


THE CITY OF GREATER GEELONG

ANNUAL REPORT SUMMARY 2024-25

An aerial photograph of a vast, dense forest covering a hillside. The trees are a mix of green and yellow-green, suggesting a transition in seasons. The sky is filled with soft, golden light from a setting or rising sun, with scattered clouds catching the light. The overall mood is serene and natural.

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.

Cover: Geelong Botanic Gardens.
Photo: You Yangs National Park, Little River.



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ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2024–25*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- what we've achieved in 2024–25, as it applies to our council plan strategic priorities.

For the full details of our 2024–25 performance, download the complete annual report at geelongaustralia.com.au/annualreport

MAYOR AND CEO MESSAGE

We are pleased to present the City of Greater Geelong's Annual Report for 2024-25.

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.



>Welcome to
Wurriki Nyal

Cr Dr Stretch Kontelj
OAM
Mayor
City of Greater Geelong

Ali Wastie
CEO
City of Greater
Geelong

INTRODUCTION

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.



289,565

ESTIMATED RESIDENT POPULATION (2024)



3,562

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



39

MEDIAN AGE



82%

WORKFORCE LIVE IN GREATER GEELONG



47.5%

FORECAST POPULATION CHANGE (2025-46)



17.7%

POPULATION BORN OVERSEAS



2.41

AVERAGE HOUSEHOLD SIZE



133 KM

OF COASTLINE



12%

SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME



\$20.5B

GROSS REGIONAL PRODUCT (2023/24)



22,874

BUSINESSES



1,493

HECTARES OF CITY MANAGED PROTECTED NATURAL HABITAT

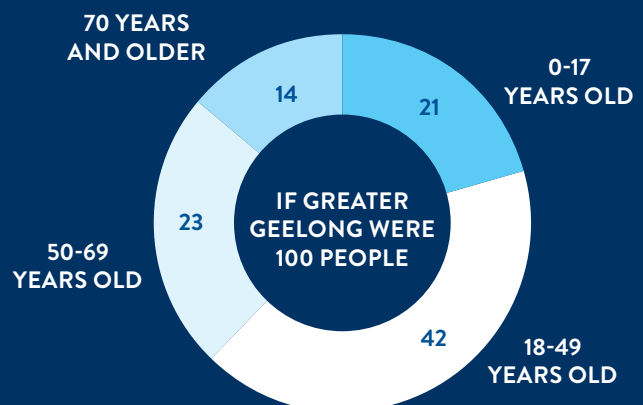


Figure 1: Snapshot of Geelong

COMMUNITY

Greater Geelong is Victoria's most populated region outside metropolitan Melbourne, with an estimated 289,565 residents as of 30 June 2024.¹ Our municipality has seen significant growth, particularly in Armstrong Creek, Lara, and the Bellarine Peninsula. By 2046, we expect our population to reach 441,984.²

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 period.³

Greater Geelong is home to a large and diverse First Nations population, with 3,562 residents recorded in the 2021 Census.³ 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 overseas.³ 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.

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 2024.⁴ 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 billion,⁴ 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 pipeline,⁵ including industrial and commercial developments, transport infrastructure, public buildings, residential and medical developments, our region is poised for continued growth and prosperity.

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).

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 the City's priorities but has acted as our community's north star as we've collectively strived for a clever and creative future.

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

CLEVER and CREATIVE

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

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, each underpinned by two priorities, telling a clear story for our organisation’s future. While the focus of this report is on Council’s Strategic Directions, the Organisation Strategy is included for context on the ways we work to deliver for our community.

Figure 3: City of Greater Geelong 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.

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.

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 was 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. The use of recyclables aligns with our Environment Strategy 2020-30 which promotes a circular economy including increased use of recycled materials in road, building and other infrastructure constructions.

Photo: Biyal-a Armstrong Creek Library.



Photo: Avalon Airshow 2025.



Photo: Landy Field, South Geelong.



Photo: North Bellarine Aquatic Centre, Stage 2 - Internal Pool artists impression.



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.

LARA RECREATION RESERVE PRECINCT MASTER PLAN STAGE 2

A new pavilion and baseball field at the Lara Recreation Reserve as part of stage 2 of the *Lara Recreation Reserve Precinct Master Plan*. Features a social space, kitchen with serveries for multiple sports, four changerooms including female-friendly facilities, two umpires changerooms, timekeepers room, 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.

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.

Photo: Designing Djilang, Geelong Design Week.



Photo: CBD Revitalisation Forum table activity discussion.



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.

FIRST INDIA BUSINESS ROUNDTABLE

We hosted its 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.

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.

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 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.

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

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.

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.

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. A \$200,000 grant was received to establish the Barwon South West Vaping Prevention Coalition with the Barwon South West Public Health Unit (BSWPHU) 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.

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 runoff, absorbing pollution, and contributing to net zero emissions.

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.

ALDRESHOT 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 were 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.

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.

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.

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.



Photo: Aldershot Reserve upgrades, St Albans Park.



Photo: The Corpse Flower, Geelong Botanic Gardens.

