AGENDA

COUNCIL MEETING

Tuesday 28 October 2025
6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

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

COUNCIL:

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

CITY OF GREATER GEELONG

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1. PROCEDURAL MATTERS

1.1. Acknowledgement of Country

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

1.2. Apologies

1.3. Leaves of Absence

That Leave of Absence be granted to Cr M Cadwell from 29 October 2025 to 31 October 2025, inclusive.

1.4. Declarations of Conflicts of Interest

1.5. Confirmation of Minutes

That the Minutes of the Council Meeting held on 23 September 2025 be confirmed.

1.6. Public Question and Submission Time

1.7. Petitions

1. Children's Play Area in Backelei Cresent, Grovedale

2. REPORTS

2.1. Proposed Change of use - 50 Westmoreland Street, Whittington

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To present options for the future use of the Council owned land located at 50 Westmoreland Street, Whittington and seek Council to endorse the preferred option.

Background

2. The site is currently occupied by a large community hall built circa 1910 that was previously leased by the Whittington Senior Citizens Incorporated Association. Following the association's closure due to declining membership, the building was returned to the City and has remained vacant since.

3. The Building Asset, whilst aging remains functional and has been assessed suitable for reoccupation with appropriate asset lifecycle costs and renewal works which will be dependent on any proposed future use.

4. In addition to the hall, the site includes a small public park known as the Stan Swaine Playground.

5. The land is approximately 1,602m and is zoned General Residential Zone 1 (GRZ1).

6. City officers have undertaken assessments to explore potential future uses. The following options are currently under consideration:

   6.1. **Option 1** - Retention as Community Infrastructure; Maintain the existing assets and reactivate the site for community use; or

   6.2. **Option 2** - Social Housing: Consider repurposing the site for the development of social housing.

Confidentiality

7. Confidential information is contained in Attachment 2, which has been circulated in the confidential section of the report attachments. In accordance with sections 3(1) and 66(2)(g) of the *Local Government Act 2020*, the attachment is designated as confidential information because it contains private commercial information. Disclosure of this information would be unreasonable as it could expose a business, commercial or financial undertaking to disadvantage. This section applies as Attachment 2 contains commercially sensitive information provided through the Expression of Interest (EOI) process.

Key Matters

8. **Option 1** - Retention as Community Infrastructure – Lease the land and building to a community group selected through an Expression of Interest process**.**

9. The City invited proposals from community organisations through an Expression of Interest (EOI) process for the future use of the site and has assessed the submissions and identified a preferred submission.

    9.1. Submissions were required to demonstrate how the proposed use would meet the operational needs of the organisation while effectively activating the space to deliver meaningful community benefit.

    9.2. The EOI did not offer financial or operational support from the City. Respondents were required to be fully responsible for the fit-out, redevelopment, setup, ongoing operations, and maintenance of their proposed project.

    9.3. A total of four (4) submissions were received.

    9.4. The assessment panel evaluated submissions using the following criteria:

        9.4.1. Proposal Concept

        9.4.2. Environmental Considerations

        9.4.3. Community Impact

        9.4.4. Resources and Implementation

        9.4.5. Funding Strategy

        9.4.6. Strategic Alignment

    9.5. The full evaluation report outlining the assessment process and evaluation panel recommended is included as Attachment 2.

    9.6. If this use of the land is supported, the community group will require a planning permit for its intended use. The offer of a lease would be conditional on the group first obtaining the planning permit.

10. **Option 2 - Social Housing**

    10.1. Social housing could be developed on the land. This may be achieved with the same model as proposed for the land at 116-120 Purnell Road, Corio, where the Council resolved to seek a Registered Housing Association (RHA) partner through a Request for Proposal (RFP) on the condition that the land remains the property of the City, and any development consists entirely of social housing.

    10.2. The City previously undertook community engagement on the proposal to use three properties for social housing. At the Council meeting of 23 April 2024, the Council resolved to progress to seek an RHA to deliver Social Housing at 116-120 Purnell Road, Corio.

10.3. Community engagement would need to be undertaken on the proposal to enter a lease for 50 Westmoreland Street, Whittington with an RHA for a term of 30-50 years for the purpose of developing social housing.

10.4. A Community Engagement Plan would be prepared to deliver engagement that maximises opportunities for discussion with the community about the wider community benefit of social housing, and how support for future tenants would be provided.

11. The land cannot support both options.

11.1. Option 1: There will be a planning permit requirement to provide suitable carparking for the permitted use. A reduction in the size of the land may not meet the requirements.

11.2. Option 2: The size of the land will enable sufficient development of social housing to attract the investment of a registered housing provider. A reduction of the area available will reduce the viability for this use.

12. It is recommended that Option 2 be progressed for the following reasons:

12.1. The City's population is expected to grow substantially over the next 20 years, with an estimated requirement of 13,500 social housing dwellings by 2041. As of 2019, around 7,200 households were in need of social housing, while only 3,300 properties were available. Under the Social Housing Plan 2020–2041, the City has committed to increasing the supply of social housing, including through the use of Council-owned land. Using surplus Council land in collaboration with Registered Housing Associations supports the viability of delivering social and affordable housing, helping low- and moderate-income households who are unable to access housing in the private market.

12.2. The land at 50 Westmoreland Road, Whittington is located within a residential area, the size of the land, along with its dual road frontages is likely to enable a feasible social housing development and be attractive to an RHA.

Recommendation

That Council:

1. **Approves Option 2, repurposing of the land for the development of social housing as the preferred future use of 50 Westmoreland Street, Whittington.**

2. **Authorise the Chief Executive Officer or delegate to seek a Registered Housing Association (RHA) partner through a Request for Proposal process to identify opportunities for social housing at 50 Westmoreland Road, Whittington, with a condition that the land remains the property of the City of Greater Geelong; and**

3. **Notes that if a RHA expresses interest, Council will receive a further report outlining details for a proposed approach to progressing social housing at the site, including a community engagement plan.**

4. **Resolves that Attachment 2 to this report remains confidential pursuant to sections 3(1) and 66(2)(g) of the *Local Government Act 2020*, as it contains private commercial information. Disclosure of this information would be unreasonable as it could expose a business, commercial, or financial undertaking to disadvantage. This section applies as attachment 2 contains commercially sensitive information provided through the Expression of Interest (EOI) process.**

Financial Sustainability

Financial impact would be dependent on the preferred option:

13. **Option 1** - Retention as Community Infrastructure

    13.1. Land would be leased to a community group it's not intended that the council would fund upgrades to the building however would have ongoing requirements for Asset maintenance.

14. **Option 2** - Social Housing

    14.1. The community engagement for the use of the land may require resourcing to attend forums if the engagement plan is similar to previous engagements.

    14.2. The City has engaged an external Legal representative to advise on and prepare documents for the RHA Request for Proposal, Construction Agreement and Lease for Purnell Road. The outputs could be replicated for future sites which will minimise the financial costs of establishing the agreements.

Community Engagement

15. **Option 1** - Retention as Community Infrastructure

    15.1. Community engagement was undertaken as part of the Expression of Interest process, during which the community was invited to provide feedback on the City's intention to lease the site.

Submission No	Summary of Submission
1	Suggested that the site would be better sold.
2	Proposed community management and use of the site as a meeting place for clubs (e.g., bands), referencing local examples.
3	Recommended repurposing the centre as a maternity health care centre to support families during the first 1,000 days of a child's life.

    15.2. Additional community engagement will need to be completed and submissions invited if a lease is negotiated for a term of 10 years of more. A further report would be presented to Council to provide the outcome of the Community Engagement and for a decision.

    15.3. The community group will need to obtain a planning permit for their intended use. This will likely have a community consultation requirement.

16. **Option 2** - Social Housing

16.1. The City's Social Housing Plan 2020-2041 commits Council to considering suitable City-owned land for social housing where it makes sense to do so. The City has previously conducted extensive community engagement on the proposed use of its land for social housing.

16.2. Community engagement will to be undertaken on the proposed use of the land for social housing. In accordance with the *Local Government Act* 2020 S115, there will also be community engagement on the proposal to lease the land to a Registered Housing Association for a term of 30-50 years.

16.3. A further report would be presented to Council to provide the outcome of the Community Engagement and for a decision.

Social Equity and Sustainability

17. **Option 1** - Retention as Community Infrastructure:

17.1. Ensures all community members have access to shared spaces and services.

17.2. Supports inclusion of diverse groups (age, culture, ability).

17.3. Provides opportunities for social connection, reducing isolation.

17.4. Can address gaps in services for vulnerable or disadvantaged populations

17.5. Promotes fairness in resource distribution.

17.6. Preserves existing built assets, reducing need for new construction and associated environmental impact

18. **Option 2** - Social Housing

18.1. The City is committed to contributing to social housing and has adopted the Social Housing Plan 2020-2041. This Plan identifies the social inequity in the community for access to affordable housing.

