance	Manage strategic and business planning, performance reporting, corporate project governance, and change management enablement.	3,801 <u>4,940</u> 1,139

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Governance					
<p>Transparency</p> <p>G1 Council decisions made at meetings closed to the public</p> <p>[Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of councillors] x100</p>	6.55%	14.41%	10.42%	11.25%	The slight increase in Council resolutions made in closed meetings is largely due to tender reports now being considered confidentially.
<p>Consultation and engagement</p> <p>G2 Satisfaction with community consultation and engagement</p> <p>[Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]</p>	54.00	52.00	49.00	48.00	While community satisfaction with consultation and engagement has seen a decline over time, it is consistent with results seen for both Regional Centres and the state average. Community feedback highlights the ongoing need for timely and meaningful opportunities to provide input, particularly face-to-face engagement and greater transparency in how feedback is used and decisions are made.
<p>Attendance</p> <p>G3 Councillor attendance at council meetings</p> <p>[The sum of the number of councillors who attended each council meeting / (Number of council meetings) × (Number of councillors elected at the last Council general election)] x100</p>	98.70%	90.40%	95.15%	98.48%	Councillor attendance increased in 2024–25, with just two apologies and four approved absences. As per the Better Practice Guide, approved absences are counted as having attended a council meeting.
<p>Service cost</p> <p>G4 Cost of elected representation</p> <p>[Direct cost of the governance service / Number of councillors elected at the last council general election]</p>	\$47,697.36	\$60,073.35	\$52,495.45	\$53,488.82	The increase in cost is in line with the incremental increase of Councillor Allowances in accordance with Section 39 of the <i>Local Government Act 2020 (Vic)</i> .

SERVICE/INDICATOR/MEASURE	RESULTS				COMMENTS
	2022	2023	2024	2025	
Satisfaction G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	56	52	46	48	Community satisfaction with council decisions is a complex issue influenced by various factors. While there was a marginal increase in the satisfaction with decision making, community feedback indicates the continued importance to provide timely communication, consultation opportunities and transparency with residents around Council's decision making processes.
Statutory Planning					
Timeliness SP1 Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	80.00	91.00	91.00	92.00	The average decision time for planning applications was 92 days, similar to previous years.
Service standard SP2 Planning applications decided within required time frames [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	78.70%	75.05%	78.60%	74.01%	Council achieved its target for the percentage of planning application decisions made within legislated time frames, despite a minor drop due to temporary employee shortages.
Service cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,260.19	\$3,250.96	\$4,026.43	\$3,092.84	This year's figure more accurately reflects the direct service cost, as previous calculations included unrelated expenses identified through benchmarking other councils.
Decision making SP4 Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	72.41%	64.00%	58.33%	44.44%	In 2024–25, Geelong had the second-highest number of planning applications in Victoria with 1,343 submissions. Fewer than 1 per cent (nine cases) were referred to a full hearing at VCAT, with five of those cases overturned. Since so few cases reach VCAT, any changes can significantly impact percentage results.

GOVERNANCE

The *Local Government Act 2020* (the Act) requires all councils to provide good governance in its municipal district for the benefit and wellbeing of the community.

Good governance includes giving effect to the overarching governance principles:

- a) Council decisions are to be made, and actions taken in accordance with the relevant law.
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- d) The municipal community is to be engaged in strategic planning and strategic decision-making.
- e) Innovation and continuous improvement is to be pursued.
- f) Collaboration with other councils and governments and statutory bodies is to be sought.
- g) The ongoing financial viability of the Council is to be ensured.
- h) Regional, state and national plans and policies are to be considered in strategic planning and decision-making.
- i) The transparency of Council decisions, actions and information is to be ensured.

In giving effect to the overarching governance principles, a Council must consider the following supporting principles:

- a) the community engagement principles
- b) the public transparency principles
- c) the strategic planning principles
- d) the financial management principles
- e) the service performance principles.



City Hall, Gheringhap Street

COUNCIL MEETINGS

The Governance Rules describe the way Council will conduct meetings and make decisions.

The formal decision-making process of a council occurs via Council meetings, which councillors are required to attend. The Chief Executive Officer and members of our Executive Leadership Team also attend the meetings to provide information or advice when called upon by the Mayor.

Council meetings are generally held on the fourth Tuesday of each month except in January, and December. Public attendance at Council meetings is welcome and meetings are live streamed and published on the internet. On occasion Council may also call for a meeting not fixed by Council, these are also known as special Council meetings and occur to deal with urgent items that cannot wait until the next Council meeting.

TABLE 10: Council meetings in 2024–25

MEETING TYPE	NUMBER HELD	HELD AT
Council Meetings	11	10 meetings conducted at City Hall, one meeting was conducted offsite.
Meetings not fixed by Council	1	One meeting was held during the Election Period to consider the Community Plan Quarterly Report and the Annual Report's Performance Statement and financial statements.

TABLE 11: Council meeting attendance 1 July – 24 October 2024

COUNCILLOR	LEAVE OF ABSENCE ⁹	APOLOGY	COUNCIL MEETING ATTENDANCE
Cr Anthony Aitken			4
Cr Melissa Cadwell			4
Cr Bruce Harwood		1	3
Cr Sarah Hathway			4
Cr Eddy Kontelj		1	3
Cr Jim Mason			4
Cr Belinda Moloney			4
Cr Peter Murrhy	1		4
Cr Ron Nelson			4
Cr Trent Sullivan			4
Cr Elise Wilkinson			4

⁹ In line with *the Local Government Better Practice Guide, Annual Report Performance Reporting Indicator Guide* a councillor is counted as having attended a council meeting where a councillor is on an approved leave of absence.

TABLE 12: Council meeting attendance 25 October 2024 – 30 June 2025

COUNCILLOR	LEAVE OF ABSENCE ¹⁰	APOLOGY	COUNCIL MEETING ATTENDANCE
Cr Anthony Aitken			8
Cr Chris Burson			8
Cr Melissa Cadwell			8
Cr Andrew Katos			8
Cr Eddy Kontelj	1		8
Cr Dr Stretch Kontelj	1		8
Cr Ron Nelson			8
Cr Emma Sinclair			8
Cr Rowan Story			8
Cr Trent Sullivan	1		8
Cr Elise Wilkinson			8

¹⁰ In line with *the Local Government Better Practice Guide, Annual Report Performance Reporting Indicator Guide* a councillor is counted as having attended a council meeting where a councillor is on an approved leave of absence.

COMMITTEES

Council has a variety of working groups, advisory and planning committees to meet its legislative obligations, enhance its involvement in community activities and to advocate on behalf of the community

TABLE 13: Committee appointments 25 October 2024 – 30 June 2025

COMMITTEE	COUNCILLORS APPOINTED POST 2024 ELECTION
Access and Inclusion Advisory	Cr Anthony Aitken
Association of Bayside Municipalities	Cr Rowan Story
Audit and Risk	Cr Stretch Kontelj (Mayor), Cr R Nelson (Deputy Mayor)
CEO Employment and Remuneration	Cr Stretch Kontelj (Mayor), Cr Ron Nelson (Deputy Mayor), Cr Anthony Aitken, Cr Melissa Cadwell, Cr Trent Sullivan, Cr Elise Wilkinson
Geelong Gallery	Cr Eddy Kontelj
Geelong Heritage Advisory	Cr Rowan Story
Geelong Regional Library Corporation	Cr Trent Sullivan, Cr Elise Wilkinson, Cr Emma Sinclair, Cr Rowan Storey
Kilangiti Aboriginal Advisory	Cr Stretch Kontelj
LGBTQIA+ Advisory Committee	Cr Emma Sinclair
Municipal Association of Victoria delegate	Cr Melissa Cadwell
Multicultural Action Plan	Cr Eddy Kontelj
Regional Cities Victoria	Cr Stretch Kontelj (Mayor)
Regional Capitals Australia	Cr Stretch Kontelj (Mayor)
Submissions Review Panel	All Councillors
Sustainability Advisory	Cr Elise Wilkinson
Tourism Greater Geelong and The Bellarine Inc	Cr Trent Sullivan
Women in Community Life Advisory	Cr Melissa Cadwell

DELEGATED COMMITTEES

Council delegates some of its responsibilities to Delegated Committees made up of councillors, council staff and members of the community and operate in accordance with the Local Government Act 2020.

TABLE 14: s 63 & s 65 Delegated and Community Asset Committee Committees in 2024–25

COMMITTEE	PURPOSE AND APPOINTMENT	APPOINTED COUNCILLOR(S)
Geelong Major Events Delegated Committee	Appointed under section 63 of the Act To coordinate how we attract, assist and fund events.	Cr Anthony Aitken (Chair), Cr Andrew Katos, Cr Eddy Kontelj, Cr Trent Sullivan
Bellarine Arts Centre (Potato Shed) Community Asset Committee	Appointed under section 65 of the Act To support the long-term management and promotion of the Potato Shed - Bellarine Arts Centre.	Cr Rowan Story (Chair)
Planning Committee	Appointed under section 63 of the Act To consider and determine planning permit applications that have been called in by a councillor.	Cr Andrew Katos (Chair), Cr Trent Sullivan (Alt), All Councillors.

MODEL CODE OF CONDUCT

The *Local Government Amendment (Governance and Integrity) Act 2024* made various amendments to the *Local Government Act 2020 (the Act)* to enhance standards of governance and behaviour across the local government sector.

The *Local Government (Governance and Integrity) Amendment Regulations 2024* (the Amending Regulations), which amend the *Local Government (Governance and Integrity) Regulations 2020* (the Regulations), were made on 22 October 2024 to implement these reforms. These changes came into effect on 26 October 2024, including replacement of previous Council adopted Standards of Conduct for Councillors with a mandatory new *Model Councillor Code of Conduct*. A copy of the Code is available on our [website](#).

COUNCILLOR ALLOWANCES

All councillors are entitled to an allowance while performing their duty. Under section 39 of the Act, allowances are set by a Determination of the Victorian Independent Remuneration Tribunal.

TABLE 15: Current annual allowance from 1 July 2024 – 30 June 2025

	COUNCILLOR ALLOWANCE (\$)	
	1 JULY 2024 – 17 DECEMBER 2024	18 DECEMBER 2024 – 17 DECEMBER 2025
Mayor	134,954	138,506
Deputy Mayor	67,477	69,252
Councillors	40,769	40,769

COUNCILLOR EXPENSES

Councillors must be reimbursed for expenses incurred while performing their duties. Council has adopted a policy to determine what will be reimbursed, as well as other resources, facilities and support needed to help the mayor and councillors discharge their duties.

TABLE 16: Details of reimbursements and expenses paid 1 July 2024 – 30 June 2025

COUNCILLOR EXPENDITURE					
NAME	TRAVEL (\$*)	PROFESSIONAL DEVELOPMENT (\$)	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE (\$^)	ALLOWANCES (\$)	GRAND TOTAL (\$)
Cr Bruce Harwood			164	13,042	13,206
Cr Peter Murrhiy			161	13,042	13,203
Cr Jim Mason	2,694		161	13,042	15,897
Cr Eddy Kontelj			886	38,296	39,182
Cr Anthony Aitken			488	46,840	47,328
Cr Ron Nelson	520		451	55,127	56,098
Cr Belinda Moloney			165	13,042	13,207
Cr Trent Sullivan	18,328	1,318	2,689	68,425	90,760
Cr Melissa Cadwell	(10)		682	38,296	38,968
Cr Sarah Hathway			401	13,042	13,443
Cr Elise Wilkinson	2,242	2,727	495	38,296	43,760
Cr Emma Sinclair		2,727	814	25,254	28,795
Cr Andrew Katos			231	25,254	25,485
Office of the Mayor - Cr Stretch Kontelj	7,615		1,385	82,585	91,585
Cr Rowan Story	5,179	1,313	231	25,254	31,977
Cr Chris Burson			231	25,254	25,485
Total Councillor Expenses	36,568	8,085	9,635	534,091	588,379

*including mileage

^including Information Technology and Communication

AUDIT AND RISK COMMITTEE

Our Audit and Risk Committee provides structured, systematic oversight of Council's governance, assurance, risk management and internal control practices.

This oversight mechanism also helps maintain the integrity of these practices.

The Committee:

- is comprised of five members, three independent members, the Mayor and one Councillor
- holds at least four regular meetings per annum, plus one to consider the draft annual financial accounts
- reports its minutes to Council.

TABLE 17: Audit and Risk Committee attendance 2024–25

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Ms Lisa Tripodi (independent member – Chair since March 2022)	5
Mr Mick Jaensch (independent member since November 2022)	5
Mr Vincent Philpott (independent member since April 2025)	1
Cr Ron Nelson (Councillor member since March 2023)	2
Cr Dr Stretch Kontelj (Mayor since December 2024)	3
Mr John Watson (independent member until September 2024)	2
Cr Trent Sullivan (Mayor until November 2024)	2

AUDIT

Audit is an independent function that assesses the effectiveness of internal controls and governance processes. Internal audit is focused on processes and controls and the internal audit services are outsourced to a third-party. External audit provides an independent examination of the financial and performance statements prepared by the organisation. The Victorian Auditor-General's Office provides our external audit service.

RISK MANAGEMENT

Risk management is an internal function that helps us meet the expectations of our many stakeholders and provide quality services to our community. It allows decision-makers to be better informed, decisive, and confident in achieving our specified outcomes and objectives.

The objectives of our risk management program are to:

- provide a structured and consistent approach to identifying, rating, mitigating, managing, and monitoring risks
- assist decision-makers to weigh risks against potential opportunities
- create an environment where employees understand and assume responsibility for managing risks and controls
- provide relevant and timely information using a clear reporting structure.

GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist, as of 30 June 2025.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC1	<p>Community engagement policy (Under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>Adopted in accordance with section 55 of the Act. Date of adoption: 23 February 2021. A four-year review of the policy including community engagement will be undertaken between June–October 2025.</p>
GC2	<p>Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)</p>	<p>Guidelines Date of commencement of current guidelines: 18 May 2021. Quarterly reviews conducted in 2023. Updated as required with a full review taking place between June–October 2025.</p>
GC3	<p>Financial Plan (Under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</p>	<p>Adopted in accordance with section 91 of the Act. Date of adoption: 26 October 2021. The Draft Long Term Financial Plan 2026–2035 was endorsed for community consultation by Council on 22 July 2025 and is due to be adopted following community consultation at the October 2025 Council Meeting.</p>
GC4	<p>Asset Plan (Under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Adopted in accordance with section 92 of the Act. Date of adoption: 28 June 2022. The Asset Management Plan 2025–29 was endorsed for community consultation by Council on 22 July 2025 and is due to be adopted following community consultation at the October 2025 Council Meeting.</p>
GC5	<p>Revenue and Rating Plan (Under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>Adopted in accordance with section 93 of the Act. Date of adoption: 24 June 2025.</p>
GC6	<p>Annual budget (Under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)</p>	<p>Adopted in accordance with section 94 of the Act. Date of adoption: 24 June 2025.</p>
GC7	<p>Risk policy (Outlining council's commitment and approach to minimising the risks to council operations)</p>	<p>Policy Date of commencement of current policy: 27 May 2025. The Policy was reviewed and elevated to a Council Policy and adopted by Council on 27 May 2025.</p>
GC8	<p>Fraud policy (Outlining Council's commitment and approach to minimising the risk to council operations)</p>	<p>Policy Date of commencement of current policy: 17 February 2021. We will review the policy in 2025–26 in conjunction with the Fraud and Corruption Control Framework.</p>

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC9	<p>Municipal emergency management planning (Participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC).)</p>	<p>Undertake chair duties and attend MEMPC meetings.</p> <p>Dates of the MEMPC meetings attended:</p> <ul style="list-style-type: none"> • 8 August 2024 • 21 November 2025 • 13 February 2025 • 8 May 2025
GC10	<p>Procurement policy (Under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council.)</p>	<p>Adopted in accordance with section 108 of the Act.</p> <p>Date of adoption: 27 February 2024</p> <p>The policy was reviewed and adopted 27 May 2025 and will be effective 1 July 2025.</p>
GC11	<p>Business continuity plan (Setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster.)</p>	<p>Plans</p> <p>Date of commencement of current plans: 2023–2024.</p> <p>The Business Continuity Plans were established in the 2023–24 financial year.</p>
GC12	<p>Disaster recovery plan (Setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster.)</p>	<p>Plan</p> <p>Date of commencement of current plan: 1 July 2020.</p>
GC13	<p>Complaint policy (Under section 107 of the Act outlining Council’s commitment and approach to managing complaints.)</p>	<p>Adopted in accordance with section 108 of the Act.</p> <p>Date of adoption: 31 October 2022.</p>
GC14	<p>Workforce Plan (Outlining Council’s commitment and approach to planning the current and future workforce requirements of the organisation.)</p>	<p>Plan developed in accordance with section 46 of the Act.</p> <p>Date of adoption: 26 June 2025</p>
GC15	<p>Payment of rates and charges hardship policy (Outlining Council’s commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.)</p>	<p>Policy</p> <p>Date of commencement of current policy: 24 June 2025.</p>
GC16	<p>Risk management framework (Outlining council's approach to managing risks to the council operations.)</p>	<p>Framework</p> <p>Date of commencement of current framework: April 2025.</p> <p>The framework has been reviewed and approved by our Executive Leadership and Audit & Risk Committee.</p>
GC17	<p>Audit and Risk Committee (See sections 53 and 54 of the Act.)</p>	<p>Established in accordance with section 53 of the Act.</p> <p>Date of establishment: 1 September 2020.</p> <p>The Charter was reviewed and adopted by Council on 27 May 2025.</p>
GC18	<p>Internal audit (Independent accounting professionals engaged to provide analyses and recommendations aimed at improving our governance, risk and management controls.)</p>	<p>Engaged</p> <p>Date of engagement of current provider: 1 January 2022</p>

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC19	<p>Performance reporting framework</p> <p>(A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act.)</p>	<p>Framework</p> <p>Date of adoption of current framework: 20 May 2020.</p> <p>The framework was reviewed and updated in 2022–23 in line with the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
GC20	<p>Council Plan report</p> <p>(Reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year.)</p>	<p>Report</p> <p>Date of report: 10 December 2024, 25 March 2025, 24 June 2025.</p> <p>We provide quarterly reports on the progress of our council plan and annually on the progress of the strategic indicators as per section 98 of <i>Local Government Act 2020</i>.</p>
GC21	<p>Quarterly budget reports</p> <p>(Quarterly statements to Council under section 97(1) of the <i>Local Government Act 2020</i>, comparing actual and budgeted results and an explanation of any material variations.)</p>	<p>Reports presented to Council in accordance with section 97(1) of the Act.</p> <p>Dates reports presented: 28 January 2025, 25 February 2025, 27 May 2025.</p>
GC22	<p>Risk reports</p> <p>(Six-monthly reports of strategic risks to our operations, the likelihood and consequences of occurring and risk minimisation strategies.)</p>	<p>Reports</p> <p>Dates of reports: 22 August 2024, 5 December 2024, 13 March 2025 and 5 June 2025.</p> <p>Risk reports are provided to the Executive Leadership Team and Audit and Risk Committee. A Strategic Risk Review is provided every six months as part of this report.</p>
GC23	<p>Performance reports</p> <p>(Six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act.)</p>	<p>Report</p> <p>Dates of reports: 23 October 2024 and 7 May 2025</p> <p>We report on our financial performance indicators annually and non-financial performance indicators six monthly.</p>
GC24	<p>Annual Report</p> <p>(Under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements.)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the Act.</p> <p>Date of presentation: 22 October 2024</p>
GC25	<p>Councillor Code of Conduct</p> <p>(Code under section 139 of the Act setting out the standards of conduct to be followed by councillors and other matters.)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act.</p> <p>Date reviewed and adopted: 23 February 2021.</p> <p>Internal Resolution Procedure adopted: 27 May 2025</p>
CG26	<p>Delegations</p> <p>(Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act.)</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act.</p> <p>Date of review under section 11(7):</p> <p>Council to CEO and Council to staff reviewed 27 May 2025.</p> <p>Date of review under section 47(7): CEO to Staff 1 May 2025.</p>
GC27	<p>Meeting procedures</p> <p>(Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees.)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act.</p> <p>Date Governance Rules adopted: 23 August 2022.</p> <p>A review of council's Governance Rules is pending the development of Model Governance Rules by Local Government Victoria, expected to be finalised and released in late 2025.</p>

CERTIFICATION OF THE GOVERNANCE AND MANAGEMENT CHECKLIST

We certify that this information presents fairly the status of council's governance and management arrangements.



Cr Stretch Kontelj OAM

Mayor

Dated: 3.10.25

DocuSigned by:



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Ali Wastie

Chief Executive Officer

Dated: 06-Oct-2025 | 3:12 PM AEDT

STATUTORY INFORMATION

The following information is provided in accordance with legislative and other requirements applying to Council.

PUBLIC TRANSPARENCY POLICY

This policy describes the ways in which Council information is to be made publicly available and give effect to the public transparency principles prescribed in section 58 of the *Local Government Act 2020*.

PUBLICLY AVAILABLE INFORMATION

Under the *Local Government Act 2020* (and, in some cases the *Local Government Act 1989*), certain information must be made publicly available, namely:

- Register of Delegations made by Council
- Council and Delegated Committees meeting minutes
- Local Laws and any documents incorporated
- Council Plan
- Strategic Resource Plan
- Budget
- Annual Report
- Councillor Code of Conduct
- Procurement Policy
- Register of interests
- Reappointment of Chief Executive Officer (CEO) without advertisement
- Differential Rates
- Summary of Campaign Donation Returns.

The following information will also be made publicly available to ensure our community is informed, and can benefit from, access to information regarding Council's functions and operations:

- All adopted Council policies, plans and strategies.
- Governance Rules.
- Composition, Terms of Reference, Agendas and Minutes of Council Meetings, Committees and Groups.
- Code of Conduct for Council employees.
- Register of Delegations made by the CEO.
- Register of Authorised Officers.
- Register of Interstate and Overseas Travel by councillors and employees.
- Register of Land Leases entered into by Council.
- Register of Donations and Grants made by Council.
- Register of Contracts Awarded by Council.
- Details of any Council Land proposed for Sale or Exchange.

Under various other Acts administered by Council, the following information will be made publicly available:

- Register of Planning Permits.
- Register of Planning Applications on Advertising.
- Copy of Planning Permits and Endorsed Plans (by application, charges will apply).
- Register of Building Permits, Occupancy Permits and Temporary Approvals.
- Copies of Building Permits, plans and documentation (by application, charges will apply).
- Register of Animal Registrations.
- Register of Public Roads.
- Freedom of Information (FOI) Part II Statement.

ACCESS TO INFORMATION

The *Freedom of Information Act 1982* (FOI Act) gives you the right to apply for access to documents held by the City. We are committed to, where possible, proactive and informal release of information in accordance with the Freedom of Information Professional Standards issued by the Victorian Information Commissioner.

A list of available information is provided in the Part II Statement (Statement) published on our website in accordance the FOI Act. This Statement requires government agencies and local councils to publish a number of statements designed to assist members of the public in accessing the information it holds.

INFORMATION PRIVACY

We are committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act (Vic) 2014* and *Health Records Act (Vic) 2001*.

Our policies set out our requirements for the managing and handling of personal information. The policies are public documents which are available on request, or via our website.

FREEDOM OF INFORMATION (FOI)

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the FOI Act, we are required to publish certain statements in the Annual Report or separately, such as on our website, concerning our functions and information available. We have chosen to publish the statements separately; however, the following summarises the application and operation of the FOI Act.

Access to documents that are not publicly available may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the FOI Act and in summary as follows:

- it should be in writing
- it should identify the document being requested as clearly as possible
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests can also be lodged online, or by email.

Access charges may also apply once documents have been processed and a decision on access has been made, for example, photocopying, and search and retrieval charges.

Further information regarding freedom of information can be found at ovic.vic.gov.au/freedom-of-information and on our website (www.geelongaustralia.com.au/governance).

PUBLIC INTEREST DISCLOSURE PROCEDURES

In accordance with section 69 of the *Public Interest Disclosure Act 2012* (the Act), our website (www.geelongaustralia.com.au/governance) provides information about making a public interest disclosure.

The Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

CONTRACTS

During 2024–25, the following contracts entered into by Council were valued above the contract value at which the Council must invite a tender or seek an expression of interest under its Procurement Policy.

TABLE 18: List of contracts entered into by Council valued above the contract value at which the Council must invite a tender or seek an expression of interest under its Procurement Policy

Contract No	Contract Title	Contract No	Contract Title
C2400053	Landy Field Track Replacement	C2500020	2024 Dust Suppression Program
C2400082	Floating Christmas Tree - Marine Services	C2500022	McDonald Reserve Pavilion Refurbishment and Extension - Design Services
C2400081	Floating Christmas Tree - Lighting and Music Services	C2500027	Wallington Reserve All Abilities Sports Pavilion Redevelopment - Design Services
C2400072	CBD Night Cleaning Contract and Moorabool Bus Shelter Cleaning	C2500013	City of Greater Geelong 24/25 WSUD SB Renewal - Sediment Removal Works
C2400011	North Bellarine Aquatic Centre (NBAC) Stage 2 - Consultants	C2400108	Managed Detection and Response
C2400071	Rippleside Inclusive Playspace & Public Toilet	C2500021	Landscape Maintenance Melbourne Road
C2400089	WSUD Routine Maintenance	C2400096	Annual Supply of Bituminous Spray Sealing Works
C2400076	Ocean Grove Memorial and Grinter Reserve Sports Lighting	C2400093	Fire Equipment Maintenance Services
C2400074	Portarlinton Recreation Reserve - Pavilion Renovation	C2500048	Winter Reserve Netball Court Construction
C2400080	Floating Christmas Tree - Assembly & Disassemble	C2500035	Portarlinton Reserve - Cricket Net Design and Construct
C2500008	Windsor Park Pavilion Upgrades - Design	C2500006	Employee Assistance Program
C2400106	24/25 Accessibility Improvements - Pioneer Reserve Tennis	C2500040	Leopold Estuary Soccer Pitch Drainage Upgrade
C2500012	Leopold Tennis Pavilion	C2400088	Highton Stormwater Management Strategy
C2400098	Rossack Drive, Waurm Ponds - Pavement Stabilisation Works	C2500037	IT Strategy Phase 1 Implementation
C2400095	Rural Roadside Mowing Services (North & East)	C2500039	Clifton Springs Bowling Club Kitchen Upgrade
C2500001	East Geelong Netball Courts Construction	C2500015	Grand Lakes - Lara - WSUD Outfall Drainage Renewal
C2400065	Leopold Memorial Reserve (No.2 Oval Change Room) Design and Construction	C2500023	Footpath Condition Data Capture
C2500028	Asbury Street West Road Construction, Ocean Grove	C2400099	Lara Swimming Club - Club Room Deck
C2400107	North Bellarine Aquatic Centre Stage 2 - Quantity Surveying Services	C2500060	Public Realm and Open Space Strategies
C2500047	Winter Reserve Netball Court Construction - Earthworks	C2500067	Flu Vaccination Program
C2500045	Lara United Soccer Reserve	C2500101	Leopold Memorial Reserve Multi-Purpose Court Lighting
C2500076	Elcho Park - Drainage Remediation Works	C2500055	Eastern Beach Staircase Renewal Design
C2400073	Collection and Recycling of Mattresses	C2500038	Sports Ground Maintenance
C2500080	Pile Wrappings - Eastern Beach Promenade and Griffins Gully Jetty	C2500026	Aldershot Reserve District Playspace (D&C)
C2500071	Bell Park Sports Club Septic System Upgrade	C2500077	59-67 Centennial Boulevard - BRB/SB Renewal and Upgrade Works
C2500075	Bellarine Aquatic Centre Roof and HVAC Renewal	C2500033	2025 Drainage Relining Program
C2500014	325 Plains Road - Lara - Open Drain Renewal Works	C2500056	Bell Post Hill (Myers Reserve) Sports Lighting Upgrade
C2500002	Chilwell Library Upgrade	C2500068	BASC Chemical Store & Learn to Swim Store Construction
C2500054	Horseshoe Bend Community Hub - Construction	C2400100	Sanitary and Hygiene Services
C2500088	Gully Road Construction, Ceres		

In addition, the following contracts are those that met the criteria for competitive processes but were signed off as exempt (sole source):

TABLE 19: Contracts that met the criteria for competitive processes but were signed off as exempt (sole source)

Contract No:	Description
T2500010	Geelong Animal Welfare (GAWS)
N/A	Infor Pathways
N/A	GIS Assessment
C2500005	Service Prioritisation & Service Review Methodology Development Project
N/A	Aged Care Review

FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act (Vic) 1984*, we are required to publish a summary of any Ministerial Directions received during the financial year in our Annual Report, however we did not receive any in 2024–25.

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with section 22 of the *Road Management Act (Vic) 2004*, a council must publish a copy or summary of any Ministerial direction in its Annual Report. No such ministerial directions were received during the financial year.

CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES

In June 2006, the Victorian Parliament passed the *Charter of Human Rights and Responsibilities Act (Vic) 2006* (the Charter). The Charter came into effect on 1 January 2008.

The Charter enshrines civil and political rights, and some cultural rights, into Victorian law, while promoting and protecting principles of freedom, respect, equality and dignity.

We consider the 20 human rights established by the Charter when delivering our services, developing our policies, or implementing our plans.

LOCAL LAWS

The following local laws remain current.

Neighbourhood Amenity Local Law 2024

This local law regulates activities of people and provides standards and conditions for specified activities to protect people in, or the environment of, the municipal district. The local law aims to achieve the following objectives that align with our overall objectives and strategies:

- to secure community safety
- to protect public assets
- to enhance neighbourhood amenity.

Council Meeting Procedures Local Law 2017

This local law regulates the use of the Common Seal and offence provisions relating to the conduct of Council and Delegated Committee meetings.

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

Greater Geelong has one of the largest numbers of dogs and cats in Victoria, with 30,296 registered dogs, 9,061 registered cats, and 46 registered businesses that care for animals.