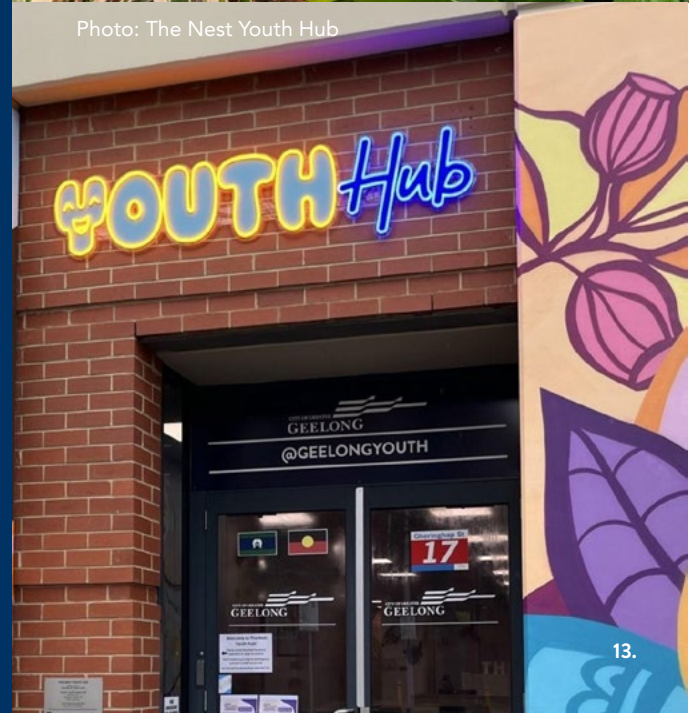


Photo: The Nest Youth Hub

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 **1,493.02 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 **1,048.8 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)

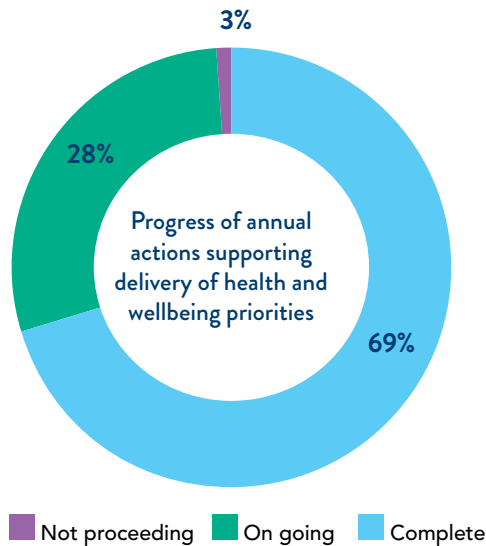
Kilometres of bicycle, walking paths and shared paths **121 km bicycle paths, 2,080.9 km footpaths, 220.1 km shared paths** (2025)



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*. For more detailed information on actions, refer to the *Our Community Plan 2021–25 – Quarterly Report June 2025* on geelongaustralia.com.au



Health Priority 1: Tackling climate change and its impact on health

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.



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

Health Priority 2: Increasing healthy eating

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.



Healthy Choices Guidelines were successfully implemented at North Bellarine Aquatic Centre.

Health Priority 3: Increasing active living

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 Waurn 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 *Bloinks Reserve Master Plan* (now called the *Coastside Drive Recreation Reserve Master Plan*) have progressed and will be ongoing into 2025–26.



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

Health Priority 4: Demonstrating and promoting gender equity practices

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.



Community member Mumtaz at the Norlane ARC.



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

Health Priority 5: Improving mental wellbeing and social connections

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.



Construction of all-abilities playground at Rippleside Park.

KEY CAPITAL PROJECTS

We deliver an extensive capital works program each year to create infrastructure for our community. For more information, visit our [Capital Works Projects dashboard](#).

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



Figure 5: Key Capital Projects 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 Road 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 Portarlington 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. 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.

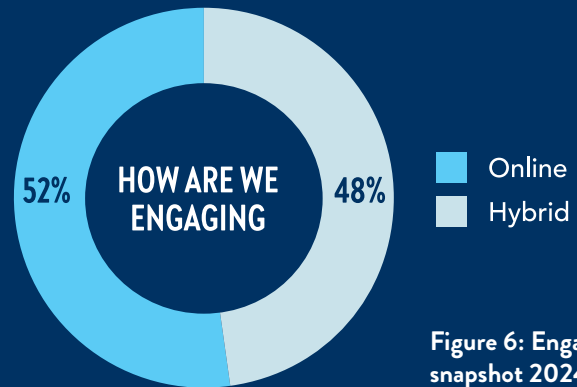


Figure 6: Engagement snapshot 2024-25

144,179

visitors to the Have Your Say platform

223,297

views of the Have Your Say platform

16,128

contributions received

58

projects on the platform

8,049

registered members on the Have Your Say platform

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.

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

47

times advocated directly to Ministers on a range of issues



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.

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 \$38,119,18.97 (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).

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.

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.

GRANT	GRANT BUDGET	APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Artists and Creatives Professional Development	\$15,000	10	\$16,137
Arts Projects	\$120,000	13	\$116,285
Children’s Week	\$9,000	29	\$20,160
Clean Economy	\$50,000	2	\$48,400
Clever and Creative Seed	\$25,000	9	\$22,500
Climate Change Partnership Grants	\$180,000	6	\$180,000
Community Events	\$200,000	32	\$190,450
Community Infrastructure	\$3,000,000	27	\$2,999,002
Creative Commissions Program	\$60,000	4	\$65,000
Environmental Sustainability	\$70,000	11	\$70,030
Geelong Heritage	\$100,000	4	\$100,000
Healthy & Connected Communities	\$263,000	58	\$263,265
Neighbourhood Houses	\$182,500	16	\$174,745
Neighbourhood Houses – Christmas in the Community	\$40,000	14	\$47,755
Positive Ageing	\$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

CHALLENGES

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

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.

Photo: City Hall, Geelong.



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.