Relevant Law/Policy/Legal Implications

19. **Option 1** - Retention as Community Infrastructure:

19.1. The Council will comply with section 115 of the *Local Government Act* 2020 in leasing the land for community use.

20. **Option 2** - Social Housing

20.1. The Council will comply with section 115 of the Local Government Act 2020 in leasing the land to a RHA. The RHA will be required to meet applicable regulations in delivering and managing social housing.

Alignment to Council Plan and Vision

21. This report aligns with the Council Plan 2025-29 strategic priority:

Governance and Integrity

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

    An inclusive, diverse, healthy and socially connected community.

    Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

24. **Option 1** - Retention as Community Infrastructure

    24.1. A competitive EOI process for the lease opportunity was conducted to ensure equity and transparency in the allocation of community assets. This was achieved by clearly defining selection criteria, widely promoting the opportunity, and implementing a fair, open, and transparent assessment process.

Option 2 - Social Housing

    24.2. It is proposed that a RHA would be sought to deliver and manage social housing, authorised by a lease of the land. The RHA will address risk associated with design, planning permits and construction.

    24.3. Legal services have been engaged to advise on and prepare documents for the RHA Request for Proposal, Construction Agreement and Lease for 116-120 Purnell Road, Corio. This will assist in implementing a similar agreement for this site.

Environmental Sustainability

25. The building contains asbestos. The City has commissioned an Asbestos Survey Review and Risk Assessment. This assessment identifies the current condition of all asbestos-containing materials and evaluates associated risks, enabling informed decisions regarding ongoing management, remediation, or removal in accordance with environmental and public health standards.

26. There is no significant native vegetation and no contamination of the land.

Attachments

1. Site Plan [**2.1.1** - 1 page]
2. CONFIDENTIAL REDACTED - EOI Evaluation Report - 50 Westmoreland Street, Whittington [**2.1.2** - 3 pages]


Westmoreland Street
St James Street
TP14053
TP19725
TP957505
TP14150
TP20248
TP800910
TP12851
PS520278
46
48
50
52
54
47
49
51
53

2.2. Proposed Sale of land - 5A Dean Street, Belmont

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To provide Council with the outcome of community engagement on the proposed sale of the land at 5A Dean Street, Belmont and seek approval for the sale of the land.

Background

2. The land at 5A Deans Street, Belmont formerly contained a Scout Hall and Youth Club Hall. Both buildings became disused and fell into disrepair, leading to their removal several years ago. The site has remained vacant since.

3. In 2021, during an audit of Council-owned land for the Social Housing Plan 2020–2041, 5A Deans Street was identified as a potential site for social housing.

4. Between March and May 2022, the City conducted a six-week community engagement process on the possible use of three Council-owned sites for social housing, including 5A Deans Street, Belmont.

5. A total of 736 submissions were received across all three locations.

6. 75% of all feedback related specifically to 5A Deans Street, Belmont and 2–14 Rollins Road, Bell Post Hill.

7. 5A Deans Street alone received 400 submissions, with 245 opposing the site being used for social housing.

8. The overall community response from the proposed use of 5A Deans Street for social housing was as follows:

Community Engagement Summary: March - May 2022		
Level of support		**Categories**
Strongly oppose	53%	61% oppose
Oppose	8%	
Neutral	2%	2% neutral
Support	6%	37% support
Strongly support	31%	

9. A further report outlining the future use of a number of properties was presented to Council at its meeting on 23 April 2024, in which Council resolved and noted that a report would be prepared outlining future options for 5A Dean Street, Belmont and 2–6 Rollins Road, Bell Post Hill.

Confidentiality

10. Confidential information is contained in Attachment 3, which has been circulated in the confidential section of the report attachments. In accordance with section 66(2)(a) of the Local Government Act 2020, the attachment is designated as confidential information because it contains personal information. Disclosure of this information would be unreasonable as it includes details obtained through community engagement, such as the full names, residential addresses, and email addresses of submitters.

Key Matters

11. The land at 5A Dean Street, Belmont measures 4,318m^2 and is zoned General Residential Zone 4, with an Increased Housing Density Overlay. There are existing underground services in the land which will need to have easements registered on the title to protect.

12. At the time the buildings were demolished, the land was intended to be proposed for sale, however it was held while the option to use it for social housing was considered. The use for social housing was not supported at the Council meeting of 23 April 2024, where it was considered that other options should be reviewed.

13. The land was offered for a short-term lease for carparking; however, the lease was not accepted and appropriate management of the land against unauthorised commercial use became an issue.

14. The option of selling the land at 5A Dean Street, Belmont has now been explored with community engagement being undertaken in June and July 2025.

15. There were 137 submissions received in response to the proposed sale of the land, and the outcomes are summarised in the community engagement section.

16. On 27 August 2025 Council held the Submission Review Panel Hearing to consider all submissions to the proposed sale and resolved to consider the final report at its 28 October 2025 Council meeting (Attachment 2).

Recommendation

That Council:

1. **Notes this report is the further report required in the Council resolution of 23 April 2024;**

2. **Notes the outcomes of community engagement for the proposed sale and the attached minutes from the Submission Review Panel held on 27 August 2025 (Attachment 2);**

3. **Approves the sale of 5A Dean Street, Belmont, currently being certificate of title volume 8177 folio 594, Reserve 1 on LP012262 (Attachment 1); and**

4. **Authorises the Chief Executive Officer or delegate to sign documents to complete the sale of the land.**

5. **Resolves that Attachment 3 to this report remains confidential pursuant to sections 3(1) and 66(2)(a) of the *Local Government Act 2020*, as it contains personal information. Disclosure of this information would be unreasonable because it includes the full names and addresses of submitters obtained through the community engagement process.**

Financial Sustainability

17. The sale of the land supports financial sustainability by disposing of a surplus property and contributing to the budgeted $17m capital income for Property Sales.

18. A current market valuation will be obtained prior to the sale to comply with section 114, *Local Government Act* 2020 and inform a sale price.

19. If Council resolves to sell the property, the costs associated with marketing and the sale will be offset by the sales income.

20. Any retention of this asset or change to current use or operation of this land has not been budgeted for and will result in an impact to the 2025/26 budget.

Community Engagement

21. Community engagement was undertaken from 23 June until 20 July 2025 on the proposal to sell the land.

22. Submissions were invited and137 submissions were received. A copy of all submissions in full has been provided to Council.

23. Sixteen submitters requested to be heard, and 8 attended and presented to the Submission Review Panel. The minutes of the meeting are attached.

    A summary of the submissions and key themes:

Key Themes	**Officer's Response**
10 submissions supported the sale of the land. Key themes include: • Do not believe the site is suitable for social housing and would like to see private development. • Some suggested the site could include green space within the developed land.	The recommendation to sell the land aligns with this.
76 submissions advocated to use the land for social housing Key themes include: • Highlighted the escalating need for social and affordable housing and highlighted the social impacts of this. • Many submitters believed the land had been zoned, allocated or dedicated for social housing and the proposed sale conflicted with this.	The City is committed to contributing social housing and has adopted the Social Housing Plan 2020-2041. Although the land was not allocated for social housing, it was identified as a potential location and community engagement undertaken. There was strong opposition received so the proposal was not supported at the time.
48 submissions advocated to retain the land as public open space	These submissions will be referred to the

Key themes include: • There is a lack of green space in the area, and they use this land for recreation. • Suggested ideas to embellish the land with gardens, a playground and community facilities	City's Open Space Planning team.
5 submissions proposed to retain the land and develop car parking Key themes include: • Provide carparking for the adjacent aged care facility. • Provide carparking for school drop off for the local primary school.	The use of public land to provide carparking for a single private facility is not appropriate. The land is several blocks from the school so could not be a designated school car park.
Several submissions noted other impacts including • Traffic is congested in the area and more development will exasperate this, causing safety concerns. • Drainage needs in the area.	These submissions relate to broader matters than the proposed sale of the land.

Social Equity and Sustainability

24. In 2021, the land was considered for the provision of social housing along with land at 116-120 Purnell Road, Corio and 2-14 Rollins Road, Bell Post Hill.

25. Using 5A Dean Street, Belmont for social housing was strongly opposed by 53% and opposed by 8% of respondents to community engagement for the use for social housing. As a result, the Council resolved to use 116-120 Purnell Road, Corio for social housing and a Registered Housing Provider will be sought to develop social housing on this site.

26. The City is committed to contributing to social housing and has adopted the Social Housing Plan 2020-2041. It has allocated land at 116-120 Purnell Road, Corio for the development of social housing and is seeking a Registered Housing Provider to deliver this.