By law, the *Domestic Animals Act (Vic) 1994*, we must create a plan every four years to manage dogs and cats within our municipal boundaries and report on our progress each year. Council adopted the *Domestic Animal Management Plan 2022–25* on 23 November 2021. Our Domestic Animal Management Plan (DAMP) identifies how council will:

- help pets, pet owners and the general community to live together
- protect the environment and local wildlife from the negative impacts of dogs and cats
- balance the needs of those who own pets with those who do not
- address animal management welfare and legal issues
- promote responsible pet ownership
- improve the experience of animal ownership.

Over the past year, we undertook a wide range of initiatives to support the delivery of the DAMP.

A strong emphasis was placed on responsible pet ownership and community education. We collaborated with the Geelong Animal Welfare Society (GAWS) to provide free and reduced fee cat desexing programs, also offering complimentary Council registration to program participants. Efforts to educate the public included a comprehensive redesign and distribution of all marketing and educational materials, ensuring residents had access to accurate and up-to-date information on animal management at Customer Service Centres and online. Council officers also presented to local TAFE Animal Studies students, offering insights into animal management career pathways, and attended both animal-related and City-run community events to promote responsible pet ownership. Special information sessions were held for new immigrants, supporting their understanding of Australian animal legislation and the responsibilities of pet ownership. Planning was also completed to partner with the RSPCA in delivering the Rethink Roaming Campaign, aimed at promoting cat containment. The use of dog and cat mascot costumes at community events helped increase awareness and interest in animal management issues.

Infrastructure and resource enhancements featured prominently, including the completion of a new dog park at Aldershot Reserve, St Albans Park, and the finalisation of design for another Victorian Government funded park at Sparrovale Reserve, Charlemont, with construction scheduled for early 2026. We maintained and regularly updated our online interactive dog walking map, providing current information on leash regulations. The animal management fleet and officer equipment were renewed, and the fleet was rebranded to feature key seasonal messages. In a move to streamline operations, the impounding of animals was transferred to a digital platform, and the use of a Patrol Survey was continued for improved data collection and analysis.

Several approaches were used to meet the community's needs while following animal welfare laws. A six-week registration amnesty in November and December provided free registration for previously unregistered animals, resulting in approximately 2,000 new registrations. Council also reviewed complaint investigation processes for high-volume issues, such as nuisance complaints, and continued to deliver 24/7 community services despite growth and resourcing challenges. The partnership with GAWS was renewed to ensure the continued provision of pound services, and Council successfully prosecuted all animal management matters brought before the Magistrates Court.

Professional development and readiness for emergencies were also priorities. The City's Animal Management Officers participated in skill development activities, including training in canine anatomy identification, conflict resolution, nuisance noise, and aggressive animal handling, as well as onboarding three new officers. Team members were involved in emergency preparedness exercises, joining the Building Resources and Capacity for Emergencies (BRACE) team to undertake emergency management and psychological first aid training and participating in a simulated Emergency Relief Centre event to practice the Animal Emergency Welfare Plan.

Work on the next DAMP commenced with community engagement in March/April providing helpful insight into what our community wanted and needed regarding the presence and care of cats and dogs in our community.

Through these varied efforts, Council has strengthened its commitment to effective animal management, public education, welfare, and responsible pet ownership in Greater Geelong.

ACCESS AND INCLUSION ACTION PLAN UPDATE

People with disability are a vital part of Greater Geelong’s community as residents, employees, business owners, artists, volunteers, tourists and visitors.

Under the *Victorian Disability Act 2006*, we must have a disability action plan and to report on its progress each year in the Annual Report. The action plan should outline how we will:

- reduce barriers to people with a disability accessing goods, services and facilities.
- reduce barriers to people with a disability obtaining and maintaining employment.
- promote inclusion and participation in the community of people with a disability.
- achieve tangible changes in attitudes and practices which discriminate against people with a disability.

The City’s *Disability Access and Inclusion Plan 2024–28* outlines our actions to create a city that is more accessible, inclusive, welcoming and supports the full participation of people with disability.

The plan is framed around the four key priority areas Access, Inclusion and Participation, Employment and Community Attitudes. The plan was developed with extensive community engagement and adopted by Council on 27 August 2024.

The City’s *Disability Access and Inclusion Plan 2024–28* outlines our actions to create a city that is more accessible, inclusive, welcoming and supports the full participation of people with disability.

Focusing on four key priority areas; Access, Inclusion, Employment, and Inclusive attitudes, the plan was developed through community engagement and adopted by Council on 27 August 2024.

TABLE 20: Key projects undertaken in 2024–25

KEY AREA	KEY HIGHLIGHTS
ACCESS Improving access to places and spaces	<ul style="list-style-type: none"> • Purchasing additional Mobi Chairs and activating them in the community over summer 2024–25. • Replacing beach access matting at Eastern Beach. • Updating the City webpage on Accessibility to bring all relevant information together.
INCLUSION Promoting inclusion and participation	<ul style="list-style-type: none"> • Providing accessible events checklist for city-run events. • Trialling Sensory Quiet Time at Splashdown Leisure Centre and Bellarine Aquatic and Sports Centre. • Attending regular community engagement initiatives seeking feedback on the Disability Access and Inclusion Plan.
EMPLOYMENT Reducing barriers to obtaining and maintaining employment	<ul style="list-style-type: none"> • Developing internal City Workplace Adjustments Policy in conjunction with Australian Disability Network and employees with lived experience of disability. • Convening Access and Inclusion Employee ‘Enabler’ Network for employees with disability as peer support and advisory body. • Hosting an education session at Geelong Small Business Festival 2025 on supporting employees with a disability in the workplace.
INCLUSIVE ATTITUDES Achieving tangible changes in attitudes and practices that discriminate against persons with a disability	<ul style="list-style-type: none"> • Opening nominations for the Geelong Awards for People with Disability 2025 from 11 August to 15 September. • Confirming the International Day of People with Disability event for 3 December 2025. This event will be co-designed with six community members with lived experience of disability. • Hosting an education session at the Geelong Small Business Festival 2025 for businesses to become a “Welcoming and Inclusive Business.”

DEVELOPMENT CONTRIBUTIONS PLAN (DCP) PROGRESS REPORT

Development contributions are payments or works-in-kind provided by developers to help fund infrastructure improvements needed to support new or expanding communities. These contributions are used by councils to pay for essential infrastructure like roads, drainage, parks, and community facilities, ensuring that growing areas have the necessary services.

In accordance with sections 46GM and 46QM of the *Planning and Environment Act 1987*, we must prepare and give a report to the Minister for Planning on infrastructure (not applicable to us) and development contributions including levies and works-in-kind that is published in our Annual Report.

For 2024–25, the following information about infrastructure and development contributions has been disclosed.

Development contributions

TABLE 21: Total DCP levies received in 2024–25

DCP NAME	YEAR APPROVED	LEVIES RECEIVED IN 2024–25 FINANCIAL YEAR (\$)
DCP01 Armstrong Creek North East Industrial	2010	\$0.00
DCP02 Jetty Road Urban Growth Area Stage 1	2012	\$0.00
DCP03 Armstrong Creek East Precinct	2012	\$12,681,214.60
DCP04 Armstrong Creek West Precinct	2013	\$7,528,096.51
DCP05 Armstrong Creek Horseshoe Bend Precinct	2014	\$11,787,268.93
DCP06 Armstrong Creek Town Centre Precinct	2014	\$988,218.65
DCP07 Lara West Urban Growth Area	2014	\$9,647,167.70
DCP08 Central Rd Drysdale	2022	\$1,296.55
Total		\$42,633,262.94

TABLE 22: DCP land, works, services or facilities accepted in-kind in 2024-25

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
DCP03 Armstrong Creek East Precinct 2012	DI_LA_6	LAC Community complex - Land acquisition	Land	\$840,000.00
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	\$81,672.40
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_DR_08	Drainage Works - Barwon Heads Road to Harriot Road - Construction	Drainage	\$3,371,286.15
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	\$72,273.27
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	\$19,937.46
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	\$9,968.73
DCP07 Lara West Urban Growth Area 2014	DI_RO_2	Intersection - Bacchus Marsh Road/main East-West Road	Intersection	\$1,019,216.27
Total				\$5,414,354.28

TABLE 23: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP NAME (YEAR APPROVED)	TOTAL LEVIES RECEIVED (\$)	TOTAL LEVIES EXPENDED (\$)	TOTAL WORKS- IN-KIND ACCEPTED (\$)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) (\$)
DCP08 Central Road Drysdale 2022	\$1,296.55	\$1,277,840.00	\$0.00	\$1,296.55
Total	\$1,296.55	\$1,277,840.00	\$0.00	\$1,296.55

TABLE 24: Land, works, services or facilities delivered in 2024–25 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
LAC Community complex - construction	DI_C_2	DCP03 Armstrong Creek East Precinct 2012	\$1,500.00				\$1,500.00	0.03%
LAC active open space reserve - playing fields and bowling greens	DI_OS_07	DCP03 Armstrong Creek East Precinct 2012	\$91,279.00				\$91,279.00	0.69%
Community Complex - NAC - Construction	DI_C_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$655,690.00			-\$900,000.00	-\$244,310.00	-1.56%
Sparrovale Wetlands - Management Plan	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$469,925.00				\$469,925.00	7.12%
Land Acquisition - Horseshoe bend Road Section 3 (Boundary Road - Catholic school northern limit)	DI_LA_06	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$18,371.00				\$18,371.00	2.31%
Land Acquisition - Horseshoe bend Road Section 3 (Catholic school northern limit - Geelong Ring Road)	DI_LA_07	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$11,104.00				\$11,104.00	0.66%
Land Acquisition - Boundary Road (Surf coast Highway to Barwarre Road) - 412 Torquay Road	DI_LA_09a	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$29,142.00				\$29,142.00	4.39%
Land Acquisition - Boundary Road (Surf coast Highway to Barwarre Road) - 350-360 Boundary Road	DI_LA_09b	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$5,192.00				\$5,192.00	1.07%

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Drainage Works - Reserve Road Retarding Basin - Land	DI_LA_14	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$14,719.00				\$14,719.00	1.60%
Drainage Works - Barwon Heads Road South Retarding Basin - Land	DI_LA_17	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$13,330.00				\$13,330.00	0.62%
Drainage Works - Barwon Heads Road to Harriot Road - Land	DI_LA_18	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$60,145.00				\$60,145.00	1.32%
Sparrovale Wetlands - Land (1 - 87 Grove Road, Armstrong Creek)	DI_LA_22	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$2,516,278.00				\$2,516,278.00	65.08%
Sparrovale Wetlands - Land (109 - 215 Sparrovale Road Charlemont)	DI_LA_23	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$282,203.00				\$282,203.00	3.06%
Intersection - Surf Coast Highway and Boundary Road (Stage 1) - Contribution to out of sequence development	DI_RD_04a	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$41,187.00				\$41,187.00	3.97%
Intersection - Surf Coast Highway and New Boundary Road	DI_RD_04b	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	\$37,684.00				\$37,684.00	3.97%
Library - Construction (contribution)	CI_CF_1	DCP06 Armstrong Creek Town Centre Precinct 2014	\$45,091.00				\$45,091.00	0.23%
Land Acquisition - Boundary Road - 412 Torquay Road Armstrong Creek (Property 1)	DI_LA_3a	DCP06 Armstrong Creek Town Centre Precinct 2014	\$29,142.00				\$29,142.00	4.39%

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Land Acquisition - Boundary Road - 350-360 Boundary Road Armstrong Creek (Property 2)	DI_LA_3b	DCP06 Armstrong Creek Town Centre Precinct 2014	\$5,192.00				\$5,192.00	1.07%
Intersection - Surf Coast Hwy and Boundary Road	DI_RO_01	DCP06 Armstrong Creek Town Centre Precinct 2014	-\$48,576.00				-\$48,576.00	-5.12%
Community Complex - NAC - Construction	DI_C_1	DCP04 Armstrong Creek West Precinct 2013	\$10,882.00				\$10,882.00	0.10%
NAC Active Open Space - Play Fields and Bowling Greens	DI_OS_2	DCP04 Armstrong Creek West Precinct 2013	\$61,869.00				\$61,869.00	1.39%
Intersection - GRR-4c and Connector (west of Airport Road)	DI_RO_01	DCP04 Armstrong Creek West Precinct 2013	\$1,995,872.00		\$1,074,700.00		\$3,070,572.00	75.41%
Intersection - Surf Coast Highway and Boundary Road	DI_RO_03	DCP04 Armstrong Creek West Precinct 2013	\$50,246.00				\$50,246.00	3.97%
Regional Community and Learning Hub	CI_CF_01	DCP08 Central Rd Drysdale 2022	\$1,272.00				\$1,272.00	0.24%
Regional Community and Learning Hub	C003	DCP02 Jetty Road Urban Growth Area Stage 1 2012	\$8,340.00		\$11,238.00		\$19,578.00	0.57%
LAC Community complex - Land acquisition	DI_LA_6	DCP03 Armstrong Creek East Precinct 2012		\$840,000.00			\$840,000.00	100.00%
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		\$81,672.40			\$81,672.40	1.40%
Drainage Works - Barwon Heads Road to Harriot Road - Construction	DI_DR_08	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$3,371,286.15			\$3,371,286.15	100.00%
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$72,273.27			\$72,273.27	1.16%

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$19,937.46			\$19,937.46	0.32%
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		\$9,968.73			\$9,968.73	0.16%
Intersection - Bacchus Marsh Road/main East-West road	DI_RO_2	DCP07 Lara West Urban Growth Area 2014		\$1,019,216.27			\$1,019,216.27	100.00%
Total			\$6,407,079.00	\$5,414,354.28	\$1,085,938.00	-\$900,000.00	\$12,007,371.28	

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2025

Our Financial Report and Performance Statement are prepared in accordance with the Australian Accounting Standards, the *Local Government Act 2020* and Local Government Victoria's model accounts.

The Financial Report and Performance Statement are audited by the Victorian Auditor-General's agent and are approved in principle by both the Audit and Risk Committee and by Council. The reports are then forwarded to the Victorian Auditor-General's Office for finalisation and an independent opinion.

Understanding the Financial Report and Financial Statements

The financial report consists of five financial statements, explanatory notes supporting the reports and endorsement from the Council and the Victorian Auditor-General.

The five financial statements are:

- a comprehensive income statement,
- a balance sheet,
- a statement of changes in equity,
- a cash flow statement, and
- a statement of capital works.

The explanatory notes detail the accounting policies applied and the make-up of the values contained in the statements.

Comprehensive income statement

The comprehensive income statement measures performance over the year.

It lists revenue sources under various income headings, as well as the expenses incurred during the year. The expenses relate only to the operations and do not include the cost associated with the purchase or building of assets. Expenses include an item for depreciation, which is the value of the assets depleted during the year.

Balance sheet

The balance sheet shows the assets owned and what is owed (liabilities) as of 30 June 2025.

The bottom line of the balance sheet is net assets, which is the net worth built up over time.

Assets and liabilities are separated into current and non-current. Current refers to assets or liabilities falling due within the next 12 months (except long service leave – refer to note 5.5 within the notes to the accounts section of this report).

Statement of changes in equity

The statement of changes in equity summarises the change in value of total ratepayer equity. The value of equity can only change as a result of:

- profit or loss from operations, described as surplus or deficit in the income statement
- use of monies from reserves
- a change in the value of non-current assets, resulting from a revaluation of these assets.