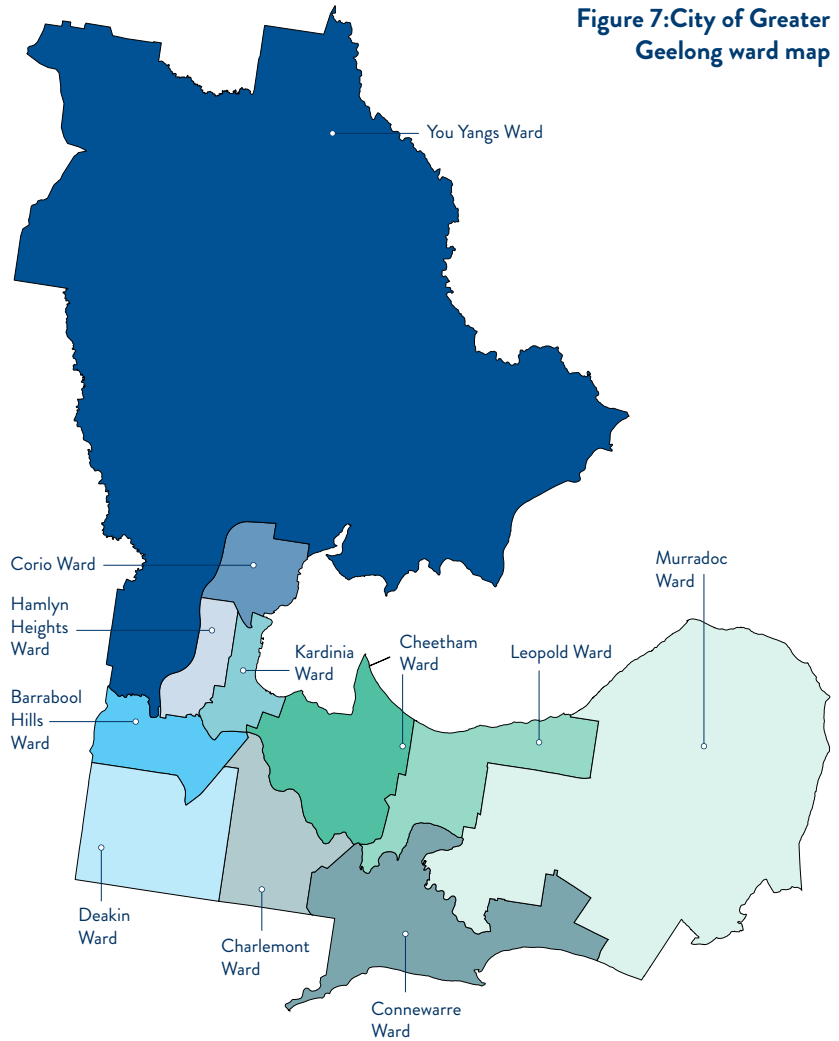
The new structure comprises 11 wards: Barrabool Hills, Charlemont, Cheetham, Connewarre, Corio, Deakin, Hamlyn Heights, Kardinia, Leopold, Murradoc, and You Yangs.

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.

OUR COUNCILLORS

The Greater Geelong City Council comprises the following elected representatives. The councillors work together to set the strategic direction for the municipality, which influences policy, service standards and performance across the organisation.

Figure 7: City of Greater Geelong ward map



CR DR STRETCH KONTELJ OAM
Mayor
Kardinia Ward



CR RON NELSON
Deputy Mayor
Barrabool Hills Ward



CR EMMA SINCLAIR
Charlemont Ward



CR MELISSA CADWELL
Cheetham Ward



CR ELISE WILKINSON
Connewarre Ward



CR ANTHONY AITKEN
Corio Ward



CR ANDREW KATOS
Deakin Ward



CR EDDY KONTELJ
Hamlyn Heights Ward



CR TRENT SULLIVAN
Leopold Ward



CR ROWAN D. STORY AM, RFD
Murradoc Ward



CR CHRIS BURSON
You Yangs Ward

OUR 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.

OUR PEOPLE

We are proud to be an inclusive and flexible organisation that is one of the largest employers in the region.

We currently employ a total of 2,762 people, equivalent to 1,765.47 full-time employees.

Our turnover in 2024–25 was 15.9 per cent, a 1.0 per cent increase on the previous year.

~2,762 employees

Four directorates



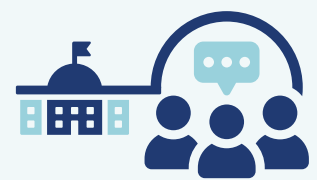
City Life
~1,666 employees



City Infrastructure
~514 employees



Placemaking
~261 employees

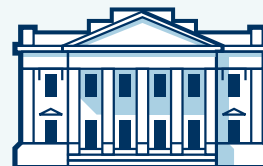


Corporate Services
~313 employees

Employees are based at one of the City's varied and diverse locations, which include:



The City's head office, 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

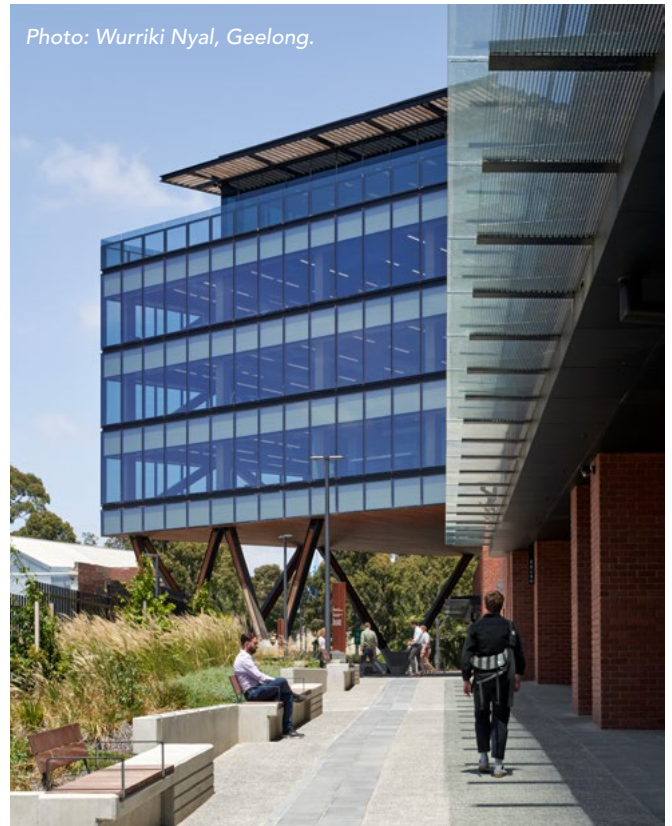
EXECUTIVE LEADERSHIP TEAM

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
City Life

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



TENNILLE BRADLEY
Placemaking

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



TROY EDWARDS
Corporate Services

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



JAMES STIRTON
City Infrastructure

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

OUR VOLUNTEERS

Volunteering is integral to our operations and makes an invaluable contribution to 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.



Photo: 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 site 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 LGBTQIA+ 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* 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.



Photo: The City's Pride Network with CEO Ali Wastie and the Pride Progress Flag 2025.

HOW WE PLAN

We have developed an integrated, long-term and transparent approach to planning, monitoring and performance reporting that is aligned with our clever and creative vision.

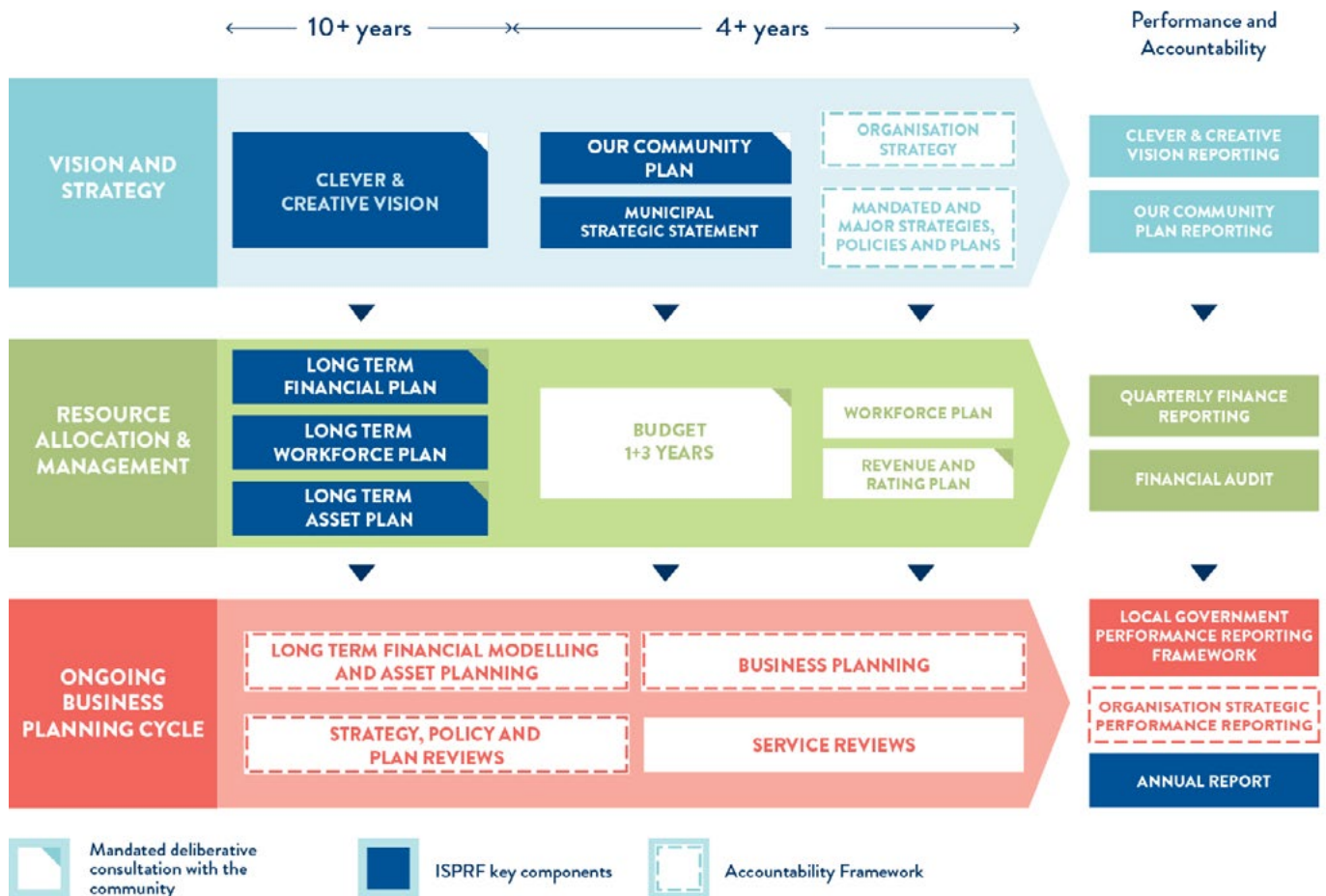


Figure 9: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

The *Local Government Act 2020* requires all councils to prepare the following documents:

- Community Vision
- Council Plan
- Financial Plan
- Asset Plan
- Budget
- Revenue and Rating Plan
- Annual Report
- Workforce Plan.