Relevant Law/Policy/Legal Implications

27. The Council will comply with *Local Government Act* 2020, section 114 for the sale of the land.

Alignment to Council Plan and Vision

28. This report aligns with Council Plan 2025-2029 strategic priority:
Governance and Integrity

29. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
Sustainable development that supports population growth and protects the natural

environment.

Conflict of Interest

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

Risk Assessment

31. There are utility services in the land. These will be surveyed to determine what may be redundant and an easement created over remaining infrastructure to ensure they are protected.

Environmental Sustainability

32. The sale of the land does not have environmental sustainability implications. There is no significant vegetation on the land.

Attachments

1. Site Plan - 5 A Dean Street, Belmont [**2.2.1** - 1 page]
2. SRP Minutes Proposed Sale of Land 5A Dean St Belmont 27 August 2025 (2) [**2.2.2** - 6 pages]
3. CONFIDENTIAL REDACTED - CONFIDENTIAL - 5 A Dean St, Belmont - Submissions [**2.2.3** - 90 pages]

SITE PLAN: 5A DEAN STREET, BELMONT





MINUTES

Submission Review Panel Hearing – Proposed Sale of Land – 5A Dean Street, Belmont

Wednesday 27 August 2025 6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

COUNCIL:

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

CITY OF GREATER GEELONG

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2. 5A DEAN STREET, BELMONT 4

2.1. Order of Submissions 4

2.2. Report - Proposed Sale of Land: 5A Dean Street, Belmont 6

1. PROCEDURAL MATTERS

Opening: The Chair declared the meeting open at 6.01pm

1.1. Acknowledgement of Country

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

1.2. Attendees and Apologies

Present: Cr S Kontelj (Chair), Cr E Wilkinson, Cr E Sinclair, Cr A Katos, Cr A Aitken, Cr E Kontelj.

Officers' Present: D Greaves, L Higgins, S Morgan, A Martin, E Ryan, J Douglas.

Apologies: Cr R Nelson, Cr T Sullivan, Cr M Cadwell, Cr R Story, Cr Burson

1.3. Declarations of Conflicts of Interest

1.4. Procedure for Hearing Submissions

The procedure for hearing items will be:

- The Chairperson will present a brief summary of the topic being discussed at this Submission Review Panel hearing.
- The Objectors/submitters will be called upon to present their submissions and detail their concerns to the Panel (3-minute time limit for each submitter).
- No questions or debate are permitted during the hearing.
- No formal decision will be formed at a Submission Panel hearing.
- The Panel minutes will form part of the final report to Council.

Any outcomes are to be determined through resolution of Council at a future Council meeting. An update on the outcome to all impacted parties and submitters will be provided.

2. 5A DEAN STREET, BELMONT

2.1. Order of Submissions

Proposed Sale Of Land - 5A Dean Street, Belmont (Public)

Community engagement was undertaken on the proposal to sell the land

Overall, 137 submissions were received.

The following submitters have requested to be heard by the Submissions Review Panel.

Submitters	Submission
1. Submitter was an apology	• Opposed to public housing on the land • Land should be a community - flexible/multi use of space such as a hall or indoor basketball stadium, community garden, green space with a playground
2.	• Strongly oppose the sale of the lane previously allocated for public housing. • Much greater long-term benefit: the development of social housing and a legacy of inclusion, equity and community resilience. • Public land should remain in public hands, used to strengthen communities
3.	• Strongly oppose the sale of the lane previously allocated for public housing. • Need to distribute social housing more equitably across the municipality. • Selling off public housing land undermines community wellbeing and contradicts the city's stated goals of inclusive growth and housing justice.
4.	• Acknowledged opposition from residents in the initial consultations for social housing. • The land sale doesn't align with Social Housing policy • Educate about the urgent need for social housing to ensure informed debate.
5.	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
6. Submitter was an apology	• Advocating for social housing on the land for the aboriginal community. • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
7. Submitter was an apology	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
8. Submitter was an apology	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
9. Submitter was an apology	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
10. Submitter was an apology	• The property is subject to serious overland stormwater flows from High Street • Imprudent of Council to sell this property until the Waurn Ponds Catchment Study is complete.

11. Submitter was an apology	• Uses the land daily to walk the dog and often take grandchildren to run and play. • Parking congestion an issues in the area • Keep as Greenspace, plant a community garden, a park.
12.	• Opposes the sale and would like the land developed as parkland • Concerned about traffic congested that will increase with more development
13.	• Opposes the sale and would like the land developed as parkland • Presented a petition to council in 2022 with 530 paper signatures & 297 online that opposed development of the site wanting it to be retained for Public Space for current and future generations.
14.	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
15. Submitter was an apology	• Advocating for social housing on the land
16.	• Returned to the Wadawurrung People to develop it in a way that will educate all Geelong and surrounding communities about our Traditional Land Holders. • Traditional Owners of the Land.

2.2. Report - Proposed Sale of Land: 5A Dean Street, Belmont

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. The purpose of the Submission Review Panel is to consider all submissions received for the Proposed Sale of land at 5A Dean Street, Belmont.

Background

2. Community engagement on the proposed sale of the land was undertaken from 23 June to 20 July 2025. Submissions were invited, including the option to request to present their submission to the Submission Review Panel.

Key Matters

3. Council will receive a report from the Submissions Review Panel and consider the recommendations when the reports are presented to the Council in October 2025.

4. A full copy of all submissions is provided to Councillors.

5. All submissions have received acknowledgement of their submissions.

Resolution:
Cr E Sinclair Moved, Cr E Kontelj Seconded

That the Submission Review Panel:

1. **Acknowledge the submissions received;**
2. **Thank the submitters for their submissions; and**
3. **Having heard all persons wishing to speak to their submissions recommend that Council consider the submissions at a Council meeting to be held on 28 October 2025.**

Carried

Meeting Closed: 7.16pm

2.3. Proposed sale of land - 2-14 Rollins Road, Bell Post Hill

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To provide Council with the outcome of community engagement on the proposed sale of the land at 2-14 Rollins Road, Bell Post Hill and seek approval for the sale of the land.

Background

2. In 2021, the land at 2-14 Rollins Road, Bell Post Hill was identified as a potential location for social housing during an audit of Council-owned land as part of the City's Social Housing Plan 2020 – 2041.

3. Between March and May 2022, the City conducted a six-week community engagement process on the possible use of three Council-owned sites for social housing, including 2-14 Rollins Road, Bell Post Hill.

4. A total of 736 submissions were received across all three locations.

5. 75% of all feedback related specifically to 5A Deans Street, Belmont and 2–14 Rollins Road, Bell Post Hill.

6. The overall community response from the proposed use of 2-14 Rollins Road, Bell Post Hill for social housing was as follows:

Community Engagement Summary: March - May 2022		
Level of support		**Categories**
Strongly oppose	61%	68% oppose
Oppose	7%	
Neutral	0%	0% neutral
Support	4%	32% support
Strongly support	28%	

7. A further report outlining the future use of a number of properties was presented to Council at its meeting on 23 April 2024, in which Council resolved and noted that a report would be prepared outlining future options for 5A Dean Street, Belmont and 2–6 Rollins Road, Bell Post Hill.

Confidentiality

8. Confidential information is contained in Attachment 3, which has been circulated in the confidential section of the report attachments. In accordance with section 66(2)(a) of the *Local Government Act 2020*, the attachment is designated as confidential information because it contains personal information. Disclosure of this information would be unreasonable as it includes details obtained through community engagement, such as the full names, residential addresses, and email addresses of submitters.

Key Matters

9. The option of selling the land at 2-14 Rollins Road, Bell Post Hill has now been explored with community engagement being undertaken in June and July 2025.

10. There were 98 submissions regarding in response to the proposed sale of the land and the outcomes are summarised in the community engagement section.

11. A Submissions Review Panel was convened on 27 August 2025. The Submissions Review Panel resolved to recommend that Council consider submissions at a Council meeting to be held on 28 October 2028. The minutes are attached (Attachment 2).

12. The vacant land is within the General Residential 1 and partly Neighbourhood Residential Zone 8. It includes 4 separate parcels, which measure approximately 2,430m2 in total, however the road reserve encroaches into two parcels. A subdivision will be required to rectify this, which would result in approximately 2,170m2 site that could be sold.

13. Part of the land previously had a Scout Hall and leased to Scouts Victoria. The hall was destroyed by fire in 2007. Scouts Victoria own a portion of land, being 8 Rollins Road, which is located between the parcels of land within 2-14 Rollins Road. Given the City's land is in multiple parcels that can be sold separately, this will not impact the sale of the land. The different parcels of land are shown on the attached site plan.