Cash flow statement

The cash flow statement summarises cash payments and receipts for the year, as well as the level of cash at the end of the financial year.

Cash in this statement refers to bank deposits and investments which can be quickly converted to cash.

Cash arises from, and is used in, three main areas:

- Cash flows from operating activities summarises all income and expenses relating to operations, including service delivery and maintenance.
- Cash flows from investing activities relates to capital works payments recorded as assets in the balance sheet, as well as receipts for the sale of assets.
- Cash flows from financing activities represents repayments of and receipts from loans.

Statement of capital works

This statement provides detail of capital expenditure by asset type and distinguishes renewal, upgrade, and new capital expenditure.

Notes to the accounts

The notes to the accounts enable the user to understand the basis on which the values shown in the accounts are established. The notes also advise if there has been any change to the accounting standards, policy or legislation which has impacted on how the standards were prepared.

Within the five financial statements, there is a note column indicating additional information. This is particularly useful where there has been a significant change from the previous year's comparative figure.

Statements by the Principal Accounting Officer, Chief Executive Officer and councillors

The Financial Statements and the Performance Statement require certification under the *Local Government Act 2020*. The certifications are made by a combination of the Principal Accounting Officer, the Chief Executive Officer and two councillors, on behalf of the Council, as a written undertaking to the statements being correct and not misleading.

Victorian Auditor-General's report

This document provides a written undertaking of the accuracy, fairness, and completeness of the accounts.

The audit report from the Victorian Auditor-General provides an independent view of the statements and advises the reader if there are any issues of concern.

GREATER GEELONG
CITY COUNCIL

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

Annual Financial Report

for the year ended 30 June 2025

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Annual Financial Report

for the year ended 30 June 2025

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Content Overview

These financial statements are General Purpose Financial Statements and cover the consolidated operations for Greater Geelong City Council.

All figures presented in these financial statements are presented in Australian Currency.

These financial statements were authorised for issue by the Council on 7th October 2025
Council has the power to amend and reissue these financial statements.

Greater Geelong City Council

Annual Financial Report

for the year ended 30 June 2025

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Jennifer Blunt
Principal Accounting Officer
Dated: 7th October 2025
Geelong

In our opinion, the accompanying financial statements present fairly the financial transactions of Greater Geelong City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Cr Srechko Kontelj
Mayor
Dated: 7th October 2025
Geelong



Cr Andrew Katos
Councillor
Dated: 7th October 2025
Geelong



Alison Wastie
Chief Executive Officer
Dated: 7th October 2025
Geelong

Independent Auditor's Report

To the Councillors of Greater Geelong City Council

Opinion I have audited the financial report of Greater Geelong City Council (the council) which comprises the:

- balance sheet as at 30 June 2025
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including material accounting policy information
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the financial report The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
17 October 2025



Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

for the year ended 30 June 2025

	Note	2025 \$ '000	Restated 2024 \$ '000
Income / Revenue			
Rates and charges	3.1	322,770	305,578
Statutory fees and fines	3.2	17,682	16,389
User fees	3.3	67,991	63,961
Grants - operating	3.4	89,741	45,918
Grants - capital	3.4	19,529	25,378
Contributions - monetary	3.5	32,987	28,991
Contributions - non-monetary	3.5	66,496	130,268
Other income	3.7	12,655	7,826
Total income / revenue		629,851	624,309
Expenses			
Employee costs	4.1	203,200	190,248
Materials and services	4.2	147,817	141,167
Depreciation and amortisation	4.3	107,453	90,733
Amortisation - Intangible assets		2,113	1,492
Depreciation - Right of use assets		1,525	1,495
Allowance for impairment losses		1,592	1,332
Borrowing costs	4.4	5,703	1,835
Finance Costs - Leases		185	216
Net loss on disposal of property, infrastructure, plant and equipment	3.6	17,362	43,774
Other expenses	4.5	23,988	26,354
Total expenses		510,938	498,646
Surplus/(deficit) for the year		118,913	125,663
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	172,465	98,257
Total items which will not be reclassified subsequently to the operating result		172,465	98,257
Total other comprehensive income		172,465	98,257
Total comprehensive result		291,378	223,920

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

as at 30 June 2025

	Note	2025 \$ '000	Restated 2024 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	98,032	95,839
Trade and other receivables	5.1	24,695	22,830
Other financial assets	5.1	101,288	75,676
Inventories		1,168	1,253
Non-current assets classified as held for sale	6.1	369	9,479
Other assets	5.2	8,484	10,775
Total current assets		234,036	215,852
Non-current assets			
Trade and other receivables	5.1	21,159	14,782
Investments in associates, joint arrangements and subsidiaries	6.3	12,256	10,586
Property, infrastructure, plant and equipment	6.2	5,340,552	5,078,234
Intangible assets	5.2	14,020	12,010
Right-of-use assets		4,793	5,810
Total non-current assets		5,392,780	5,121,422
Total assets		5,626,816	5,337,274
Liabilities			
Current liabilities			
Trade and other payables	5.3	33,944	31,300
Trust funds and deposits	5.3	20,729	16,926
Contract and other liabilities	5.3	34,034	20,564
Provisions	5.5	41,642	41,366
Interest-bearing liabilities	5.4	7,422	21,110
Lease liabilities		1,368	1,334
Total current liabilities		139,139	132,600
Non-current liabilities			
Provisions	5.5	32,955	32,927
Interest-bearing liabilities	5.4	156,527	163,957
Lease liabilities		3,850	4,823
Total non-current liabilities		193,332	201,707
Total liabilities		332,471	334,307
Net assets		5,294,345	5,002,967
Equity			
Accumulated surplus		2,444,217	2,363,779
Reserves	9.1	2,850,128	2,639,188
Total Equity		5,294,345	5,002,967

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2025

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2025					
Balance at beginning of the financial year		5,002,967	2,363,779	2,566,358	72,830
Prior Year Adjustment – retrospective	11.1	–	–	20	(20)
Restated opening balance		5,002,967	2,363,779	2,566,378	72,810
Surplus/(deficit) for the year		118,913	118,913	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	9.1	172,465	–	172,465	–
Other comprehensive income		172,465	–	172,465	–
Total comprehensive income		291,378	118,913	172,465	–
Transfers to other reserves	9.1	–	(154,063)	–	154,063
Transfers from other reserves	9.1	–	115,588	–	(115,588)
Balance at end of the financial year		5,294,345	2,444,217	2,738,843	111,285
2024					
Balance at beginning of the financial year		4,616,914	2,028,166	2,468,101	120,647
Prior Year Adjustment – retrospective	11.1	162,133	162,133	–	–
Restated opening balance		4,779,047	2,190,299	2,468,101	120,647
Surplus/(deficit) for the year		125,663	125,663	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	9.1	98,257	–	98,257	–
Other comprehensive income		98,257	–	98,257	–
Total comprehensive income		223,920	125,663	98,257	–
Transfers to other reserves	9.1	–	(21,658)	–	21,658
Transfers from other reserves	9.1	–	69,475	–	(69,475)
Balance at end of the financial year		5,002,967	2,363,779	2,566,358	72,830

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2025

	Note	2025 Inflows/ (Outflows) \$ '000	2024 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		321,984	268,023
Statutory fees and fines		17,794	15,960
User fees		62,808	64,391
Grants - operating		87,048	45,918
Grants - capital		35,636	25,378
Contributions - monetary		32,987	28,991
Interest received		8,734	5,888
Trust funds and deposits taken		3,803	2,769
Net GST refund/payment		18,910	24,629
Employee costs		(203,532)	(190,937)
Materials and services		(191,216)	(174,744)
Short-term, low value and variable lease payments		(168)	(337)
Net cash provided by/(used in) operating activities	9.2	194,788	115,929
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(139,354)	(139,572)
Proceeds from sale of property, infrastructure, plant and equipment		824	2,473
Payments for investments		(111,874)	(122,754)
Proceeds from sale of investments		86,262	97,878
Net cash provided by/(used in) investing activities		(164,142)	(161,975)
Cash flows from financing activities			
Finance costs		(5,703)	(1,841)
Proceeds from borrowings		-	70,000
Repayment of borrowings		(21,118)	(11,993)
Interest paid - lease liability		(185)	(216)
Repayment of lease liabilities		(1,447)	(1,309)
Net cash flow provided by/(used in) financing activities		(28,453)	54,641
Net Increase (decrease) in cash and cash equivalents		2,193	8,595
Cash and cash equivalents at the beginning of the financial year		95,839	87,244
Cash and cash equivalents at the end of the financial year		98,032	95,839

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Property			
Land		45,007	5,695
Total land		45,007	5,695
Buildings			
Buildings		18,561	47,437
Heritage buildings		–	88
Total buildings		18,561	47,525
Total property		63,568	53,220
Plant and equipment			
Plant, machinery and equipment		3,504	5,099
Fixtures, fittings and furniture		250	230
Computers and telecommunications		1,448	3,403
Total plant and equipment		5,202	8,732
Infrastructure			
Roads		28,985	25,374
Footpaths and cycleways		8,240	6,184
Drainage		2,826	3,372
Recreational, leisure and community facilities		4,651	2,607
Waste management		2,268	1,915
Parks, open space and streetscapes		16,527	23,381
Other infrastructure		7,090	14,787
Total infrastructure		70,587	77,620
Total capital works expenditure	6.2	139,357	139,572
Represented by:			
New asset expenditure		71,684	75,192
Asset renewal expenditure		53,733	51,605
Asset upgrade expenditure		13,940	12,775
Total capital works expenditure		139,357	139,572

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview

Introduction

The Greater Geelong City Council was established by an Order of the Governor in Council on 18 May 1993 and is a body corporate.

The Council's main office is located at 30 Gheringhap Street, Geelong.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 2020, and the Local Government (Planning and Reporting) Regulations 2020. The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards (AAS).

Accounting policy information

1.1 Basis of preparation

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Significant accounting judgements and estimates

Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3.4)
- the determination of employee provisions (refer to Note 5.5.)
- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2.).
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value.
- assets held for sale (Note 6.1)
- other areas requiring judgements.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview (continued)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Taxation

The Council is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variances. Council has adopted a materiality threshold for variance explanations based on movement percentage of the greater than 10 percent or a variance movement of \$10.0 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Income / Revenue					
Rates and charges	324,113	322,770	(1,343)	(0.41)%	
Statutory fees and fines	19,727	17,682	(2,045)	(10.37)%	1
User fees	69,399	67,991	(1,408)	(2.03)%	
Grants _ operating	73,906	89,741	15,835	21.43%	2
Grants _ capital	19,542	19,529	(13)	(0.07)%	
Contributions _ monetary	44,513	32,987	(11,526)	(25.89)%	3
Contributions _ non-monetary	110,698	66,496	(44,202)	(39.93)%	4
Net gain on disposal of property, infrastructure, plant and equipment	754	–	(754)	(100.00)%	5
Other income	10,023	12,655	2,632	26.26%	6
Total income / revenue	672,675	629,851	(42,824)	(6.37)%	
Expenses					
Employee costs	204,634	203,200	1,434	0.70%	
Materials and services	155,124	147,817	7,307	4.71%	
Depreciation	101,465	107,453	(5,988)	(5.90)%	
Amortisation _ intangible assets	1,660	2,113	(453)	(27.29)%	7
Depreciation _ right of use assets	1,542	1,525	17	1.10%	
Allowance for impairment losses	1,420	1,592	(172)	(12.11)%	8
Borrowing costs	3,225	5,703	(2,478)	(76.84)%	9
Finance costs _ leases	174	185	(11)	(6.32)%	
Net loss on disposal of property, infrastructure, plant and equipment	–	17,362	(17,362)	∞	5
Other expenses	23,131	23,988	(857)	(3.70)%	10
Total expenses	492,375	510,938	(18,563)	(3.77)%	
Surplus/(deficit) for the year	180,300	118,913	(61,387)	(34.05)%	

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Explanation

Ref

1. Statutory fees and fines are \$2.0 million under budget due to lower than anticipated parking fine income (-\$1.6 million) and animal registration income (-\$0.6 million).
2. Grants - Operating are \$15.8 million higher than budget due to the early payment of the 50% the 2025-26 Financial Assistance Grant and 100% of the 2024-25 Financial Assistance Grant, a total of \$43.3 million received in 2024-25.
3. Contributions - Monetary are \$11.5 million less than budget, primarily due to lower-than expected receipts from Armstrong Creek Horseshoe Bend area.
4. During the 2024-25 financial year, \$44 million of assets were deemed to be transferred to the City in the 2023-24 financial year.
5. Net gain /(loss) on disposal of assets was an overall loss on disposal of \$17.36 million due to the budget not incorporating routine disposals arising from the renewal of our infrastructure assets including roads and footpath.
6. Other income was \$2.63 million higher than budget due to higher than expected interest received from our term deposits resulting from more cash available due to delays in the delivery of our capital program.
7. Amortisation - intangible asset is \$0.453 million higher than budget following internal and external aerial survey of landfill identified more air space available in the remaining cells and extending the life of Drysdale landfill site.
8. Allowance of impairment losses is \$0.172 million higher than budget following a review of the City's provision for doubtful debt for parking infringements based on collection data and analysis.
9. Borrowing costs were \$2.478 million higher than budget due to a low rate of capitalisation of borrowing costs for specific capital projects due to delays in the delivery of our capital works program.
10. Other expense were \$0.857 million higher than budget due to a one-off contribution to the Geelong Regional Library Corporation of \$1.166 million for the purchase of lending materials for Biyal-a-Armstrong Creek Library, that was budgeted within the City's capital program.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Land	46,382	45,007	(1,375)	(2.96)%	
Total land	46,382	45,007	(1,375)	(2.96)%	
Buildings	28,724	18,561	(10,163)	(35.38)%	1
Heritage buildings	15	–	(15)	(100.00)%	
Total buildings	28,739	18,561	(10,178)	(35.42)%	
Total property	75,121	63,568	(11,553)	(15.38)%	
Plant and equipment					
Plant, machinery and equipment	5,892	3,504	(2,388)	(40.53)%	2
Fixtures, fittings and furniture	308	250	(58)	(18.83)%	
Computers and telecommunications	6,854	1,448	(5,406)	(78.87)%	3
Total plant and equipment	13,054	5,202	(7,852)	(60.15)%	
Infrastructure					
Roads	26,590	28,985	2,395	9.01%	
Footpaths and cycleways	14,649	8,240	(6,409)	(43.75)%	4
Drainage	9,602	2,826	(6,776)	(70.57)%	5
Recreational, leisure and community facilities	9,780	4,651	(5,129)	(52.44)%	6
Waste management	10,092	2,268	(7,824)	(77.53)%	7
Parks, open space and streetscapes	27,194	16,527	(10,667)	(39.23)%	8
Other infrastructure	17,770	7,090	(10,680)	(60.10)%	9
Total infrastructure	115,677	70,587	(45,090)	(38.98)%	
Total capital works expenditure	203,852	139,357	(64,495)	(31.64)%	
Represented by:					
New asset expenditure	104,740	71,684	(33,056)	(31.56)%	
Asset renewal expenditure	58,184	53,733	(4,451)	(7.65)%	
Asset upgrade expenditure	40,928	13,940	(26,988)	(65.94)%	
Total capital works expenditure	203,852	139,357	(64,495)	(31.64)%	