Our Integrated Strategic Planning and Reporting Framework (represented in Figure 9) demonstrates the relationship between these key planning and reporting

documents. The framework helps us set goals, make decisions, prioritise our workload, allocate resources, monitor progress and adapt to changing circumstances that might challenge our progress.

In 2021, we incorporated our Municipal Public Health and Wellbeing Plan into our Council Plan to create *Our Community Plan 2021–25*.

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.

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.

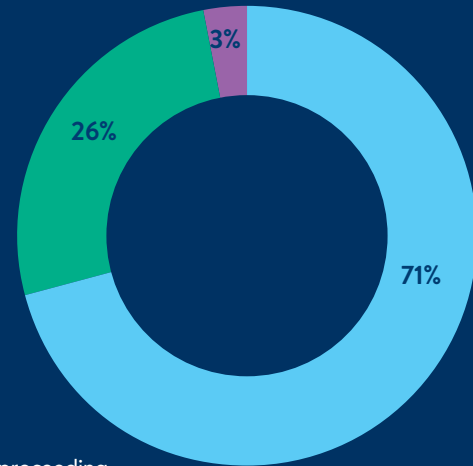
Our Community Plan 2021–25 is supported by an annual action plan and budget, highlighting the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

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 our major budget initiatives supporting our strategic priorities.

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

OVERALL PROGRESS

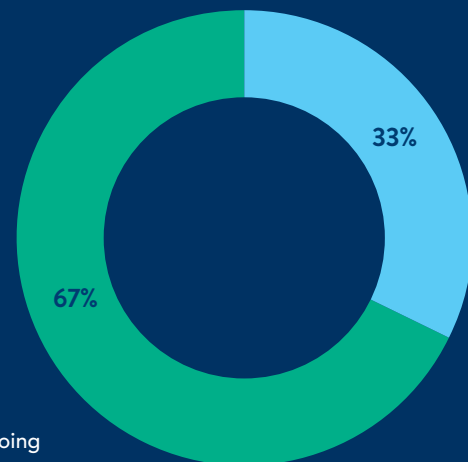
Of the 58 actions, 41 (71 per cent) were complete, and a further 15 (26 per cent) are ongoing. Two actions are no longer proceeding.



- Not proceeding
- On going
- Complete

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.



- On going
- Complete

STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY



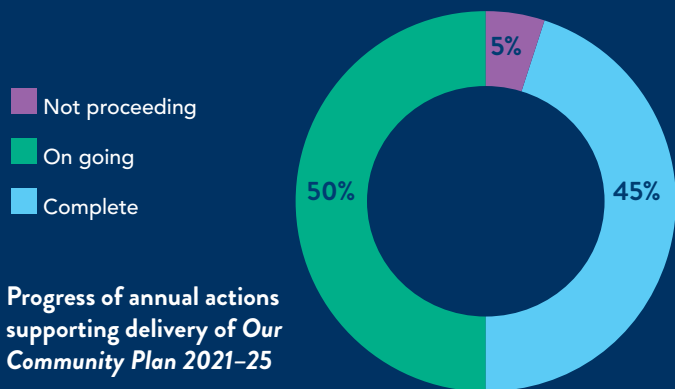
Photo: Webster Swim School, Northern ARC, Narlane.

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



Progress of annual actions supporting delivery of Our Community Plan 2021-25

LINKS TO CLEVER AND CREATIVE VISION:



Service delivery highlights 2024-25



74

young people successfully attained their probationary licence through the TAC L2P program.



450

clubs, schools and community organisations, engaged with through the Sport4All program.



10,999

children seen by the Maternal and Child Health service.



40,044

meals delivered to vulnerable residents.



78,000

visitations to the Bellarine Arts Centre (Potato Shed).



2,000+

new citizens welcomed at Citizenship Ceremonies.



~2.4 M

visits across all our aquatic venues.



7,853

new animal registrations.

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2025
MUNICIPAL	
Proportion of adults experiencing high / very high psychological distress.* Source: City of Greater Geelong Preventative Health Survey	13% (2024) / 20% (2021) *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)
Proportion of adults consuming the recommended number of serves of fruit and vegetables Source: City of Greater Geelong Preventative Health Survey	Fruit: 50% (2024) / 46% (2021) / 53% (2017) Vegetable: 14% (2024) / 15% (2021) / 10% (2017)
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)
Community perception of safety in the area where they live Source: City of Greater Geelong Preventative Health Survey	82% (2024)* / 61% (2021) / 54% (2017) *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)
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)
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)

CITY OF GREATER GEELONG	
Community satisfaction with support services Source: Local Government Community Satisfaction Survey	Family: 63 (2025) / 60 (2024) / 62 (2023) Elderly: 59 (2025) / 57 (2024) / 60 (2023) Disadvantaged: 56 (2025) / 53 (2024) / 58 (2023)
Community satisfaction with recreational facilities Source: Local Government Community Satisfaction Survey	67 (2025) / 66 (2024) / 69 (2023)
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) Source: Local Government Community Satisfaction Survey	49% (2025) / 50% (2024) / 44% (2023)
Level of agreement that council infrastructure is accessible (for all abilities, affordable and easy for people to get to) Source: Local Government Community Satisfaction Survey	56% (2025) / 59% (2024) / 56% (2023)
Number of key community infrastructure projects completed Source: City of Greater Geelong	95% (2025) / 95% (2024) / 89.2% (2023)
Community satisfaction with community and cultural activities Source: Local Government Community Satisfaction Survey	65 (2025) / 64 (2024) / 66 (2023)