Recommendation

That Council:

1. **Notes this report is the further report required in the Council resolution of 23 April 2024;**

2. **Notes the outcomes of community engagement for the proposed sale and the attached minutes from the Submission Review Panel held on 27 August 2025 (Attachment 2);**

3. **Approves the sale of approximately 2,170m2 of land at 2-14 Rollins Road, Bell Post Hill, Belmont, currently being certificates of title volume 8174 folio 395, volume 8231 folio 371, volume 8896 folio 544, volume 8896 folio 545, subject to first subdividing the land to remove the road encroachment (Attachment 1); and**

4. **Authorises the Chief Executive Officer or delegate to sign documents to complete the sale of the land.**

5. **Resolves that Attachment 3 to this report remains confidential pursuant to sections 3(1) and 66(2)(a) of the Local Government Act 2020, as it contains personal information. Disclosure of this information would be unreasonable because it includes the full names and addresses of submitters obtained through the community engagement process.**

Financial Sustainability

14. The sale of the property supports financial sustainability by disposing of a surplus property and contributing to the budgeted $17m capital income for Property Sales.

15. A current market valuation will be obtained prior to the sale to comply with section 114, *Local Government Act* 2020 and inform a sale price.

16. If Council resolves to sell the property, the costs associated with marketing, and the sale will be offset by the sales income.

17. Any retention of this asset or change to current use or operation of this land has not been budgeted for and will result in an impact to the 2025/26 budget.

Community Engagement

18. Community engagement was undertaken from 23 June until 20 July 2025 on the proposal to sell the land.

19. Submissions were invited and 98 submissions were received. A copy of all submissions in full has been provided to Council.

20. Sixteen submitters requested to be heard, and 8 attended and presented to the Submission Review Panel. The minutes of the meeting are attached.

21. A summary of the submissions and key themes:

Key Themes	**Officer's Response**
9 submissions in support of the sale. Key themes include: • Do not believe the site is suitable for social housing and would like to see private development.	The recommendation to sell the land aligns with this.
55 submissions advocated to use the land for social housing. Key themes include: • Highlighted the escalating need for social and affordable housing and highlighted the social impacts of this. • Many submitters believed the land had been zoned, allocated or dedicated for social housing and the proposed sale conflicted with this.	The City is committed to contributing social housing and has adopted the Social Housing Plan 2020-2041. Although the land was not allocated for social housing, it was identified as a potential location and community engagement undertaken. There was strong opposition received so the proposal was not supported at the time.
10 submissions advocated to retain the land as public open space. Key themes include: • Suggested ideas to embellish the land with gardens, a playground and community facilities.	These submissions will be referred to the City's Open Space Planning team.

15 submissions objected to the sale of the land for development. Key themes include: • Opposed to more development in the area. • Existing traffic congestion would be exasperated.	These submissions relate to broader matters than the proposed sale of the land.

Social Equity and Sustainability

22. In 2021, the land was considered for the provision of social housing along with land at 116-120 Purnell Road, Corio and 5A Dean Street, Belmont.

23. Using 2-14 Rollins Road, Bell Post Hill for social housing was strongly opposed by 61% and opposed by 7% of respondents to community engagement for the use for social housing. As a result, the Council resolved to use 116-120 Purnell Road, Corio for social housing and a Registered Housing Provider will be sought to develop social housing on this site.

24. The City is committed to contributing to social housing and has adopted the Social Housing Plan 2020-2041. It has allocated land at 116-120 Purnell Road, Corio for the development of social housing and is seeking a Registered Housing Provider to deliver this.

Relevant Law/Policy/Legal Implications

25. The Council will comply with *Local Government Act* 2020, section 114 for the sale of the land.

Alignment to Council Plan and Vision

26. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

27. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

29. The encroaching road reserve on the land would present a risk to the land being developed. Therefore, this will be rectified by subdividing the land to remove the area required for road reserve from the property titles.

30. There is a risk that the subdivision to remove the encroaching road reserve will delay the sale of the land, resulting in budgeted income not being achieved within the financial year.

Environmental Sustainability

31. There are numerous trees on the land. If the land is sold all trees within its boundary will become the responsibility of the new landowner. Any works on the site must comply with the relevant zoning and overlay requirements, as with any other development.

Attachments

1. Site Plan - 2-14 Rollins Road, Bell Post Hill [**2.3.1** - 1 page]
2. SRP Minutes Proposed Sale of Land 2 14 Rollins Road Bell Post Hill 27 August 2025 [**2.3.2** - 6 pages]
3. CONFIDENTIAL REDACTED - CONFIDENTIAL - 2-14 Rollins Road, Bell Post Hill - Submissions [**2.3.3** - 72 pages]

SITE PLAN: 2-14 ROLLINS ROAD, BELL POST HILL



NB: 8 Rollins Road is not included



NB: Yellow lines show approximate boundaries once road reserve encroachment is excised

MINUTES

Submission Review Panel Hearing – Proposed Sale of Land – 2-14 Rollins Road, Bell Post Hill

Wednesday 27 August 2025 6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

COUNCIL:

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

CITY OF GREATER GEELONG

1. PROCEDURAL MATTERS 3

1.1. Acknowledgement of Country 3

1.2. Apologies 3

1.3. Declarations of Conflicts of Interest 3

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2. 2-14 ROLLINS STREET, BELL POST HILL 4

2.1. Order of Submissions 4

2.2. Report - Proposed Sale of Land: 2-14 Rollins Street, Bell Post Hill 6

1. PROCEDURAL MATTERS

Opening: The Chair declared the meeting open at 6.01pm

1.1. Acknowledgement of Country

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

1.2. Attendees and Apologies

Present: Cr S Kontelj (Chair), Cr E Wilkinson, Cr E Sinclair, Cr A Katos, Cr A Aitken, Cr E Kontelj.

Officers' Present: D Greaves, L Higgins, S Morgan, A Martin, E Ryan, J Douglas.

Apologies: Cr R Nelson, Cr T Sullivan, Cr M Cadwell, Cr R Story, Cr Burson.

1.3. Declarations of Conflicts of Interest

1.4. Procedure for Hearing Submissions

The procedure for hearing items will be:

- The Chairperson will present a brief summary of the topic being discussed at this Submission Review Panel hearing.
- The Objectors/submitters will be called upon to present their submissions and detail their concerns to the Panel (3-minute time limit for each submitter).
- No questions or debate are permitted during the hearing.
- No formal decision will be formed at a Submission Panel hearing.
- The Panel minutes will form part of the final report to Council.

Any outcomes are to be determined through resolution of Council at a future Council meeting. An update on the outcome to all impacted parties and submitters will be provided.

2. 2-14 ROLLINS STREET, BELL POST HILL

2.1. Order of Submissions

Proposed Sale of Land - 2-14 Rollins Road, Bell Post Hill (Public)

Community engagement was undertaken on the proposal to sell the land

Overall, 97 submissions were received.

The following submitters have requested to be heard by the Submissions Review Panel.

Submitters name	Submission
1.	• Noted traffic congestion • Preserve the trees • Consider the site for a SES shed
2. Submitter was an apology	• Traffic is congested in the area and will increase if there is more housing developed
3.	• Strongly oppose the sale of the lane previously allocated for public housing. • Much greater long-term benefit: the development of social housing and a legacy of inclusion, equity and community resilience. • Public land should remain in public hands, used to strengthen communities
4.	• Strongly oppose the sale of the lane previously allocated for public housing. • Need to distribute social housing more equitably across the municipality. • Selling off public housing land undermines community wellbeing and contradicts the city's stated goals of inclusive growth and housing justice.
5.	• Acknowledged opposition from residents in the initial consultations for social housing. • The land sale doesn't align with Social Housing policy • Educate about the urgent need for social housing to ensure informed debate.
6.	• Advocating for social housing on the land for the aboriginal community. • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
7. Submitter was an apology	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
8. Submitter was an apology	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
9. Submitter was an apology	• Concerned that more development will impact median house prices, not align with existing urban character and put a strain on local infrastructure and services
10. Submitter was an apology	• It should be retained as open space to preserve mature trees • Future development is inappropriate due to current noise, heavy traffic and increased traffic hazards and potential devalue of property prices
11. Submitter was an apology	• Advocating for social housing on the land
12. Submitter was an apology	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
13.	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing

14. Submitter was an apology	• Advocating for social housing on the land • Highlighting the significant disadvantaged in the community and the community wellbeing outcomes by providing social housing
15.	• Advocating for social housing on the land
16. Submitter was an apology	• Advocating for social housing on the land

2.2 Report - Proposed Sale of Land: 2-14 Rollins Street, Bell Post Hill

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. The purpose of the Submission Review Panel is to consider all submissions received for the Proposed Sale of land at 2-14 Rollins Road Bell Post Hill

Background

2. Community engagement on the proposed sale of the land was undertaken from 23 June to 20 July 2025. Submissions were invited, including the option to request to present their submission to the Submission Review Panel.

Key Matters

3. Council will receive a report from the Submissions Review Panel and consider the recommendations when the reports are presented to the Council in October 2025.