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	Buildings capital expenditure is \$10.1 million lower than budget due to a number of projects for 2024-25 having more detailed planning finalised. These projects are now planned to be constructed in 2025-26 including, Windsor Park Pavilion upgrades (\$1.9 million), Hamlyn Park Changerooms (\$1.7 million), Queens Parks Changerooms (\$1.4 million) and Chilwell Library (\$1.2 million). With the Armstrong Creek West Precinct Community Pavillion (\$1.7 million) project now planned to be constructed in future years.
2.	Plant, machinery and equipment capital expenditure is \$2.3 million lower than budget due to longer than expected lead times for the purchase and delivery of heavy and dedicated machinery.
3	Computers and telecommunications capital expenditure is \$5.4 million lower than budget due to the planned expenditure for the Digital Innovation Program to be recognised as operating expenditure rather than capital expenditure in accordance with Australian Accounting Standards.
4	Footpaths and cycleways is \$6.4 million below budget due to a delay in the planned special rates and charges program with costs now reforecast into future financial years.
5	Drainage capital expenditure is \$6.7 million under budget due to the core program experiencing delays late in 2024-25. This resulted in some works planned as part of the 2024-25 program now scheduled to occur during early 2025-26.
6	Recreational, leisure and community facilities capital expenditure is \$5.1 million under budget due to minor delays in the Portarlington Recreation Reserve project which has resulted in a reforecast of expenditure into the early part of 2025-26 (\$1.5 million). Delays in the Aldershot Reserve project (\$1.7 million) are also contributing to the variance in the Recreation asset category.
7	Waste management capital expenditure is \$7.8 million under budget due to further detailed project planning for the composting site upgrades at Staceys Road having occurred. As a result a large portion of the project has been reforecast into future financial years.
8	Parks, open space and streetscapes capital expenditure is \$10.6 million under budget due to several open space projects for 2024-25 having more detailed planning completed. This has resulted in portions of these projects being reforecast into future financial years. These projects include Lara Golf Club Irrigation Upgrades (\$2.1 million), Blinks Reserve (\$1.2 million) and Lara Driving Range (\$1.0 million). The Sparrovale Wetlands project is also contributing to the favourable variance (\$1.3 million) primarily a result of a recategorisation of expenditure from capital into operating results.
9	Other infrastructure capital expenditure is \$10.6 million under budget due to underspend in the LED lighting upgrade project (\$1.3 million) and the Boundary Road/Bannip Boulevard intersection project (\$1.1 million). Delays in the Roslyn Road/Thornhill Road project while further detailed project planning occurs (\$1.4 million) and internal costs that have been recategorised to other asset categories are also contributing to the variance.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by Business Unit

2.2.1 Analysis of Council results by Business Unit

Council delivers its functions and activities through the following Business Units.

Chief Executive

Administration of the office of the Chief Executive provides effective oversight of the organisation.

Corporate Services

Corporate Services provide efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes finance, legal, strategy and performance, customer service, digital information and technology, people culture and governance and risk.

City Infrastructure

City Infrastructure is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. The directorate includes major projects, asset management, civil infrastructure, waste services, and parks and natural assets.

City Life

City Life provides high quality community focused programs, service delivery and communication to residents. City life is comprised of community care, family services, community strengthening, swim, sport and leisure, and community safety and regulations.

Placemaking

Placemaking includes business and industry experience, planning and growth, city development, government relations, and advocacy and urban design.

2.2.2 Summary of income, expenses, assets and capital expenses by Business Unit

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
2025					
Chief Executive	–	1,218	(1,218)	–	–
Corporate Services	278,022	94,800	183,222	43,297	529,385
City Infrastructure	212,012	210,843	1,169	16,851	3,776,281
City Life	95,578	163,920	(68,342)	47,695	1,130,787
Placemaking	44,239	40,157	4,082	1,426	190,362
Total functions and activities	629,851	510,938	118,913	109,269	5,626,815

Functions/activities	Income / Revenue Restated \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets Restated \$ '000
2024					
Chief Executive	–	2,030	(2,030)	–	–
Corporate Services	294,641	63,073	231,568	1,465	498,024
City Infrastructure	219,461	250,581	(31,120)	21,588	3,604,775
City Life	70,753	150,675	(79,922)	45,548	1,063,799
Placemaking	39,454	32,287	7,167	2,695	170,676
Total functions and activities	624,309	498,646	125,663	71,296	5,337,274

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025	2024
	\$ '000	\$ '000
3.1 Rates and charges		
General rates	253,525	240,866
Waste management charge	61,368	57,711
Special rates and charges	412	–
Supplementary rates and rate adjustments	4,573	4,571
Interest on rates and charges	1,617	1,273
Other rates and charges	1,275	1,157
Total rates and charges	322,770	305,578

Accounting policy

Council uses Capital Improved Value as the basis of valuation of all properties within the municipality. The Capital Improved Value of a property is the total market value of land plus buildings and other improvements.

The valuation base used to calculate general rates for 2024-25 was \$ 115.70 billion (2024-25 115.47 billion).

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed, and supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	4,940	3,972
Town planning fees	3,050	2,944
Permits	7,261	5,954
Other statutory fees and fines	2,431	3,519
Total statutory fees and fines	17,682	16,389

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Leisure centre and recreation	27,163	21,421
Waste management services	14,237	14,547
Child care/children's programs	5,388	5,162
Parking	8,299	7,669
Aged and health services	2,074	2,256
Building services	4,196	5,356
Rental and leasing	3,165	2,887
Other fees / charges	3,469	4,663
Total user fees	67,991	63,961

User fees by timing of revenue recognition

User fees recognised at a point in time	67,991	63,961
Total goods and services supplied or rendered	67,991	63,961

Accounting policy

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	86,515	43,446
State funded grants	22,755	27,850
Total grants received	109,270	71,296
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	43,297	1,204
Aged care	9,444	10,005
Family day care	11,891	11,211
General home care	8,708	8,530
Other	202	(319)
Recurrent - State Government		
Aged care	662	968
School crossing supervisors	1,152	1,119
Family services	11,728	11,243
Community development	198	314
Other	693	585
Total recurrent operating grants	87,975	44,860
Non-recurrent - Commonwealth Government		
Other	44	27
Non-recurrent - State Government		
Community health	177	-
Family and children	9	-
Other	1,536	1,031
Total non-recurrent operating grants	1,766	1,058
Total operating grants	89,741	45,918
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to Recovery	1,928	2,184
Total recurrent capital grants	1,928	2,184
Non-recurrent - Commonwealth Government		
Other	39	-
Roads	1,226	218
Recreation	9,736	10,386
Non-recurrent - State Government		
Roads	4,541	2,360
Recreation	693	6,984
Other	1,366	3,246
Total non-recurrent capital grants	17,601	23,194
Total capital grants	19,529	25,378

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025	2024
	\$ '000	\$ '000

(c) Recognition of grant income**Accounting policy**

Before recognising funding from government grants as revenue, Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	43,297	1,204
Specific purpose grants to acquire non-financial assets	19,530	25,378
Other specific purpose grants	25,786	26,023
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	20,657	18,691
	109,270	71,296

(d) Unspent grants received on condition that they be spent in a specific manner:**Operating**

Balance at start of year	8,861	8,929
Received during the financial year and remained unspent at balance date	3,274	4,555
Received in prior years and spent during the financial year	(1,656)	(4,623)
Balance at year end	10,479	8,861

Capital

Balance at start of year	11,356	12,542
Received during the financial year and remained unspent at balance date	18,150	6,364
Received in prior years and spent during the financial year	(1,051)	(7,550)
Balance at year end	28,455	11,356

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025	2024
	\$ '000	Restated \$ '000
3.5 Contributions		
Monetary contributions		
Monetary	32,987	28,991
Total monetary contributions	32,987	28,991
Non-monetary contributions		
Non-monetary	66,496	130,268
Total non-monetary contributions	66,496	130,268
Total contributions	99,483	159,259

Contributions of non-monetary assets were received in relation to the following asset classes:

Land	17,509	47,212
Roads	13,764	18,070
Other infrastructure	35,223	64,986
Total non-monetary contributions	66,496	130,268

Monetary and non-monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

	2025	2024
	\$ '000	\$ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Land and buildings		
Proceeds of sale	449	1,582
Written down value of assets disposed	(3,034)	(34,931)
Total net gain/(loss) on disposal of land and buildings	(2,585)	(33,349)
Plant and equipment		
Proceeds of sale	375	890
Written down value of assets disposed	(3,996)	(1,409)
Total net gain/(loss) on disposal of plant and equipment	(3,621)	(519)
Infrastructure Assets		
Written down value of assets disposed	(11,156)	(9,906)
Total net gain/(loss) on disposal of Infrastructure Assets	(11,156)	(9,906)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(17,362)	(43,774)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025	2024
	\$ '000	\$ '000
3.7 Other income		
Interest	8,734	5,888
Other	2,251	980
Share of net profits from associates	1,670	958
Total other income	12,655	7,826

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services

	2025	2024
	\$ '000	\$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	170,427	161,698
WorkCover	6,505	4,462
Casual staff / supplementary labour	3,587	3,747
Superannuation	19,155	17,787
Fringe benefits tax	417	554
Other employee costs	3,109	2,000
Total employee costs	203,200	190,248

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	571	611
	571	611

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	10,246	8,724
Employer contributions - other funds	8,928	8,724
Total superannuation costs	19,745	18,059

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Maintenance Materials and Services	26,898	32,077
Contract payments	65,447	57,977
Building maintenance	8,751	7,182
Utilities	9,608	11,358
Office administration	4,800	5,414
Information technology	6,406	4,822
Insurance	4,751	3,648
Levies	10,109	9,667
Consultants	9,878	7,587
Other materials and services	1,169	1,435
Total materials and services	147,817	141,167

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025 \$ '000	2024 \$ '000
4.3 Depreciation and amortisation		
Property		
Heritage buildings	1,447	1,191
Buildings - specialised	12,878	10,433
Buildings - non specialised	262	48
Leasehold improvements	18	151
Total depreciation - property	14,605	11,823
Plant and equipment		
Plant machinery and equipment	4,175	2,852
Fixtures fittings and furniture	1,414	632
Computers and telecomms	2,255	1,609
Total depreciation - plant and equipment	7,844	5,093
Infrastructure		
Roads	6,346	4,536
Footways and cycleways	16,011	14,773
Drainage	11,434	11,299
Recreational, leisure and community	18,610	14,711
Road Seal and Road Pavement	22,888	20,501
Kerb and Channel	4,107	3,841
Other infrastructure	5,608	4,156
Total depreciation - infrastructure	85,004	73,817
Total depreciation	107,453	90,733

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Borrowing costs

Interest - Borrowings	5,703	1,835
Total borrowing costs	5,703	1,835

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025	2024
	\$ '000	\$ '000
4.5 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	223	187
Auditors' remuneration - Internal Audit	222	202
Auditors' remuneration - External Audit	–	515
Councillors' allowances	534	507
Contributions	4,660	3,352
Geelong Regional Library Corporation contribution	16,769	12,600
Grants	1,944	1,747
Other	(364)	7,244
Total other expenses	23,988	26,354

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 \$ '000	2024 \$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	30	134
Cash at bank	83,002	95,705
Term deposits	15,000	–
Total cash and cash equivalents	98,032	95,839
(b) Other financial assets		
Current		
Term deposits	101,288	75,676
Total current other financial assets	101,288	75,676
Total cash and cash equivalents and other financial assets	199,320	171,515
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.		
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	5,852	5,066
Provision for doubtful debts - rates	(11)	(312)
Infringement debtors	12,988	14,921
Allowance for expected credit loss - infringements	(11,254)	(13,075)
Net GST receivable	2,593	2,684
<i>Non-statutory receivables</i>		
Other debtors including landfill, leasing and permits	20,676	19,985
Allowance for expected credit loss - other debtors	(6,149)	(6,439)
Total current trade and other receivables	24,695	22,830
Non-Current		
<i>Statutory receivables</i>		
Special rate scheme	2,264	2,493
Rates over 12 months	18,895	12,289
Total non-current trade and other receivables	21,159	14,782
Total trade and other receivables	45,854	37,612

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses.

Receivables are due for settlement in 30 days and are recognised at the amounts due. The collectability of debts is assessed on an ongoing basis with an allowance being made for impairment. All known bad debts are written off during the year. If an amount is recovered in a subsequent period, it is recognised as revenue.

	2025	2024
	\$ '000	\$ '000

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	979	1,799
Past due by up to 30 days	641	–
Past due between 31 and 180 days	875	161
Past due between 181 and 365 days	670	–
Past due by more than 1 year	2,263	2,399
Total trade and other receivables	5,428	4,359

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$15.25 million (2024: \$15.68 million) were impaired. The amount of the provision raised against these debtors was \$6.15 million (2024: \$6.44 million). They individually have been impaired as a result of their doubtful collection.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	6,707	9,191
Past due by up to 30 days	2,113	–
Past due between 31 and 180 days	873	307
Past due between 181 and 365 days	419	–
Past due by more than 1 year	5,135	6,185
Total trade and other receivables	15,247	15,683

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
5.2 Non-financial assets		
(a) Other assets		
Current		
Prepayments	3,294	10,775
Accrued income	5,190	–
Total current other assets	8,484	10,775
(b) Intangible assets		
Software	9,381	10,721
Landfill air space	4,639	1,289
Total intangible assets	14,020	12,010

	Software \$ '000	Landfill Air Space \$ '000	Total \$ '000
Gross Carrying Amount			
Balance at 1 July 2024	13,054	3,777	16,831
Additions from internal developments	–	1,635	1,635
Balance at 30 June 2025	13,054	5,412	18,466
Accumulated amortisation and impairment			
Balance at 1 July 2024	2,333	–	2,333
Amortisation expense	1,340	773	2,113
Balance at 30 June 2025	3,673	773	4,446
Net book value at 30 June 2024	10,721	1,289	12,010
Net book value at 30 June 2025	9,381	4,639	14,020

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	18,198	14,257
Prepaid Income (includes rates and leisure services)	1,384	1,415
Accrued expenses	14,362	15,628
Total current trade and other payables	33,944	31,300
(b) Trust funds and deposits		
Current		
Refundable deposits	15,753	14,157
Fire services levy	4,976	2,769
Total current trust funds and deposits	20,729	16,926
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	6,168	8,861
Grants received in advance - capital	27,463	11,356
Total grants received in advance	33,631	20,217
User fees received in advance:		
Other	403	347
Total user fees received in advance	403	347
Total current contract liabilities	34,034	20,564
Total current contract and other liabilities	34,034	20,564

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of contract works and services. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.4.