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

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT



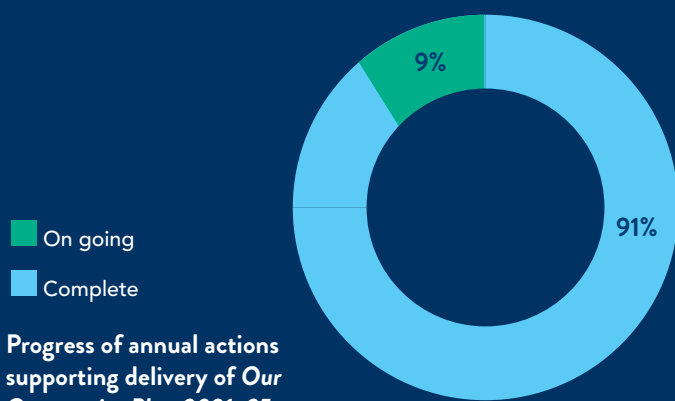
Photo: Eastern Park stormwater harvesting dam, East Geelong.

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'.



Progress of annual actions supporting delivery of Our Community Plan 2021-25

LINKS TO CLEVER AND CREATIVE VISION:



Service delivery highlights 2024-25



34,230

hard waste collection services provided.



1,343

planning permit applications received.



67

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



340

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



5,000+

requests to clear illegally dumped rubbish responded to.



55.7

kilometres of roads resurfaced.



2,500km

underground drainage pipes maintained.



70,000

trees proactively pruned.

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2025
MUNICIPAL	
Residential land supply Source: City of Greater Geelong	20 years (April 2024)* / 22 years (April 2022) *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) *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)
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)
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)
Community greenhouse gas emission Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed June 2025)	Tonnes CO ₂ -emissions total 3,773,000 (2022–23) / 3,878,000 (2021–22)
Diversion of waste from landfill Source: City of Greater Geelong	49.08% (2024–25) / 51% (2023–24) / 53.21% (2022–23)
CITY OF GREATER GEELONG	
Community satisfaction with planning for population growth Source: Local Government Community Satisfaction Survey	43 (2025) / 43 (2024) / 49 (2023)
Percentage housing construction within existing urban areas Source: City of Greater Geelong and Barwon Water	15% (2025) / 26% (2024) / 24% (2023)
Kilometres (km) of bicycle, walking paths and shared paths Source: City of Greater Geelong	Bike paths: 121 km (2025) / 121 km (2024) Footpaths: 2,080.9 km (2025) / 2,044 km (2024) Shared paths: 220.1 km (2025) / 218km (2024)
Community satisfaction with local streets and footpaths Source: Local Government Community Satisfaction Survey	51 (2025) / 47 (2024) / 52 (2023)
Community satisfaction with sealed local roads Source: Local Government Community Satisfaction Survey	45 (2025) / 46 (2024) / 53 (2023)
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)
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)
Greenhouse gas emissions generated by City-managed operations (tonnes CO ₂ -emissions) Source: Azility	24,301 tonnes (2023–24)* / 23,895 tonnes (2022–23) *provisional figure to be finalised.
Hectares (ha) of protected natural habitat Source: City of Greater Geelong	1,493.02 ha (June 2025) / 1,466.64 ha (June 2024)
Number of trees planted Source: City of Greater Geelong	Street and park trees: 2,544 (2024–25) / 2,811 (2023–24) Tubestock: 3,500 (2024–25) / 4,000 (2023–24)
Community satisfaction with waste management Source: Local Government Community Satisfaction Survey	69 (2025) / 69 (2024) / 70 (2023)

MAJOR BUDGET INITIATIVES

BUDGET INITIATIVE	ACTION 2024–25	STATUS
LED street lighting & 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

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY



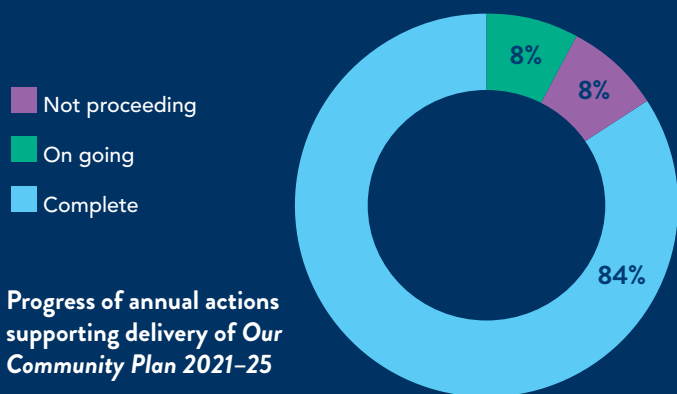
Photo: Pako Fest, Geelong West.

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'



LINKS TO CLEVER AND CREATIVE VISION:



Service delivery highlights 2024-25



40,925

people attended Geelong Design Week 2024.



461

businesses supported by our Business Concierge service.



200,000

visitors to the 2025 Avalon Australian International Airshow and Aerospace and Defence Exposition.



\$6.4 M

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



34+

performances as part of the ReSound Music Festival.



12

events funded by Geelong Major Events.



49

film permits issued including two international major motion pictures.