4. A full copy of all submissions is provided to Councillors.

5. All submissions have received acknowledgement of their submissions.

Resolution:
Cr A Katos Moved, Cr E Sinclair Seconded

That the Submission Review Panel:

1. **Acknowledge the submissions received;**
2. **Thank the submitters for their submissions; and**
3. **Having heard all persons wishing to speak to their submissions recommend that Council consider the submissions at a Council meeting to be held on 28 October 2025.**

Carried

Meeting Closed: 7.16pm

2.4. Proposed sale of land - 36 Dudley Parade, St Leonards

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To provide Council with the outcome of community engagement on the proposed sale of land at 36 Dudley Parade, St Leonards and seek approval for the sale of the land.

Background

2. The land at 36 Dudley Parade, St Leonards was previously leased to the Country Fire Authority (CFA) for the operation of its fire station. A new fire station has been built at an alternative location and the lease terminated.

3. The fire station sheds had a building classification permitting only fire station or storage and were not in a condition suitable for the City to retain. Therefore, the buildings were removed by the CFA at the end of the lease.

Confidentiality

4. Confidential information is contained in Attachment 3, which has been circulated in the confidential section of the report attachments. In accordance with section 66(2)(a) of the Local Government Act 2020, the attachment is designated as confidential information because it contains personal information. Disclosure of this information would be unreasonable as it includes details obtained through community engagement, such as the full names, residential addresses, and email addresses of submitters.

Key Matters

5. The vacant land measures 1,012m2. It is in a Residential Growth Zone 3, with an Aboriginal Heritage Overlay and an Increased Housing Diversity Overlay.

6. The property was assessed for an early years hub and determined to be unsuitable due to insufficient land size and unsuitable location. The location does not align with the State Government policy of location near primary schools and provide for single drop off.

7. Community engagement was undertaken on the proposed sale of the land in June and July 2025. There were 49 submissions received, and the outcomes are summarised in the community engagement section.

8. A Submissions Review Panel was convened on 27 August 2025. The Submissions Review Panel resolved to recommend that Council consider submissions at a Council meeting to be held on 28 October 2028. The minutes are attached (Attachment 2).

Recommendation

That Council:

1. **Notes the outcomes of community engagement for the proposed sale and the attached minutes from the Submission Review Panel held on 27 August 2025 (Attachment 2);**

2. **Approves the sale of 36 Dudley Parade, St Leonards, being certificate of title volume 8424 folio 372 and lot 36 on LP005058; and**

3. **Authorises the Chief Executive Officer or delegate to sign documents to complete the sale of the land.**

4. **Resolves that Attachment 3 to this report remains confidential pursuant to sections 3(1) and 66(2)(a) of the Local Government Act 2020, as it contains personal information. Disclosure of this information would be unreasonable because it includes the full names and addresses of submitters obtained through the community engagement process.**

Financial Sustainability

9. The sale of the property supports financial sustainability by disposing of a surplus property and contributing to the budgeted $17m capital income for Property Sales.

10. A current market valuation will be obtained prior to the sale to comply with section 114, *Local Government Act* 2020 and inform a sale price.

11. If Council resolves to sell the property, the costs associated with marketing and the sale will be offset by the sales income.

Community Engagement

12. Community engagement was undertaken from 23 June until 20 July 2025 on the proposal to sell the land.

13. Submissions were invited and 49 submissions were received. A copy of all submissions in full has been provided to Council.

14. Six submitters requested to be heard, and 3 attended and presented to the Submission Review Panel. The minutes of the meeting are attached.

A summary of the submissions and key themes:

Key Themes	**Officer's Response**
12 submissions in support of the sale. Key themes included: • the land is not suitable for community facilities or public use and the sale is supported. • The income from the land could be better invested in other community facilities.	The recommendation to sell the land aligns with the land being considered surplus as it is not suitable for other community facilities due to its size and location.
22 submissions advocated for the provision of an early year's hub. Key themes included: • Many did not object to the sale of the land as long as early years services are provided to the town without further delay. • Some felt the site could be used for the early years hub or the land sale should not progress unless the early years hub was delivered at a different site. • Some felt the income from the land sale should contribute to providing the early years hub elsewhere.	The land has been assessed as unsuitable for an early years hub due to the inadequate size. The location does not meet the State Government policy. Council has advocated to the State Government to provide this early learning centre in the township of St Leonards in meeting commitment for a government-owned early learning and childcare centre in the Portarlington/Indented Head/St Leonards area.
9 submissions advocated to provide the	The City is committed to contributing

land for social housing. Key themes include: - • Accommodation for older single women or for domestic violence support. • Build social housing on the land.	social housing and has adopted the Social Housing Plan 2020-2041. This property was assessed as being not a preferred social housing site.
13 submissions advocated for other community infrastructure. Key themes include: - • Many did not object to the sale but wanted a commitment that the income from the sale would be reinvested into St Leonards for community infrastructure. • Many highlighted a desire for more community buildings for uses such as a library, health services or community centre.	The site has been identified as not suitable or appropriate for these uses.
2 submissions related to development of the land if it is sold. Key themes include: • Did not want a multi-level building. • Did not want the neighbourhood character diminished.	If the land is sold, the purchaser must apply for a planning permit to develop the land. This will be subject to community consultation and development must comply with the planning requirements.
3 submissions did not relate to the proposed sale of the land rather than include general comments or suggestions for the suburb.	These submissions did not relate to the proposed sale of the land.

Social Equity and Sustainability

15. While this property was assessed as unsuitable for an early years hub, the City is committed to ensuring early years facilities are provided for the township of St Leonards. Our priority remains ensuring the best outcome for the community and efficient use of the developer contributions collected to benefit the St Leonards community.

16. The State Government has made a commitment to provide one of the 50 new government-owned early learning and childcare centres (offering long day care and integrated kinder programs) in the Portarlington/Indented Head/St Leonards area. Council has advocated to the State Government to provide this early learning centre in the township of St Leonards. Ultimate delivery timing and location of this early learning centre is the responsibility of the State Government.

17. The City is committed to contributing to social housing and has adopted the Social Housing Plan 2020-2041. It has allocated land at 116-120 Purnell Road, Corio for the development of social housing and is seeking a Registered Housing Provider to deliver this.

Relevant Law/Policy/Legal Implications

18. The Council will comply with section 114 of the *Local Government Act* 2020, for the sale of the land.

Alignment to Council Plan and Vision

19. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

20. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

22. At the termination of the lease, the buildings condition was assessed for suitability for repurposing and determined to be in a condition that would be unviable to retain. The CFA removed the buildings in accordance with the lease terms.

23. The CFA complied with EPA legislation in testing for Per- and polyfluoroalkyl substances (PFAS) residues, common in firefighting foams and remediated the land.

Environmental Sustainability

24. The sale of the land does not have environmental sustainability implications. There is no significant vegetation on the land.

25. The CFA tested for land contamination and undertook any required remediation.

Attachments

1. Site Plan - 36 Dudley Parade, St Leondards [**2.4.1** - 1 page]
2. Minutes Proposed Sale of Land 36 Dudley Pde St Leonards 27 August 2025 (2) [**2.4.2** - 5 pages]
3. CONFIDENTIAL REDACTED - CONFIDENTIAL - 36 Dudley Parade, St Leonards - Submissions Report [**2.4.3** - 16 pages]

SITE PLAN: 36 DUDLEY PARADE, ST LEONARD





MINUTES

Submission Review Panel Hearing – Proposed Sale of Land – 36 Dudley Parade, St Leonards

Wednesday 27 August 2025 6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

COUNCIL:

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

CITY OF GREATER GEELONG

1. PROCEDURAL MATTERS 3

1.1. Acknowledgement of Country 3

1.2. Apologies 3

1.3. Declarations of Conflicts of Interest 3

1.4. Procedure for Hearing Submissions 3

2. DUDLEY PARADE, ST LEONARDS 4

2.1. Order of Submissions 4

2.2. Report - Proposed Sale of Land: 36 Dudley Parade, St Leonards 5

1. PROCEDURAL MATTERS

Opening: The Chair declared the meeting open at 6.01pm

1.1. Acknowledgement of Country

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

1.2. Attendees and Apologies

Present: Cr S Kontelj (Chair), Cr E Wilkinson, Cr E Sinclair, Cr A Katos, Cr A Aitken, Cr E Kontelj.

Officers' Present: D Greaves, L Higgins, S Morgan, A Martin, E Ryan, J Douglas.

Apologies: Cr R Nelson, Cr T Sullivan, Cr M Cadwell, Cr R Story, Cr Burson.

1.3. Declarations of Conflicts of Interest

1.4. Procedure for Hearing Submissions

The procedure for hearing items will be:

- The Chairperson will present a brief summary of the topic being discussed at this Submission Review Panel hearing.
- The Objectors/submitters will be called upon to present their submissions and detail their concerns to the Panel (3-minute time limit for each submitter).
- No questions or debate are permitted during the hearing.
- No formal decision will be formed at a Submission Panel hearing.
- The Panel minutes will form part of the final report to Council.