Grant funding is received from State and Federal Government to support the construction of key community infrastructure. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received twenty-eight days after the rate instalment due date. Amounts disclosed here will be remitted to the State Government in line with that process.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 \$ '000	2024 \$ '000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	7,422	21,110
Total current interest-bearing liabilities	7,422	21,110
Non-current		
Borrowings - secured	156,527	163,957
Total non-current interest-bearing liabilities	156,527	163,957
Total	163,949	185,067

Borrowings are secured by general rates.

a) The maturity profile for Council's borrowings is:

Not later than one year	7,422	21,110
Later than one year and not later than five years	86,549	99,021
Later than five years	69,978	64,936
	163,949	185,067

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current, Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	Employee provisions \$ '000	Landfill restoration \$ '000	Other \$ '000	Total \$ '000
5.5 Provisions				
2025				
Balance at the beginning of the financial year	36,181	30,487	7,625	74,293
Additional provisions	26,285	4,123	92,742	123,150
Amounts used	(26,617)	(4,296)	(91,933)	(122,846)
Balance at the end of the financial year	35,849	30,314	8,434	74,597
Provisions				
Provisions - current	33,146	130	8,366	41,642
Provisions - non-current	2,703	30,184	68	32,955
Total Provisions	35,849	30,314	8,434	74,597
2024				
Balance at the beginning of the financial year	36,032	30,487	6,056	72,575
Additional provisions	23,102	–	62,485	85,587
Amounts used	(22,953)	–	(60,916)	(83,869)
Balance at the end of the financial year	36,181	30,487	7,625	74,293
Provisions				
Provisions - current	33,658	151	7,557	41,366
Provisions - non-current	2,523	30,336	68	32,927
Total Provisions	36,181	30,487	7,625	74,293

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	11,711	12,482
Long service leave	2,464	2,587
Other	170	142
	14,345	15,211
Current provisions expected to be wholly settled after 12 months		
Annual leave	342	663
Long service leave	18,459	17,784
	18,801	18,447
Total current employee provisions	33,146	33,658
Non-Current		
Long service leave	2,703	2,523
Total Non-Current Employee Provisions	2,703	2,523
Aggregate Carrying Amount of Employee Provisions:		
Current	33,146	33,658
Non-current	2,703	2,523
Total Aggregate Carrying Amount of Employee Provisions	35,849	36,181

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

- wage inflation rate	3.00%	3.50%
- discount rate	3.20%-4.268%	4.09%-4.35%

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
(b) Landfill restoration		
Current		
Current	130	151
Total current	130	151
Non-current		
Non-current	30,184	30,336
Total non-current	30,184	30,336
Total	30,314	30,487

Landfill

Council is obligated to restore the landfill sites to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

The Landfill provision relates to two landfill sites, Drysdale and Corio. The provision costs incurred relate to the gradual filling and closure of the landfill site and will be allocated over the estimated remaining useful life and capacity of the landfill.

Key assumptions:

- inflation rate	4.25%	4.35%
- discount rate	4.203%	3.200%
- estimated cost to rehabilitate (undiscounted)	25,468	25,324

(c) Other provisions

Current

Other provisions	8,366	7,557
	8,366	7,557

Non-Current

Developer contribution liabilities	68	68
	68	68

Total

	8,434	7,625
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Other provisions

Council has an obligation to make payment on announcement of community grant. Council raises the provision when grants are announced and grants are delivered in a future period on completing the requirement of the community grant condition.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2025.		
Borrowings	163,949	185,067
Bank overdraft	5,000	5,000
Credit card facilities	550	550
Total Facilities	169,499	190,617
Used facilities	164,044	185,164
Used facilities	164,044	185,164
Unused facilities	5,455	5,453

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2025					
Operating					
IT	3,260	1,864	3,898	–	9,022
Recycling and waste management	39,173	30,977	8,134	–	78,284
Facilities maintenance	1,148	977	550	–	2,675
Open space and parks management	810	602	439	–	1,851
Cleaning contracts for council buildings	4,303	198	203	–	4,704
Roads	980	–	–	–	980
Environmental services	3,921	1,950	–	–	5,871
Other	8,511	4,936	11,046	1,815	26,308
Total	62,106	41,504	24,270	1,815	129,695
Capital					
Buildings	13,039	1,818	–	–	14,857
Drainage	663	–	–	–	663
Other	3,128	–	–	–	3,128
Total	16,830	1,818	–	–	18,648
2024					
Operating					
Recycling and waste management	7,616	5,371	11,506	–	24,493
Cleaning contracts for council buildings	3,898	3,768	770	809	9,245
Roads	814	985	1,023	1,073	3,895
Environmental services	9,111	5,763	6,038	1,147	22,059
Other	1,939	2,796	2,469	2,316	9,520
Total	23,378	18,683	21,806	5,345	69,212
Capital					
Buildings	8,135	257	81	–	8,473
Other	796	–	–	–	796
Total	8,931	257	81	–	9,269

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025	2024
	\$ '000	\$ '000

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 80 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	2,714	2,314
Later than one year and not later than five years	5,827	5,087
Later than five years	3,013	2,700
	11,554	10,101

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage

	2025	2024
	\$ '000	\$ '000
6.1 Non-current assets classified as held for sale		
Current		
Cost of acquisition	369	9,479
Total non current assets classified as held for sale	369	9,479

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2024 Restated \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Adjustments \$ '000	Transfers \$ '000	Other movements \$ '000	Carrying amount 30 June 2025 \$ '000
Property	1,964,196	–	17,509	24,129	(3,035)	(14,605)	(344)	69,545	(3,178)	2,054,217
Plant and equipment	30,655	–	–	–	(303)	(7,844)	7,823	3,839	–	34,170
Infrastructure	3,029,169	–	48,987	148,336	(14,849)	(85,004)	6,438	30,612	–	3,163,689
Work in progress	54,214	139,357	–	–	–	–	(1,099)	(103,996)	–	88,476
Total	5,078,234	139,357	66,496	172,465	(18,187)	(107,453)	12,818	–	(3,178)	5,340,552

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	30,850	63,568	3	(69,545)	24,876
Plant and equipment	1,007	5,202	(884)	(3,839)	1,486
Infrastructure	22,357	70,587	(218)	(30,612)	62,114
Total	54,214	139,357	(1,099)	(103,996)	88,476

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Land under roads \$ '000	Total land and land improvements \$ '000	Heritage buildings \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Leasehold improvements \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property											
At fair value 1 July 2024											
*Restated	1,046,252	50,882	54,720	1,151,854	106,635	853,997	12,002	539	973,173	30,850	2,155,877
Accumulated depreciation at 1 July 2024	–	–	–	–	(34,160)	(125,214)	(994)	(463)	(160,831)	–	(160,831)
	<u>1,046,252</u>	<u>50,882</u>	<u>54,720</u>	<u>1,151,854</u>	<u>72,475</u>	<u>728,783</u>	<u>11,008</u>	<u>76</u>	<u>812,342</u>	<u>30,850</u>	<u>1,995,046</u>
Movements in fair value											
Additions	–	–	–	–	–	–	–	–	–	63,568	63,568
Contributions	14,496	–	3,013	17,509	–	–	–	–	–	–	17,509
Revaluation	(25,574)	(1,522)	(1,832)	(28,928)	13,168	86,668	310	–	100,146	–	71,218
Disposal	(125)	–	–	(125)	–	(5,047)	–	–	(5,047)	–	(5,172)
Adjustments and write-offs	(41)	–	2,143	2,102	–	(2,417)	(29)	–	(2,446)	3	(341)
Transfers	40,497	–	–	40,497	–	29,048	–	–	29,048	(69,545)	–
	<u>29,253</u>	<u>(1,522)</u>	<u>3,324</u>	<u>31,055</u>	<u>13,168</u>	<u>108,252</u>	<u>281</u>	<u>–</u>	<u>121,701</u>	<u>(5,974)</u>	<u>146,782</u>
Movements in accumulated depreciation											
Depreciation and amortisation	–	–	–	–	(1,447)	(12,878)	(262)	(18)	(14,605)	–	(14,605)
Accumulated depreciation of disposals	–	–	–	–	–	2,137	–	–	2,137	–	2,137
Accumulated depreciation on revaluation	–	–	–	–	(7,640)	(39,089)	(361)	–	(47,090)	–	(47,090)
Other movements	–	–	–	–	–	(3,177)	–	–	(3,177)	–	(3,177)
	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>(9,087)</u>	<u>(53,007)</u>	<u>(623)</u>	<u>(18)</u>	<u>(62,735)</u>	<u>–</u>	<u>(62,735)</u>
At fair value 30 June 2025	1,075,505	49,360	58,044	1,182,909	119,803	962,249	12,282	539	1,094,873	24,876	2,302,658
Accumulated depreciation at 30 June 2025	–	–	–	–	(43,247)	(178,221)	(1,616)	(481)	(223,565)	–	(223,565)
Carrying amount	<u>1,075,505</u>	<u>49,360</u>	<u>58,044</u>	<u>1,182,909</u>	<u>76,556</u>	<u>784,028</u>	<u>10,666</u>	<u>58</u>	<u>871,308</u>	<u>24,876</u>	<u>2,079,093</u>

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment						
At fair value 1 July 2024	42,462	17,154	42,974	102,590	1,007	103,597
Accumulated depreciation at 1 July 2024	(19,982)	(14,821)	(37,132)	(71,935)	–	(71,935)
	22,480	2,333	5,842	30,655	1,007	31,662
Movements in fair value						
Additions	–	–	–	–	5,202	5,202
Disposal	(1,393)	–	(806)	(2,199)	–	(2,199)
Adjustments and write-offs	(6)	3,515	(108)	3,401	(884)	2,517
Transfers	2,524	178	1,137	3,839	(3,839)	–
	1,125	3,693	223	5,041	479	5,520
Movements in accumulated depreciation						
Depreciation and amortisation	(4,175)	(1,414)	(2,255)	(7,844)	–	(7,844)
Accumulated depreciation of disposals	1,091	–	805	1,896	–	1,896
Adjustments and write-offs	4,422	–	–	4,422	–	4,422
	1,338	(1,414)	(1,450)	(1,526)	–	(1,526)
At fair value 30 June 2025	43,587	20,847	43,197	107,631	1,486	109,117
Accumulated depreciation at 30 June 2025	(18,644)	(16,235)	(38,582)	(73,461)	–	(73,461)
Carrying amount	24,943	4,612	4,615	34,170	1,486	35,656

Notes to the Financial Statements
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Road Seal and Road Pavement \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recrea- tional, leisure and community \$ '000	Kerb and Channel \$ '000	Roads other \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra- structure \$ '000
Infrastructure										
At fair value 1 July 2024										
*Restated	1,071,198	686,983	1,199,689	449,818	304,329	257,377	124,943	4,094,337	22,357	4,116,694
Accumulated depreciation at 1 July 2024 *Restated	(263,828)	(193,880)	(248,655)	(134,562)	(48,001)	(94,894)	(81,348)	(1,065,168)	–	(1,065,168)
	807,370	493,103	951,034	315,256	256,328	162,483	43,595	3,029,169	22,357	3,051,526
Movements in fair value										
Additions	–	–	–	–	–	–	–	–	70,587	70,587
Contributions	13,764	11,337	18,616	–	4,081	1,189	–	48,987	–	48,987
Revaluation	158,956	37,024	21,269	89,304	3,723	4,516	5,689	320,481	–	320,481
Disposal	(15,140)	(4,907)	(1,644)	(4,085)	(881)	(1,170)	(49)	(27,876)	–	(27,876)
Adjustments and write-offs	(3,083)	4,887	1,320	434	1,371	3,019	(1,510)	6,438	(218)	6,220
Transfers	15,293	1,156	221	8,412	1,656	3,239	635	30,612	(30,612)	–
	169,790	49,497	39,782	94,065	9,950	10,793	4,765	378,642	39,757	418,399
Movements in accumulated depreciation										
Depreciation and amortisation	(22,888)	(16,011)	(11,434)	(18,610)	(4,107)	(6,346)	(5,608)	(85,004)	–	(85,004)
Accumulated depreciation of disposals	8,929	2,378	349	392	201	729	49	13,027	–	13,027
Accumulated depreciation on revaluation	(139,474)	(21,098)	16,396	(14,974)	(3,799)	(5,525)	(3,671)	(172,145)	–	(172,145)
	(153,433)	(34,731)	5,311	(33,192)	(7,705)	(11,142)	(9,230)	(244,122)	–	(244,122)
At fair value 30 June 2025	1,240,988	736,480	1,239,471	543,883	314,279	268,170	129,707	4,472,978	62,114	4,535,092
Accumulated depreciation at 30 June 2025	(417,261)	(228,611)	(243,344)	(167,754)	(55,706)	(106,036)	(90,577)	(1,309,289)	–	(1,309,289)
Carrying amount	823,727	507,869	996,127	376,129	258,573	162,134	39,130	3,163,689	62,114	3,225,803

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Accounting policy**Depreciation**

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potentially embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10-year period.

Acquisition of assets

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period years	Threshold Limit \$ '000
Asset recognition thresholds and depreciation periods		
Land		1,000
Buildings	10-150 years	1,000
Plant and Equipment	3-10 years	1,000
Road seal and road pavement	40-250 years	–
Footpaths and cycleways	50-60 years	1,000
Drainage	40-100 years	1,000
Recreational, leisure and community facilities	70-80 years	1,000
Kerbs and channel	60 years	1,000
Other roads	10-80 years	1,000
Other infrastructure	7-100 years	1,000
Right of use assets	As per lease term	1,000
Software	10 years	1,000
Landfill airspace	7 years	1,000

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Valuation of land and buildings

The valuation of land and buildings were undertaken by qualified independent valuers. Land and Land Under Roads (LUR) were revalued by Opteon Solutions. Buildings (Specialised, Heritage and Non-Specialised) were valued by APV Valuers & Asset Management. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table.

Land valuation is on a 3 year rolling schedule with 33% of land assets inspected in 2024-25. The valuation of the land has been individually considered using an indexation approach to 2023-24 financial reporting valuation assessment.

A full revaluation of the building assets was completed in 2023-24 and a desktop valuation of the building assets was completed for 2024-25 year. Building indexes have been developed making reference to various construction guides, data from Australian Bureau of Statistics and APV internal research. Index movement has been provided for the various building types such as residential, commercial and industrial. Buildings will be comprehensively revalued in 2026-27.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of full valuation	Type of valuation at 30 June 2025
Non-specialised land	–	49,360	–	Jun/24	Index
Specialised land	–	–	1,075,505	Jun/24	Index
Land under roads	–	–	58,044	Jun/24	Index
Heritage buildings	–	–	76,556	Jun/24	Index
Specialised buildings	–	–	784,028	Jun/24	Index
Non-specialised buildings	–	10,666	–	Jun/24	Index
Leasehold improvements	–	–	58	Jun/25	Cost
Total	–	60,026	1,994,191		

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

During 2024-25, Council engaged APV Valuers & Asset Management to complete comprehensive and desktop revaluation of the infrastructure asset classes. Comprehensive revaluations were completed for Recreation, Leisure and Community assets and Drainage assets.

An index-based revaluation was completed for the other key infrastructure asset classes - Roads, Kerb and Channel and Footpath. The desktop valuation was based on reference to Rawlinson's index (Australian Construction Handbook), Australian Bureau of Statistics (ABS) index and market research by the valuers. A full revaluation of these assets will be conducted in 2025-26 (Road assets), and 2027-28 (Footpath and Road Kerb & Channel assets).