126,000+

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

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2025
MUNICIPAL	
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)
City of Greater Geelong unemployment rate Source: Jobs and Skills Australia, Small Area Labour Markets.	4.6% (June quarter 2025) / 4.2% (June quarter 2024) / 3.2% (June quarter 2023)
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)
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) / \$977.1 million (2022–23)
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)
Tourism Sentiment Index (TSI) Source: Destination Think	26.6 (December 2023) / 24.1 (March 2023) / 24 (June 2022) / 22 (June 2021)
Investment in Geelong Source: Cordell by CoreLogic	178 projects valued at \$16.2 billion (April 2025) 163 projects valued at \$13 billion (June 2024) 157 projects valued at \$16.9 billion (June 2023)
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)
CITY OF GREATER GEELONG	
Community satisfaction with business and community development Source: Local Government Community Satisfaction Survey	52 (2025) / 53 (2024) / 59 (2023)
Return on investment of Geelong major events Source: City of Greater Geelong	56:1 (2024–25) / 54:1 (2023–24) / 50:1 (2022–23)

MAJOR BUDGET INITIATIVES

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

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION



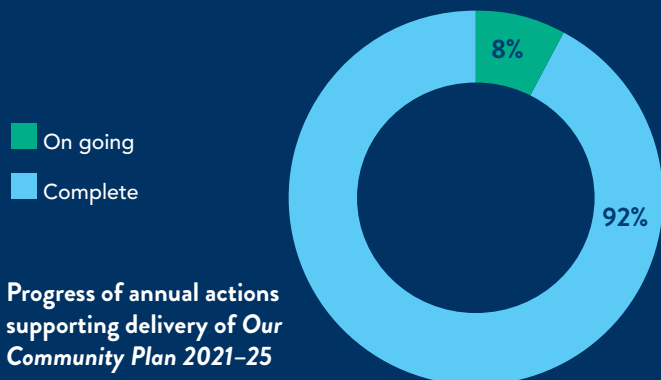
Photo: Engaging with our community.

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'



Progress of annual actions supporting delivery of Our Community Plan 2021-25

Service delivery highlights 2024-25



1.6 M

website users.



238,260

customer service enquiries.



5

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



1,362

timesheets processed on average each month.



15.8M

incoming emails protected, filtered and removed.



58

projects shared on our Have Your Say webpage.



9,278

requests for building information.



186

media releases prepared.

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2025
CITY OF GREATER GEELONG	
Customer complaints resolution completed within 30 days Source: City of Greater Geelong	88% (2024–25) / 93% (2023–24) / 87% (2022–23)
Community satisfaction with customer service Source: Local Government Community Satisfaction Survey	71 (2025) / 70 (2024) / 73 (2023)
Community satisfaction with informing the community Source: Local Government Community Satisfaction Survey	53 (2025) / 53 (2024) / 56 (2023)
Community satisfaction with consultation and engagement Source: Local Government Community Satisfaction Survey	48 (2025) / 49 (2024) / 52 (2023)
Community satisfaction with overall council direction Source: Local Government Community Satisfaction Survey	45 (2025) / 40 (2024) / 49 (2023)
Community satisfaction with overall performance Source: Local Government Community Satisfaction Survey	51 (2025) / 49 (2024) / 58 (2023)
Community satisfaction with advocacy on behalf of the community Source: Local Government Community Satisfaction Survey	46 (2025) / 47 (2024) / 50 (2023)
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) Source: City of Greater Geelong	LTIFR: 31.1 (June 2025) / 27.2 (June 2024) / 22.3 (June 2023) TRIFR: 37.6 (June 2025) / 36.7 (June 2024) / 29.4 (June 2023)
Gender breakdown of City employees Source: City of Greater Geelong	Female: 64.24% (June 2025) / 65.00% (June 2024) / 65.69% (June 2023) Male: 35.54% (June 2025) / 34.82% (June 2024) / 34.13% (June 2023) Self-described gender: 0.22% (June 2025) / 0.18% (June 2024) / 0.17% (June 2023)
Number of Aboriginal and Torres Strait Islander people employed at the City Source: City of Greater Geelong	27 (June 2025) / 21 (June 2024) / 20 (June 2023)
Employee satisfaction and engagement Source: City of Greater Geelong	77% (2025) / 78% (2024) / 76% (2022)
Recurrent surplus / deficit Source: City of Greater Geelong	\$8.3 million (2024–25) / \$(18.1) million (2023–24) / \$4.7 million (2022–23)
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)
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)
Efficiency target Source: City of Greater Geelong	\$9.75 million (2024–25) / \$7.1 million (2023–24) / \$3.98 million (2022–23)
Asset renewal gap and upgrade ratio Source: City of Greater Geelong	62.9% (2024–25) / 71.0% (2023–24) / 65.7% (2022–23)

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

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2024–25. For the full details of our 2024–25 performance, download the complete annual report at geelongaustralia.com.au/annualreport

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 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

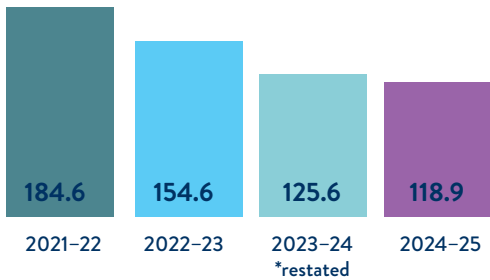


Figure 10: Net result 2021–22 to 2024–25 (\$m)

The net result – that is, income minus expenditure – is shown in Figure 10.

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.