Any outcomes are to be determined through resolution of Council at a future Council meeting. An update on the outcome to all impacted parties and submitters will be provided.

36 DUDLEY PARADE, ST LEONARDS

1.1. Order of Submissions

Proposed Sale of Land - 36 Dudley Parade, St Leonards

Community engagement was undertaken on the proposal to sell the land

Overall, 46 submissions were received.

The following submitters have requested to be heard by the Submissions Review Panel.

Submitters name	Submission
1. The submitter was an apology	• Supports of the sale of this land as it is too small to build any community infrastructure. • Support this sale the funds need to be spent in the St Leonards township on community infrastructure projects, upgrading facilities.
2. The submitter was an apology	• Would like to pause the proposed sale • Explore options to repurpose the site for affordable housing for older women.
3.	• Would like to pause the proposed sale • Explore options to repurpose the site for affordable housing for older women.
4. The submitter was an apology	• There is a lack of social infrastructure and high growth. Families are not supported in this community which would likely continue to thrive with investment from Council.
5.	• Population in St Leonards is growing, with new families and children's services are needed. • The site might be suitable for the early years hub or what is an alternative site?
6.	• Would like to pause the proposed sale • Explore options to repurpose the site for affordable housing for older women.
7.	• Would like to pause the proposed sale until the early years hub has been provided, as this has been an outstanding obligation for almost 10 years. • St Leonards is growing, and the services are needed. • Council needs to deliver on its obligations to provide infrastructure.

Report - Proposed Sale of Land: 36 Dudley Parade, St Leonards

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. The purpose of the Submission Review Panel is to consider all submissions received for the Proposed Sale of land at 36 Dudley Parade, St Leonards.

Background

2. Community engagement on the proposed sale of the land was undertaken from 23 June to 20 July 2025. Submissions were invited, including the option to request to present their submission to the Submission Review Panel.

Key Matters

3. Council will receive a report from the Submissions Review Panel and consider the recommendations when the reports are presented to the Council in October 2025.
4. A full copy of all submissions is provided to Councillors.
5. All submissions have received acknowledgement of their submissions.

Resolution: Item 6.2
Cr E Wilkinson Moved, Cr E Kontelj Seconded

That the Submission Review Panel:

1. **Acknowledge the submissions received;**
2. **Thank the submitters for their submissions; and**
3. **Having heard all persons wishing to speak to their submissions recommend that Council consider the submissions at a Council meeting to be held on 28 October 2025.**

Carried

Meeting Closed: 7.16pm

2.5. Proposed sale of land - 48-58 Barton Street, Bell Park

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To provide Council with the outcome of community engagement on the proposed sale of the land at 48-58 Barton Street, Bell Park and seek approval for the sale of the land.

Background

2. The land at 48-58 Barton Street, Bell Park was a former school site and had been previously sold by the State Government to a private entity. The City purchased the land by agreement in October 2019 for the future provision of a community and early childhood centre. There was no Developer Contribution Fund money contributed to the purchase of land.

3. The Social Infrastructure Plan 2014-31 identified that opportunities should be pursued to integrate a range of existing early years services into a single location that would improve accessibility, integration and sustainability outcomes.

4. The drivers for the proposed Barton Street hub included integrating existing facilities being 2 single nurse MCH facilities and 2 stand-alone kindergartens, all circa 1960. The Council report outlined that consolidating these services in the new hub would allow the sale of 10-12 Barton Street, Bell Park, 58-60 Ernest Street and 70 Liston Street, Bell Post Hill, currently used for stand-alone kindergarten services. However, the existing standalone kindergartens are well located close to primary schools and provide for single drop off, which meets State Government policy.

5. Planning for the intended community and early childhood hub was put on hold in 2023 due to affordability. The North Geelong – Bell Park Statistical Area Level 2 has no identified need for new additional kindergarten places based on current State Government projections until 2036. The catchment is sufficiently serviced to respond to demand.

Confidentiality

6. Confidential information is contained in Attachment 3, which has been circulated in the confidential section of the report attachments. In accordance with section 66(2)(a) of the *Local Government Act 2020*, the attachment is designated as confidential information because it contains personal information. Disclosure of this information would be unreasonable as it includes details obtained through community engagement, such as the full names, residential addresses, and email addresses of submitters.

Key Matters

7. The vacant land measures 10,230m2 and is within a General Residential Zone 1.

8. The City's purchase of the land in 2019 was for the specified purpose of a community and early childhood centre, which is no longer intended to be delivered, therefore the land may be determined surplus and sold.

9. Community engagement was undertaken on the proposed sale of the land in June and July 2025. There were 27 submissions in response to the proposed sale of the land and the outcomes are summarised in the community engagement section.

10. A Submissions Review Panel was convened on 27 August 2025. The Submissions Review Panel resolved to recommend that Council consider submissions at a Council meeting to be held on 28 October 2028. The minutes are attached (Attachment 2).

Recommendation

That Council:

1. **Notes the outcomes of community engagement for the proposed sale and the attached minutes from the Submission Review Panel held on 27 August 2025 (Attachment 2);**

2. **Approves the sale of 48-58 Barton Street, Bell Park, being certificate of title volume 11879 folio 920 and TP952020V; and**

3. **Authorises the Chief Executive Officer or delegate to sign documents to complete the sale of the land.**

4. **Resolves that Attachment 3 to this report remains confidential pursuant to sections 3(1) and 66(2)(a) of the Local Government Act 2020, as it contains personal information. Disclosure of this information would be unreasonable because it includes the full names and addresses of submitters obtained through the community engagement process.**

Financial Sustainability

11. The sale of the property supports financial sustainability by disposing of a surplus property and contributing to the budgeted $17m capital income for Property Sales.

12. A current market valuation will be obtained prior to the sale to comply with section 114, *Local Government Act* 2020 and inform a sale price.

13. If Council resolves to sell the property, the costs associated with marketing and the sale will be offset by the sales income.

Community Engagement

14. Community engagement was undertaken from 23 June until 20 July 2025 on the proposal to sell the land.

15. Submissions were invited and 27 submissions were received. A copy of all submissions in full has been provided to Council.

16. Five submitters requested to be heard however did not attend the Submission Review Panel. The minutes of the meeting are attached.

    A summary of the submissions and key themes:

Key Themes	**Officer's Response**
7 submissions supported the proposed sale. Key themes include: 17. Development will stop rubbish dumping. 18. The land is suitable for development.	The recommendation to sell the land aligns with this.
10 submissions advocated for the land to be developed as public open space. Key themes include: 19. Already thought it was a park. 20. Need more green space in the area. 21. Could include a dog park.	These submissions will be referred to the City's Open Space Planning team.
6 submissions advocated to use the land for social housing. Key themes include: 22. Highlighted the escalating need for social and affordable housing and highlighted the social impacts of this.	The City is committed to contributing social housing and has adopted the Social Housing Plan 2020-2041.
2 submitters requested off street parking be developed. Key themes included: 23. Parking is congested in the area due to a range of facilities located nearby.	These submissions will be referred to the City Infrastructure Planning.
5 submissions did not relate to the sale of	These submissions relate to broader

the land rather than include general comments or suggestions for the suburb.	matters than the proposed sale of the land.

Social Equity and Sustainability

24. The City is committed to contributing to social housing and has adopted the Social Housing Plan 2020-2041. It has allocated land at 116-120 Purnell Road, Corio for the development of social housing and is seeking a Registered Housing Provider to deliver this.

Relevant Law/Policy/Legal Implications

25. The Council will comply with *Local Government Act* 2020, section 114 for the sale of the land.

Alignment to Council Plan and Vision

26. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

27. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

29. The land was purchased for a specific purpose in 2019. It is no longer required for this purpose. The sale of the land will return the funds invested into the land which can be used to reduce debt.

Environmental Sustainability

30. There are numerous trees on the land. If the land is sold, all trees within its boundary will become the responsibility of the new landowner. Any works on the site must comply with the relevant zoning and overlay requirements, as with any other development.