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of full valuation	Type of Valuation at 30 June 2025
Road (pavement and seal)	–	–	823,727	Jun/21	Index
Footpaths and cycleways	–	–	507,869	Jun/19	Index
Drainage	–	–	996,127	Jun/25	Full
Recreational, leisure & community facilities	–	–	376,129	Jun/25	Full
Kerb and channel	–	–	258,573	Jun/19	Index
Roads other	–	–	162,134	Jun/19	Index
Other Infrastructure	–	–	39,130	Jun/21	Index
Total	–	–	3,163,689		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$64,500 per square metre.

Specialised buildings are valued using a current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$250 to \$21,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 142 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 12 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2025 \$ '000	2024 Restated \$ '000
Reconciliation of specialised land		
Land under roads	58,044	54,720
Parks and reserves	1,075,505	1,046,252
Total specialised land	1,133,549	1,100,972

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	2025	2024
	\$ '000	\$ '000

6.3 Investments in associates, joint arrangements and subsidiaries

Investments in associates

Investments in associates and joint arrangements accounted for by the equity method are:

Geelong Regional Library Corporation	12,256	10,586
Total investments in associates and joint arrangements	12,256	10,586

Geelong Regional Library Corporation*Background*

Principal activity is to provide Library Services to member municipalities. Council holds 88.2% (2024-25 88.2%) of equity in the corporation. Council has four board members on the Board of eight. Council has the ability to influence rather than control its operations. Geelong Regional Library Corporation is Incorporated in Australia.

Fair value of Council's investment in Geelong Regional Library Corporation

12,256	10,586
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Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	7,251	6,293
Council's share of reported surplus(deficit) for year	1,669	958

Council's share of accumulated surplus(deficit) at end of year

8,920	7,251
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Movement in carrying value of specific investment

Carrying value of investment at start of year	10,587	9,629
Share of surplus(deficit) for year	1,669	958

Carrying value of investment at end of year

12,256	10,587
--------	--------

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost. Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement. For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations. Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties*Parent entity*

Greater Geelong City Council

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Greater Geelong City Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Greater Geelong City Council election period ('caretaker period') commenced on 17 September 2024 and concluded on 26 October 2024. Newly elected Councillors were sworn in on 18 November 2024, followed by the election of the Mayor and Deputy Mayor on 26 November 2024.

Details of KMP at any time during the year are:

Councillors

Cr Stretch Kontelj Mayor
 - Councillor from 18/11/2024
 - Mayor from 26/11/2024
 Cr Ron Nelson Deputy Mayor
 - Councillor to 26/10/2024 from 18/11/2024
 - Deputy Mayor from 26/11/2024
 Cr Eddy Kontelj to 26/10/2024 and from 18/11/2024
 Cr Trent Sullivan
 - Councillor from 18/11/2024
 - Mayor to 26/10/2024
 Cr Anthony Aitken
 - Councillor from 18/11/2024
 - Deputy Mayor to 26/10/2024
 Cr Melissa Cadwell to 26/10/2024 and from 18/11/2024
 Cr Elise Wilkinson to 26/10/2024 and from 18/11/2024
 Cr Emma Sinclair from 18/11/2024
 Cr Andrew Katos from 18/11/2024
 Cr Rowan Story from 18/11/2024
 Cr Chris Burson from 18/11/2024
 Cr Bruce Harwood to 26/10/2024
 Cr Peter Murrhy to 26/10/2024
 Cr Douglas Mason to 26/10/2024
 Cr Belinda Moloney to 26/10/2024
 Cr Sarah Hathway to 26/10/2024
 Chief Executive Officer
 Executive Director City Infrastructure
 Executive Director Placemaking
 Executive Director Corporate Services
 Executive Director City Life

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025 No.	2024 No.
Total Number of Councillors	16	12
Total of Chief Executive Officer and other Key Management Personnel	5	5
Total Number of Key Management Personnel	21	17

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 \$ '000	2024 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,235	2,624
Other long-term employee benefits	26	15
Post-employment benefits	158	176
Termination benefits	-	317
Total	2,419	3,132

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025 No.	2024 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	–	1
\$10,000 - \$19,999	5	–
\$20,000 - \$29,999	4	1
\$30,000 - \$39,999	3	8
\$40,000 - \$49,999	1	–
\$50,000 - \$59,999	1	1
\$60,000 - \$69,999	1	–
\$80,000 - \$89,999	1	–
\$120,000 - \$129,999	–	1
\$130,000 - \$139,999	–	1
\$140,000 - \$149,999	–	2
\$260,000 - \$269,999	–	1
\$280,000 - \$289,999	–	1
\$320,000 - \$329,999	1	–
\$330,000 - \$339,999	1	–
\$340,000 - \$349,999	1	–
\$350,000 - \$359,999	1	1
\$410,000 - \$419,999	–	1
\$430,000 - \$439,999	–	1
\$440,000 - \$449,999	–	1
\$530,000 - \$539,000	1	–
	21	21

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

	2025 \$ '000	2024 \$ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	4,941	4,727
Other long-term employee benefits	46	151
Post-employment benefits	553	482
Termination benefits	386	343
Total	5,926	5,703

	2025 No.	2024 No.
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The number of other senior staff are shown below in their relevant income bands:

Income Range:		
\$170,000 - \$179,999	1	1
\$180,000 - \$189,999	–	5
\$190,000 - \$199,999	2	3
\$200,000 - \$209,999	6	2
\$210,000 - \$219,999	2	2
\$220,000 - \$229,999	3	–
\$240,000 - \$249,999	2	3
\$250,000 - \$259,999	1	4
\$260,000 - \$269,999	3	1
\$270,000 - \$279,999	3	–
\$280,000 - \$289,999	–	1
\$290,000 - \$299,999	2	–
\$390,000 - \$399,999	–	1
\$490,000 - \$499,999	–	1
	25	24

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025	2024
	\$ '000	\$ '000

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties: Transactions with other related parties are as follows:

Income from

Sale of goods and services	184	178
Total income	184	178

Expenses to

Professional services expense	518	815
Materials and services expense	46	41
Total expenses	564	856

(b) Outstanding balances with related parties

Income from

Sale of materials and services	725	–
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During the period, Council entered into the following transactions with related parties. The transactions were conducted at arm's length.

- Contributions are paid by the Greater Geelong City Council to the Geelong Regional Library Corporation. Refer to Note 6.3.
- Greater Geelong City Council provides accounting and payroll services to the Geelong Regional Library Corporation for an annual administrative fee.
- Council made a payment to Dal Gourmet Café for which a Councillor is the Treasurer on the Committee of Management.
- Council made a payment to William Adams Pty Ltd for which a Councillor is the Director.
- Library facilities are provided to the Geelong Regional Library Corporation, including initial funds for furniture, equipment, and lending collections materials. The Greater Geelong City Council reimbursed \$1.16 million for the collection for the new Bial-a Armstrong Creek Library which opened on 1 August 2024.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At reporting date, developers had commenced construction of assets that will eventually be transferred to Council issuing a Statement of Compliance.

Council cannot reliably measure the value of assets involved prior to completion.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

As at 30 June 2025 there were nil quantifiable contingent liabilities (2024: nil).

Land Acquisition

As part of planning for new subdivision, Council is required to acquire land for constructing infrastructure assets. The Planning Scheme incorporates public acquisition overlays on land required for public infrastructure. The land acquisition program is approved as part of the Council annual budget and managed in accordance with subdivision planning, execution, and engagement with landowners. At reporting date, Council is in the process of acquiring land for construction of assets for new subdivision.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Landfill

Council operates two landfill sites, one operating (Drysdale) and one closed (Corio). Council acknowledges a future obligation for rehabilitation, after care and future contamination liability for its two landfill sites (including Corio landfill which is closed) in accordance with the requirements set out by the Environment Protection Authority. Council is required to provide financial assurance to EPA, this assurance includes the bank guarantee to a value of \$3.7m for the remedial component of both landfills. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(c) Guarantees for loans to other entities

There is no underlying loan that is guaranteed by the Council.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1 % and - 1 % in market interest rates (AUD) from year-end rates of 3.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.4 Fair value measurement

Fair Value Hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:

The current replacement cost of Council assets, such as infrastructure assets, has increased by \$107 million due to the inclusion of earthworks on road assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 4 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	rolling cycle of 1 - 4 years
Buildings	1 - 4 years
Roads	1 - 4 years
Bridges	1 - 4 years
Footpaths and cycleways	1 - 4 years
Drainage	1 - 4 years
Recreational, leisure and community facilities	1 - 4 years
Waste management	1 - 4 years
Parks, open space and streetscapes	1 - 4 years
Other infrastructure	1 - 4 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2025			
Property			
Land and buildings	1,208,438	24,129	1,232,567
	<u>1,208,438</u>	<u>24,129</u>	<u>1,232,567</u>
Infrastructure			
Roads	442,135	18,473	460,608
Footpaths and cycleways	458,375	15,851	474,226
Drainage	409,255	37,665	446,920
Recreation and open space	47,261	74,330	121,591
Other infrastructure	914	2,017	2,931
	<u>1,357,940</u>	<u>148,336</u>	<u>1,506,276</u>
Total asset revaluation reserves	<u>2,566,378</u>	<u>172,465</u>	<u>2,738,843</u>
2024			
Property			
Land and buildings	1,183,030	25,408	1,208,438
	<u>1,183,030</u>	<u>25,408</u>	<u>1,208,438</u>
Infrastructure			
Roads	405,881	36,254	442,135
Footpaths and cycleways	429,126	29,249	458,375
Drainage	403,400	5,855	409,255
Recreation and open space	46,664	597	47,261
Other infrastructure	—	914	914
	<u>1,285,071</u>	<u>72,869</u>	<u>1,357,940</u>
Total asset revaluation reserves	<u>2,468,101</u>	<u>98,277</u>	<u>2,566,378</u>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

*Restated 2024 closing balance

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2025				
Public open space reserve	–	10,042	–	10,042
DCP Reserve - Jetty Road stage 1	(4,977)	–	(8)	(4,985)
DCP Reserve - Armstrong Creek East Precinct	25,419	4,993	(93)	30,319
DCP Reserve - Armstrong Creek West Precinct	14,559	7,678	(2,119)	20,118
DCP Reserve - Armstrong Creek HBP	10,694	4,341	(4,404)	10,631
DCP Reserve - Armstrong Creek Town Centre	(23,863)	1,481	(31)	(22,413)
DCP Reserve - Armstrong Creek South Precinct	5,637	–	–	5,637
DCP Reserve - Ocean Grove Growth Area	4,854	–	–	4,854
DCP Reserve - Lara West	16,231	2,887	–	19,118
Armstrong Creek public open space	19,479	7,571	(42,069)	(15,019)
S173 - St Leonard's Growth Area 1	1,177	–	–	1,177
S173 - St Leonard's Growth Area 2	1,112	1,022	–	2,134
S173 Reserve - Trethowan Ave SIFA	1,308	–	–	1,308
DCP Reserve - Central Road Drysdale	(1,276)	1	(2)	(1,277)
Other reserves	2,456	215	(607)	2,064
Waste Reserve	–	77,109	(66,255)	10,854
Deferred Income Reserve	–	14,842	–	14,842
Capital Commitment Reserve	–	21,881	–	21,881
Total Other reserves	72,810	154,063	(115,588)	111,285
2024				
Public open space reserve	8,943	–	(8,943)	–
Deferred works reserve	41,330	–	(41,330)	–
DCP Reserve - Jetty Road stage 1	(4,843)	–	(134)	(4,977)
DCP Reserve - Armstrong Creek East Precinct	17,731	7,688	–	25,419
DCP Reserve - Armstrong Creek West Precinct	15,832	–	(1,273)	14,559
DCP Reserve - Armstrong Creek HBP	6,169	4,525	–	10,694
DCP Reserve - Armstrong Creek Town Centre	(9,584)	–	(14,279)	(23,863)
DCP Reserve - Armstrong Creek South Precinct	5,637	–	–	5,637
DCP Reserve - Ocean Grove Growth Area	2,953	1,901	–	4,854
DCP Reserve - Lara West	10,191	6,040	–	16,231
Armstrong Creek public open space	19,259	220	–	19,479
Water quality levy	2,586	–	(2,586)	–
S173 - St Leonard's Growth Area 1	1,177	–	–	1,177
S173 - St Leonard's Growth Area 2	1,112	–	–	1,112
S173 Reserve - Trethowan Ave SIFA	1,308	–	–	1,308
DCP Reserve - Central Road Drysdale	(1,276)	–	–	(1,276)
Other reserves	2,102	1,284	(930)	2,456
Total Other reserves	120,627	21,658	(69,475)	72,810

*Restated 2024 closing balance

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

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.

Deferred Income Reserve

The Deferred Income Reserve is used to recognise revenue that has been recognised in the Income Statement that does not relate to the current financial year. This circumstance arises where the Accounting Standards require recognition of revenue that is received in advanced of the financial year to which it relates.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

	2025	2024
	\$ '000	Restated \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	118,913	125,662
Non-cash adjustments:		
Depreciation/amortisation	111,091	93,720
Landfill rehabilitation	(4,655)	–
Profit/(loss) on disposal of property, infrastructure, plant and equipment	17,362	43,774
Contributions - Non-monetary assets	(66,496)	(130,268)
Net share of net profits of associates and joint ventures	(1,670)	958
Amounts disclosed in financing activities	5,888	1,835
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(8,242)	(16,991)
(Increase)/decrease in inventories	85	38
(Increase)/decrease in prepayments	2,291	2,450
(Decrease)/increase in contract liabilities	13,470	(1,160)
Increase/(decrease) in trade and other payables	2,644	(7,414)
Increase/(decrease) in provisions	304	448
Increase / (decrease) in other liabilities	3,803	2,877
Net cash provided by/(used in) operating activities	194,788	115,929

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Greater Geelong City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%.

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023-24). This rate will increase in line with any increases in SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim) \$m	2023 (Triennial) \$m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

- Net investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	2025 \$ '000	2024 \$ '000
Vision Super	Defined benefits	11.5% (2024:11.0%)	571	611
Vision Super	Accumulation	11.5% (2024:11.0%)	10,246	8,724
Other funds	Accumulation	11.5% (2024:11.0%)	8,928	8,724

Council has not paid unfunded liability payments to Vision Super during the 2024-25 year, (2023-24 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is \$590K.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2024-25 year.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 11. Errors and changes in accounting estimates

11.1 Correction of error/s relating to a previous reporting period – retrospective

The Council has identified two prior period errors. These are explained below and have since been adjusted for the error and restated in each of the affected financial statements for the 2022-23 and 2023-24 financial years, as shown in the tables below.

Identification of Drainage Assets not previously recognised

During the 2024-25 financial year, Council undertook a comprehensive revaluation of the drainage asset class and identified 1400 Water Sensitive Urban Drainage (WSUDs) existing assets had not been recognised in the financial statements. This error had the effect of understating the Property, Infrastructure, Plant and Equipment assets balance for the 2022-23 financial year by \$153 million.

Timing of recognition of Non-Monetary Developer Contributed Assets

Developers build essential infrastructure for new housing estates and then transfer ownership to Council, which is responsible for maintaining it and delivering critical services to the community. There is typically a delay in recognition of the value of these assets between the date of transfer of ownership to Council and conducting valuations to recognise the asset values. During the 2024-25 financial year, \$44 million of assets were deemed to be transferred to the City in the 2023-24 financial year and the error had the effect of understating non-monetary contributions income and the Property, Infrastructure, Plant and Equipment asset balance for the 2023-24 financial statements.