TOTAL COMPREHENSIVE RESULTS

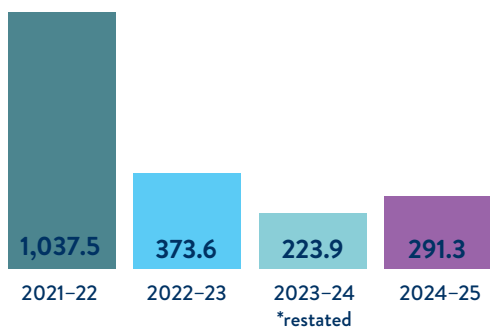


Figure 11: Total comprehensive results 2021–22 to 2024–25 (\$m)

RECURRENT OPERATING RESULTS

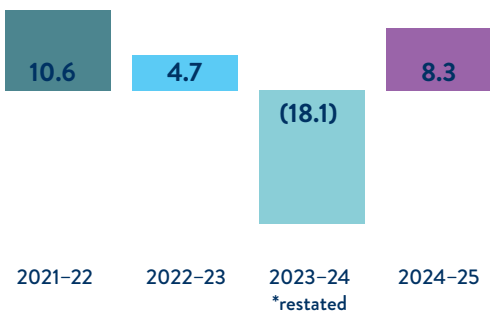


Figure 12: Recurrent operating results 2021–22 to 2024–25 (\$m)

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

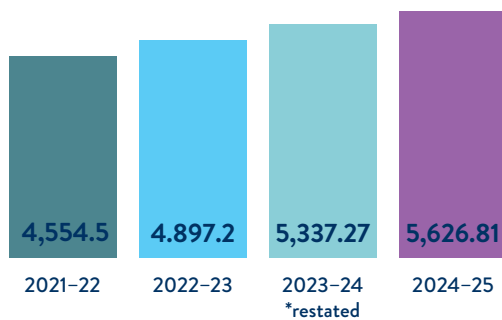


Figure 13: Total assets 2021-22 to 2024-25 (\$m)

INVESTMENTS

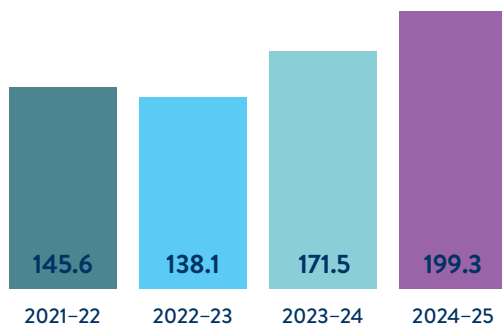


Figure 14: Investments 2021-22 to 2024-25 (\$m)

CAPITAL PROGRAM

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

As Figure 15 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).

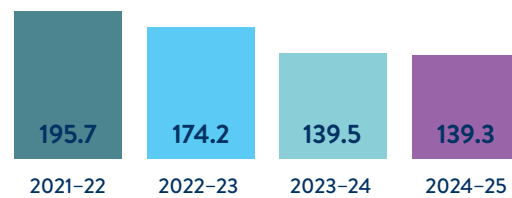


Figure 15: Capital works expenditure 2021-22 to 2024-25 (\$m)

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 16 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.

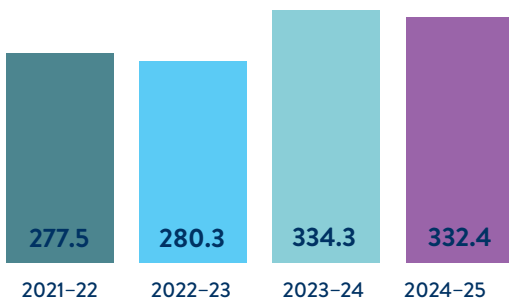


Figure 16: Total liabilities 2021–22 to 2024–25 (\$m)

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.

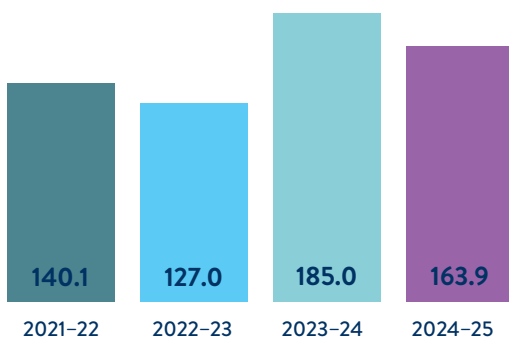


Figure 17: Loans from 2021–22 to 2024–25 (\$m)

DEBT COMMITMENT

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

Figure 18 shows that a low percentage of rates are being used to service loans and we have capacity to meet our debt repayments.

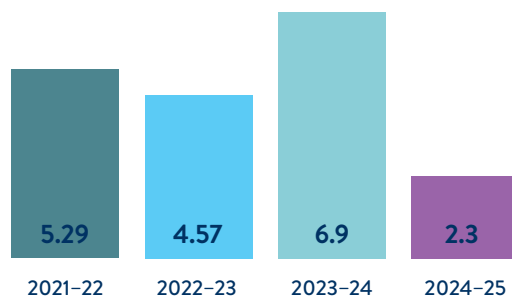


Figure 18: Debt commitment percentage 2021–22 to 2024–25 (%)

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 19 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.

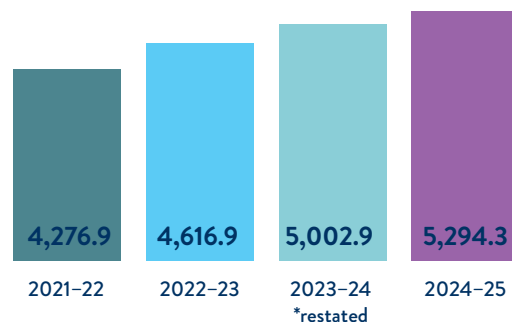


Figure 19: Ratepayer equity 2021–22 to 2024–25 (\$m)

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, the City faces 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.

Figure 20 shows how every \$100 was spent in the 2024–25 budget.



Figure 20: Breakdown 2024–25 Budget.



Photo: Shannon Ave bridge, Barwon River, Newtown.

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

Wadawurrung Country

PO Box 104

Geelong VIC 3220

P: 5272 5272

E: contactus@geelongcity.vic.gov.au

www.geelongaustralia.com.au

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