Attachments

1. Site Plan - 48-58 Barton Street, Bell Park [**2.5.1** - 1 page]
2. SRP Minutes Proposed Sale of Land 48 58 Barton Street Bell Park 27 August 2025 [**2.5.2** - 5 pages]
3. CONFIDENTIAL REDACTED - CONFIDENTIAL - 48-58 Barton Street, Bell Park - Submissions [**2.5.3** - 19 pages]

SITE PLAN: 48-58 BARTON STREET, BELL PARK





MINUTES

Submission Review Panel Hearing – Proposed Sale of Land – 48-58 Barton Street, Bell Park

Wednesday 27 August 2025 6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

COUNCIL:

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

CITY OF GREATER GEELONG

1. PROCEDURAL MATTERS 3

1.1. Acknowledgement of Country 3

1.2. Apologies 3

1.3. Declarations of Conflicts of Interest 3

1.4. Procedure for Hearing Submissions 3

2. 48-58 BARTON STREET, BELL PARK 4

2.1. Order of Submissions 4

2.2. Report - Proposed Sale of Land: 48-58 Barton Street, Bell Park 5

1. PROCEDURAL MATTERS

Opening: The Chair declared the meeting open at 6.01pm

1.1. Acknowledgement of Country

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

1.2. Attendees and Apologies

Present: Cr S Kontelj (Chair), Cr E Wilkinson, Cr E Sinclair, Cr A Katos, Cr A Aitken, Cr E Kontelj.

Officers' Present: D Greaves, L Higgins, S Morgan, A Martin, E Ryan, J Douglas.

Apologies: Cr R Nelson, Cr T Sullivan, Cr M Cadwell, Cr R Story, Cr Burson.

1.3. Declarations of Conflicts of Interest

1.4. Procedure for Hearing Submissions

The procedure for hearing items will be:

- The Chairperson will present a brief summary of the topic being discussed at this Submission Review Panel hearing.
- The Objectors/submitters will be called upon to present their submissions and detail their concerns to the Panel (3-minute time limit for each submitter).
- No questions or debate are permitted during the hearing.
- No formal decision will be formed at a Submission Panel hearing.
- The Panel minutes will form part of the final report to Council.

Any outcomes are to be determined through resolution of Council at a future Council meeting. An update on the outcome to all impacted parties and submitters will be provided.

2. 48-58 BARTON STREET, BELL PARK

2.1 Order of Submissions

Proposed Sale Of Land - 48-54 Barton Street, Bell Park (Public)

Community engagement was undertaken on the proposal to sell the land

Overall, 27 submissions were received.

The following submitters have requested to be heard by the Submissions Review Panel.

Submitter	Submission
1. Submitter was an apology	• Would like the land used for green space • Area needs off street parking as area is congested with neighbouring lifestyle village and nearby school
2. Submitter was an apology	• Opposed land sale due to negative impact on the broader community, impacting house values, existing urban character and a strain on local infrastructure and services
3. Submitter was an apology	• Does not want to lose the trees and area to walk dog. • Does not want more houses and traffic
4. Submitter was an apology	• Would like the native trees retained and the land regenerated. • Could be a dog park, community garden, playground as examples
5. Submitter was an apology	• Would like the land to remain as green space. It has large native trees that are home to possums, bats, native birds. • Many people use the area as a dog park

2.2. Report - Proposed Sale of Land: 48-58 Barton Street, Bell Park

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. The purpose of the Submission Review Panel is to consider all submissions received for the Proposed Sale of land at 48-58 Barton Street, Bell Park.

Background

2. Community engagement on the proposed sale of the land was undertaken from 23 June to 20 July 2025. Submissions were invited, including the option to request to present their submission to the Submission Review Panel.

Key Matters

3. Council will receive a report from the Submissions Review Panel and consider the recommendations when the reports are presented to the Council in October 2025.

4. A full copy of all submissions is provided to Councillors.

5. All submissions have received acknowledgement of their submissions.

Resolution:
Cr A Aitken Moved, Cr E Kontelj Seconded

That the Submission Review Panel:

1. **Acknowledge the submissions received;**
2. **Thank the submitters for their submissions; and**
3. **Having heard all persons wishing to speak to their submissions recommend that Council consider the submissions at a Council meeting to be held on 28 October 2025.**

Carried

Meeting Closed: 7.16pm

2.6. Proposed sale of land - 21-25 Oakden Road, Drysdale

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To provide Council with the outcome of community engagement on the proposed sale of the land at 21-25 Oakden Road, Drysdale and seek approval for the sale of the land.

Background

2. The City's records indicate that the land at 21-25 Oakden Road, Drysdale was originally purchased by the Shire of Bellarine at below market value and that the subsidised purchase was balanced against the owner/subdivider's contribution to public open space when the land was subdivided in 1960. This information conflicts with submissions from local residents that the land was donated to the Shire by the owner on subdivision.

3. The land was rezoned from Public Purposes (Existing) 2 Local Government Reserve to residential land circa 1995/96 to prepare it for sale as it was declared surplus by the City at that time.

4. The sales process was abandoned due to objections, with some local sentiment that it was intended for cemetery parking when it was first transferred to the Shire. Although a carpark was not constructed, it was used by the Cemetery Trust as an informal carpark.

Confidentiality

5. Confidential information is contained in Attachment 3, which has been circulated in the confidential section of the report attachments. In accordance with section 66(2)(a) of the *Local Government Act 2020*, the attachment is designated as confidential information because it contains personal information. Disclosure of this information would be unreasonable as it includes details obtained through community engagement, such as the full names, residential addresses, and email addresses of submitters.

Key Matters

6. The land measures 2,962m2 and is within the General Residential 1 Zone with an Aboriginal Heritage Overlay.

7. Whether the land was acquired through part purchase and developer contribution or donated, the Shire and the City has held ownership on the land since 1960. The land is subject to the strategic review that is applied to land that is no longer used or suitable for its intended purchase and considered surplus to Council needs.

8. The Cemetery Trust has confirmed that the land is no longer required for cemetery operations advising that *"funeral vehicles are directed to enter the cemetery entrance and park internally. This approach, combined with the existing availability of Oakden Road cemetery frontage parking, and the safety concerns associated with pedestrians*

crossing the road near the crest, means the Oakden Road car park no longer forms part of our future cemetery operational planning."

9. The land has been assessed as not required for public open space as there is sufficient and better located open space available in the area.

10. Community engagement was undertaken on the proposed sale of the land in June and July 2025. There were 73 submissions received, and the outcomes are summarised in the community engagement section.

11. A Submissions Review Panel was convened on 27 August 2025. The Submissions Review Panel resolved to recommend that Council consider submissions at a Council meeting to be held on 28 October 2028. The minutes are attached (Attachment 2).

Recommendation

That Council:

1. **Notes the outcomes of community engagement for the proposed sale and the attached minutes from the Submission Review Panel held on 27 August 2025 (Attachment 2);**

2. **Approves the sale of 21-25 Oakden Road Drysdale, being certificate of title volume 10256 folio 628 and Lot 1 PS344285L; and**

3. **Authorises the Chief Executive Officer or delegate to sign documents to complete the sale of the land.**

4. **Resolves that Attachment 3 to this report remains confidential pursuant to sections 3(1) and 66(2)(a) of the Local Government Act 2020, as it contains personal information. Disclosure of this information would be unreasonable because it includes the full names and addresses of submitters obtained through the community engagement process.**

Financial Sustainability

12. The sale of the property supports financial sustainability by disposing of a surplus property and contributing to the budgeted $17m capital income for Property Sales

13. A current market valuation will be obtained prior to the sale to comply with section 114, *Local Government Act* 2020 and inform a sale price.

14. If Council resolves to sell the property, the costs associated with marketing and the sale will be offset by the sales income.

Community Engagement

15. Community engagement was undertaken from 23 June until 20 July 2025 on the proposal to sell the land.

16. Submissions were invited and 73 submissions were received. A copy of all submissions in full has been provided to Council.

17. Twenty-two submitters requested to be heard, and 5 attended and presented to the Submission Review Panel. The minutes of the meeting are attached.

    A summary of the submissions and key themes:

Key Themes	**Officer's Response**
5 submissions support for the sale. Key themes include: The land is suitable to sell	This aligns with the recommendation to sell the land
26 submissions support the land being retained for cemetery carparking. Key themes include: 18. The land was donated for the purpose of providing a carpark for the cemetery so it should remain. 19. There is a need to provide carparking for the cemetery.	The land has historically functioned as an overflow carpark for the cemetery. The Cemetery Trust has confirmed that the land is no longer needed for this purpose with sufficient existing availability for parking within the cemetery and safety concerns associated with pedestrians crossing the road near a crest.
23 submissions support the land being retained for public open space. Key themes include: • The land was donated as public open space, which should remain. • Suggestions for use include a dog park or playground.	The land has been assessed as not required for public open space as there is sufficient and better located open space available in the area.
7 submissions advocated to provide the land for social housing. Key themes include: • Accommodation for older single women or for domestic violence	The City is committed to contributing to social housing and has adopted the Social Housing Plan 2020-2041. This property was assessed as being not a preferred social housing site.

support. • Build social housing on the land.	
4 submissions objected as they enjoy rear access to their properties.	There is no authorised access or rights to access by abutting properties
10 submissions objected further development in Drysdale Key themes include: • The area is getting too busy. 20. There is not enough infrastructure to support growth.	These submissions did not relate to the proposed sale of the land.