	June 2023 as previously presented	Prior period adjustments	1 July 2023 as restated	2023/24 movements	Prior period adjustments	June 2024 as restated
	\$ '000	\$ '000	\$'000	\$ '000	\$'000	\$ '000
Impact of change on the balance sheet						
Property,infrastructure,plant and equipment	4,683,579	153,889	4,837,468	188,563	52,202	5,078,234
Total non-current assets	4,725,048	153,889	4,878,937	190,282	52,202	5,121,422
Total Assets	4,897,295	153,889	5,051,184	233,887	52,202	5,337,274
Net assets	4,616,915	153,889	4,770,804	179,960	52,202	5,002,967
Accumulated surplus	2,028,166	153,889	2,182,055	129,521	52,202	2,363,779
Total equity	4,616,915	153,889	4,770,804	179,961	52,202	5,002,967

Notes to the Financial Statements

for the year ended 30 June 2025

Note 11. Errors and changes in accounting estimates (continued)

	June 2024 as previously presented	Prior period adjustments	June 2024 as restated
	\$ '000	\$ '000	\$ '000
Impact of change on the comprehensive income statement			
Contributions - non-monetary	86,310	43,958	130,268
Total income / revenue	580,351	43,958	624,309
Surplus (deficit) for the year	81,704	43,958	125,663
Total comprehensive result	179,961	43,958	223,920
Impact of change on statement of changes in equity			
Surplus (deficit) for the year	81,704	43,958	125,663
Accumulated surplus	2,311,576	52,202	2,363,779
Total equity	4,950,765	52,202	5,002,967

There is no impact on the total operating, investing or financing cash flows for the year ended 30 June 2024.

There is no impact on the statement of capital works for the year ended 30 June 2024.

THE GREATER GEELONG CITY COUNCIL

PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2025

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Section 1. Description of municipality

For the year ended 30 June 2025

The City of Greater Geelong, Victoria's largest regional municipality, is located 75 kilometres southwest of Melbourne and is bound by the Moorabool Shire in our north, Wyndham City Council and the Borough of Queenscliffe in our east, Surf Coast Shire and Golden Plains Shire in our west, and Bass Strait to our south.

Covering an area of 1,247 square kilometres, the region is characterised by the multi-award winning Waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world-renowned coastline of south-west Victoria via the Great Ocean Road. With an estimated 289,565 residents, the population is forecast to reach 441,984 by 2046.

Section 2. Sustainable Capacity Indicators

For the year ended 30 June 2025

INDICATOR/MEASURE	RESULTS			
	2022	2023	2024	2025
C1 <i>Expenses per head of population</i> [Total expenses / Population]	\$1,578.97	\$1,682.45	\$1,763.19	\$1,764.50
Comment: The expense relative to population has remained stable.				
C2 <i>Infrastructure per head of population</i> [Value of infrastructure / Population]	\$11,311.66	\$12,719.95	\$13,295.91	\$14,358.24
Comment: The value of infrastructure assets has increased primarily due to growth in subdivision assets.				
C3 <i>Population density per length of road</i> [Population / Kilometres of local roads]	114.13	116.46	116.19	118.05
Comment: We add to our local road network every year to meet the needs of growing population. In 2024–25 the increase in length of local roads was slightly less than the increase in population.				
C4 <i>Own-source revenue per head of population</i> [Own source revenue / Population]	\$1,290.16	\$1,407.78	\$1,392.30	\$1,454.24
Comment: The own source revenue relative to population has remained stable.				

INDICATOR/MEASURE	RESULTS			
	2022	2023	2024	2025
C5 <i>Recurrent grants per head of population</i> [Recurrent grants / Population]	\$291.32	\$289.54	\$166.35	\$310.47
Comment: This result reflects the timing of receipt of the Federal Government's Financial Assistance Grant funding relating to 100% of 2024–25 and 50% of 2025–26 being received in the 2024–25 financial year.				
C6 <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	6.00	6.00	6.00	6.00
Comment: Greater Geelong's Relative Socio-Economic Disadvantage Index from the 2021 Census was in the sixth decile. The first decile indicates the most disadvantaged and the tenth decile indicates the least disadvantaged. We acknowledge that there are areas experiencing significant disadvantage and others with low disadvantage within the municipality.				
C7 <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	15.77%	14.73%	12.78%	13.44%
Comment: Despite a slight increase from the previous year, the City's turnover rate remains well below the Victorian Public Service turnover rate of 16.7 per cent in 2024.				

Section 3. Service Performance Indicators

For the year ended 30 June 2025

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Aquatic Facilities					
AF6 Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	4.73	7.21	7.01	Not applicable	7.72
Comment: Steady growth in membership acquisition and retention across all programs has contributed to overall increase in visitation.					
Animal Management					
AM7 Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100%	100%	100%	Not applicable	100%
Comment: We continue to successfully prosecute all matters brought before the Court, with eight animal management prosecutions in 2024–25.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Food Safety					
FS4 Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	90.76%	93.46%	Not applicable	100%
Comment: Less staff vacancies enabled more re-inspections with all 218 critical and major non-compliance outcome notifications followed up (213 in 2024 and 5 from 2023).					
Governance					
G2 Satisfaction <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	54	52	49	54	48
Comment: While community satisfaction with consultation and engagement has seen a decline over time, it is consistent with results seen for both Regional Centres and the state average. Community feedback highlights the ongoing need for timely and meaningful opportunities to provide input, particularly face-to-face engagement and greater transparency in how feedback is used and decisions are made.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Libraries					
LB7 Participation <i>Library membership</i> [The number of registered library members / Population] x100	New for 2024		28.60%	Not applicable	31.32%
Comment: City of Greater Geelong services reported a 12 per cent increase in the number of active library members compared to the same period last year, following the opening of the new Biyal-a Armstrong Creek Library.					
Maternal and Child Health (MCH)					
MC4 Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	74.40%	73.61%	73.88%	Not applicable	73.39%
Comment: Participation in the City's MCH service remained relatively unchanged. There were 9,930 children enrolled in the City's MCH service of which 9,796 attended at least once in the year.					
MC5 Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.02%	71.62%	75.29%	Not applicable	73.78%
Comment: There were 236 children who identify as Aboriginal or Torres Strait Islander (ATSI) enrolled in the City's MCH service, of which 174 attended at least once in the year.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Roads					
R2 Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by / Kilometres of sealed local roads] x100	94.76%	95.59%	96.30%	94.90%	93.25%
Comment: Council maintains the majority of its road network in accordance with established condition standards. The current target represents the proportion of roads that are classified as within excellent to fair condition. The City will be pursuing a future target where by 97 per cent would fall within this excellent to fair condition range.					
Statutory Planning					
SP2 Service standard <i>Planning applications decided within required time frames</i> [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	78.70%	75.05%	78.60%	70.00%	74.01%
Comment: Council achieved its target for the percentage of planning application decisions made within legislated time frames, despite a minor drop due to temporary employee shortages.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Waste Management					
WC5 Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	52.96%	53.21%	50.99%	51.30%	49.08%
Comment: The slight decrease in the diversion rate can be attributed to decreases in green organics and recyclable materials while general waste increased. The result was within range of the projected target.					

Section 4. Financial Performance Indicators

For the year ended 30 June 2025

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
E2 Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,199.59	\$3,339.68	\$3,511.60	\$3,436	\$3,567.95	\$3,526.06	\$3,539.82	\$3,619.40	\$3,725.01
Comment: The rise in expense per property assessment reflects the ongoing population growth in the region and the number of new rateable properties, while expenditure has also increased due to a significant year on year increase in depreciation that reflects improved asset data through the City's comprehensive audit and revaluation process and the significant volume and value of developer contributed infrastructure assets transferred annually for the City to maintain.									
E4 Revenue level <i>Average rate per property</i> [Total rate revenue / Number of property assessments]	\$1,661.65	\$1,660.37	\$1,728.27	N/A	\$1,802.34	\$2,327.60	\$2,407.32	\$2,491.77	\$2,589.45
Comment: The average rate per property typically grows in line with the annual rate cap sent by the State Government.									
L1 Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	148.04%	134.85%	162.78%	136.98%	168.20%	158.38%	131.85%	115.30%	115.39%
Comment: The increase in the City's working capital ratio reflects an increase in cash held in term deposits as a result of delays in delivering the City's planned capital program for the year.									

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
L2 Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	48.08%	33.34%	29.58%	N/A	15.43%	51.23%	51.03%	47.07%	50.65%
Comment: Council have allocated cash to term deposits in order to maximise the return to Council funds. The term deposits are reported as Other Financial Assets and the total of \$115.0 million at 30 June 2025. If the term deposits were considered Cash and Cash Equivalents, then the Unrestricted cash ratio would have been 80.11%									
O2 Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	51.85%	44.41%	60.56%	N/A	50.86%	46.12%	41.42%	37.04%	33.30%
Comment: Loans and borrowings reduced with the repayment of a \$10 million interest only loan in 2024–25. The City is committed to reducing borrowings to more sustainable levels over the next four years by repayment of loans using proceeds from sale of surplus properties.									
O3 Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.46%	5.39%	4.36%	N/A	8.32%	3.72%	2.89%	2.86%	2.30%
Comment: The City repaid \$21 million in loans and borrowings in 2024–25 contributing to the increase in the result.									
O4 Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	41.81%	35.72%	51.23%	N/A	45.91%	40.48%	37.45%	34.24%	31.57%
Comment: Non-current liabilities reduced by \$8.4 million, the improvement reflecting the City's commitment to repay debt over the next four years.									

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
O5 Asset renewal and upgrade <i>Asset renewal and upgrade expense compared to depreciation</i> [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	68.94%	65.72%	71.00%	94.69%	62.98%	104.39%	91.36%	85.76%	85.67%
Comment: The City invested \$67.7 million in asset renewal and upgrades in 2024–25, with delays in the delivery of the remaining upgrade program of \$31.43 million to be spent in the following year. The City is committed to an 85 per cent renewal target in the Long-Term Financial Plan.									
OP1 Adjusted underlying result* <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	9.33%	8.33%	-12.85%	N/A	0.36%	3.18%	7.81%	1.97%	2.26%
Comment: Financial operational performance in 2024–25 improved overall, with material variances including \$15m early receipt of 2025–26 Financial Assistance Grants offset by loss on the disposal of assets \$4.1 million unfavourable to budget.									
S1 Rates concentration* <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	57.58%	56.45%	69.16%	65.09%	62.87%	63.91%	62.69%	67.49%	67.94%
Comment: The result reflects significant increase in adjusted underlying revenue due to timing of the receipt of the Federal Government's Financial Assistance Grants relating to 2023–24 and 2025–26 being received in the 2024–25 financial year.									

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
S2 Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.33%	0.27%	0.26%	N/A	0.28%	0.29%	0.30%	0.31%	0.32%
Comment: Rates revenue and Capital Improved Value increases have remained stable.									

*forecast figures appearing in this metric differs from the adopted 2025–26 to 2028–29 Budget due to the inclusion of all non-recurring activities

Section 5. Notes to the accounts

Basis for preparation

Council is required to prepare and include a performance statement within its Annual Report. The performance statement includes the results of the prescribed sustainable capacity, service performance, and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable, the results in the performance statement have been prepared on accounting bases consistent with those reported in the financial statements. The other results are based on information drawn from our information systems, or from third parties, such as the Australian Bureau of Statistics (ABS).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council applied a materiality threshold to all indicators and provided commentary for all indicators regardless of whether the variance was considered to be material.

The forecast figures included in the performance statement are those adopted by Council in its 2024–25 budget on 25 June 2024. The annual budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the general-purpose financial statements. The annual budget and long-term financial plan are available on our website or by request.

Definitions

KEY TERM	DEFINITION
Adjusted underlying revenue	means total income other than: (a) non-recurrent grants used to fund capital expenditure (b) non-monetary asset contributions (c) contributions to fund capital expenditure from sources other than those referred to above.
Infrastructure	means non-current property, plant and equipment excluding land.
Local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i> .
Population	means the resident population estimated by council.
Own-source revenue)	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
Relative socio-economic disadvantage	in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website.

KEY TERM	DEFINITION
Unrestricted cash	means all cash and cash equivalents other than restricted cash.
Aboriginal child	means a child who is an Aboriginal person.
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i> .
Active library borrower	means a member of a library who has borrowed a book from the library.
Annual Report	means an Annual Report prepared by a council under section 98 of the Act.
'Class 1 food premises'	means food premises, within the meaning of the <i>Food Act 1984</i> , that have been declared as class 1 food premises under section 19C of that Act.
'Class 2 food premises'	means food premises, within the meaning of the <i>Food Act 1984</i> , that have been declared as class 2 food premises under section 19C of that Act.
Critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.
Food premises	has the same meaning as in the <i>Food Act 1984</i> .
'Local road'	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i> .
Major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorised officer under that Act, or a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.
Population	means the resident population estimated by council.
Adjusted underlying revenue	means total income other than: (a) non-recurrent grants used to fund capital expenditure (b) non-monetary asset contributions (c) contributions to fund capital expenditure from sources other than those referred to above.
Adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure.
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Current assets	has the same meaning as in the AAS.
Current liabilities	has the same meaning as in the AAS.
Non-current assets	means all assets other than current assets.
Non-current liabilities	means all liabilities other than current liabilities.

KEY TERM	DEFINITION
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan.
Own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
Population	means the resident population estimated by council.
Rate revenue	means revenue from general rates, municipal charges, service rates and service charges.
Recurrent grant	means a grant other than a non-recurrent grant.
Residential rates	means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.
Restricted cash	means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.
Unrestricted cash	means all cash and cash equivalents other than restricted cash.

Other Matters

Overview of the year

The Greater Geelong City Council continues to experience strong population and housing growth, which is driving demand for infrastructure and services.

The City's capital program delivered \$139.3 million in renewal and upgrades to our existing infrastructure and new community facilities, while developers transferred \$66.5 million of infrastructure assets to the City to manage and maintain.

The housing and population growth, along with delivery of new infrastructure will continue to add pressure to the City's long term financial sustainability as the demand for services and maintenance of assets increase costs at a greater rate than Council's ability to generate own source revenue.

The City is focused on reducing debt and as a result we repaid \$21.1 million in 2024–25 reducing our borrowings balances by 11% to \$163.9 million to create future capacity to fund the infrastructure needed in the future.

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Jennifer Blunt

Chief Financial Officer

Dated: 7 October 2025

In our opinion, the accompanying performance statement of the City of Greater Geelong for the year ended 30 June 2025 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Greater Geelong City Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Councillor Dr. Srechko Kontelj OAM

Mayor

Dated: 7 October 2025



Councillor Andrew Katos

Councillor

Dated: 7 October 2025



Alison Wastie

Chief Executive Officer

Dated: 7 October 2025

Independent Auditor's Report

To the Councillors of Greater Geelong City Council

<p>Opinion</p>	<p>I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. <p>In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the performance statement</p>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none">• identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.• obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control• evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. <p>I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p>
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MELBOURNE
17 October 2025



Travis Derricott
as delegate for the Auditor-General of Victoria





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 hard copy of the report.

CITY OF GREATER GEELONG

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