Social Equity and Sustainability

21. The City is committed to contributing social housing and has adopted the Social Housing Plan 2020-2041. It has allocated land at 116-120 Purnell Road, Corio for the development of social housing and is seeking a Registered Housing Provider to deliver this.

Relevant Law/Policy/Legal Implications

22. The Council will comply with *Local Government Act* 2020, section 114 for the sale of the land.

Alignment to Council Plan and Vision

23. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

24. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

26. There are no identified risks in the proposed sale of the land. If the land is sold for residential subdivision, a planning permit will assess risks associated with the proposed development.

Environmental Sustainability

27. There are a few trees on the land, however they are close to the boundary, and it would be possible to develop the land without impacting them. If the land is sold, all trees within its boundary will become the responsibility of the new landowner. Any works on the site must comply with the relevant zoning and overlay requirements, as with any other development.

28. Trees located on the nature strip will remain under Council ownership and management. If a new development is likely to impact the Council trees, they must be protected throughout the works. As part of the Planning Permit process, Parks Planning will set conditions to ensure appropriate tree protection.

Attachments

1. Site Plan - 21-25 Oakden Road, Drysdale [**2.6.1** - 1 page]
2. SRP Minutes Proposed Sale of Land 21 25 Oakden Road Drysdale 27 August 2025 [**2.6.2** - 6 pages]
3. CONFIDENTIAL REDACTED - CONFIDENTIAL - 21-25 Oakden Road, Drysdale - Submissions [**2.6.3** - 45 pages]

SITE PLAN: 21-25 OAKDEN ROAD, DRYSDALE





MINUTES

Submission Review Panel Hearing – Proposed Sale of Land – 21 25 Oakden Road, Drysdale

Wednesday 27 August 2025 6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

COUNCIL:

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

CITY OF GREATER GEELONG

1. PROCEDURAL MATTERS 3

1.1. Acknowledgement of Country 3

1.2. Apologies 3

1.3. Declarations of Conflicts of Interest 3

1.4. Procedure for Hearing Submissions 3

2. 21-25 OAKDEN ROAD, DRYSDALE 4

2.1. Order of Submissions 4

2.2. Report - Proposed Sale of Land: 21-25 Oakden Road, Drysdale 6

1. PROCEDURAL MATTERS

Opening: The Chair declared the meeting open at 6.01pm

1.1. Acknowledgement of Country

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

1.2. Attendees and Apologies

Present: Cr S Kontelj (Chair), Cr E Wilkinson, Cr E Sinclair, Cr A Katos, Cr A Aitken, Cr E Kontelj.

Officers' Present: D Greaves, L Higgins, S Morgan, A Martin, E Ryan, J Douglas.

Apologies: Cr R Nelson, Cr T Sullivan, Cr M Cadwell, Cr R Story, Cr Burson.

1.3. Declarations of Conflicts of Interest

1.4. Procedure for Hearing Submissions

The procedure for hearing items will be:

- The Chairperson will present a brief summary of the topic being discussed at this Submission Review Panel hearing.
- The Objectors/submitters will be called upon to present their submissions and detail their concerns to the Panel (3-minute time limit for each submitter).
- No questions or debate are permitted during the hearing.
- No formal decision will be formed at a Submission Panel hearing.
- The Panel minutes will form part of the final report to Council.

Any outcomes are to be determined through resolution of Council at a future Council meeting. An update on the outcome to all impacted parties and submitters will be provided.

2. 21-25 OAKDEN ROAD, DRYSDALE

2.1. Order of Submissions

Proposed Sale Of Land - 21-25 Oakden Road, Drysdale (Public)

Community engagement was undertaken on the proposal to sell the land

Overall, 73 submissions were received.

The following submitters have requested to be heard by the Submissions Review Panel.

Submitters name	Submission
1. Submitter was an apology	• Land was donated for the benefit of the cemetery for funeral parking • Council should not sell it for a profit
2. Submitter was an apology	• Would be a shame and eyesore if the land is sold • It would be better used as a park
3. Submitter was an apology	• Support the sale of the land provided the proceeds are used to benefit the Drysdale community
4. Submitter was an apology	• Does not want overpopulation. Loss of green corridors, development of houses or loss of character to Drysdale
5.	• Does not support the sale of land that was donated • Unacceptable to have development here, too busy • There is limited green spaces in Drysdale
6. Submitter was an apology	• Land was donated for cemetery parking and should remain as public land as parking or a green space and playground.
7. Submitter was an apology	• Land was donated for cemetery parking and should remain as public land as parking.
8. Submitter was an apology	• Supports the sale of the land for the purpose of developing housing for vulnerable, older women.
9.	• Does not support the sale of the land • Would like the land repurposed for affordable housing for older women.
10. Submitter was an apology	• Land was donated for cemetery parking and should remain • Land is resident to a number of wild animals
11. Submitter was an apology	• Does not support the sale of the land • Would like the land repurposed for affordable housing for older women.
12.	• Does not support the sale of the land • Would like the land repurposed for affordable housing for older women.
13.	• Enjoy rear access to adjoining land • Land should remain as public open space and cemetery carparking
14. Submitter was an apology	• Land was donated for cemetery carparking and should be given to the cemetery
15. Submitter was an apology	• As land was donated for open space it should be left as open space. • Cemetery does not have sufficient onsite parking
16. Submitter was an apology	• Allow the land for native fauna

17.	• As land was donated for open space it should be left as open space. • Cemetery does not have sufficient onsite parking
18. Submitter was an apology	• Land belongs to the people of the town and may be needed in the future
19. Submitter was an apology	• Land should remain as open space
20.	• The land could be a designated dog park
21. Submitter was an apology	• Objects to the sale. • It has significant established trees which provides habitat to native wild life

2.2. Report - Proposed Sale of Land: 21-25 Oakden Road, Drysdale

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. The purpose of the Submission Review Panel is to consider all submissions received for the Proposed Sale of land at 21-25 Oakden Road, Drysdale

Background

2. Community engagement on the proposed sale of the land was undertaken from 23 June to 20 July 2025. Submissions were invited, including the option to request to present their submission to the Submission Review Panel.

Key Matters

3. Council will receive a report from the Submissions Review Panel and consider the recommendations when the reports are presented to the Council in October 2025.

4. A full copy of all submissions is provided to Councillors.

5. All submissions have received acknowledgement of their submissions.

Resolution: Item 5.2
Cr A Katos Moved, Cr A Aitken Seconded

That the Submission Review Panel:

1. **Acknowledge the submissions received;**
2. **Thank the submitters for their submissions; and**
3. **Having heard all persons wishing to speak to their submissions recommend that Council consider the submissions at a Council meeting to be held on 28 October 2025.**

Carried

Meeting Closed: 7.16pm

2.7. Proposed Road Discontinuance of Land abutting 230 Swanston Street, South Geelong

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To advise Council of the outcome from the community engagement relating to the proposed road discontinuance of part of Barwon Terrace, South Geelong adjoining the property known as Landy Field Recreation Reserve (Landy Field) at 230 Swanston Street, South Geelong.

Background

2. Landy Field has had an historical encroachment of 2,150m^2 into the Crown Road reserve in Barwon Terrace.

3. The Landy Field upgrade to the track and pavilion highlighted the need to remedy the encroachment and discontinue the Crown Road reserve.

4. Council approved the commencement of the statutory process in accordance with Section 223 of the *Local Government Act* 1989 and Section 114 of the *Local Government Act* 2020 and its Community Engagement Policy at the Council meeting on 24 June 2025.

Key Matters

5. Community engagement on the proposed road discontinuance was undertaken, and no submissions were received.

6. Council has the authority to discontinue a road under Clause 3 of Schedule 10 of the *Local Government Act* 1989.

Recommendation

That Council:

1. **Notes the outcome of the community engagement process in accordance with Section 223 of the Local Government Act 1989 and the City's Community Engagement Policy;**

2. **Approves the road discontinuance of approximately 2,150m^2 of part of Barwon Terrace, South Geelong contained within the Landy Field Recreation Reserve;**

3. **Requests consent from the Minister of Energy, Environment and Climate Action for the road discontinuance; and**

4. **Subject to receipt of Ministerial consent, authorise the Chief Executive Officer to publish a notice in the Victorian Government Gazette detailing the road discontinuance.**

Financial Sustainability

7. The City incurred costs for publications in the local newspapers.

8. As the land is already managed and maintained as part of Landy Field, there will be no changes to operational budgets.

Community Engagement

9. Public notice and community engagement were undertaken by publishing a notice in the Geelong Newspapers on 11 July 2025 and on the Geelong Australia website via Have Your Say from 30 June 2025 to 27 July 2025.

10. Submissions were invited and no submissions received.

Social Equity and Sustainability

11. The are no social equity and sustainability implications created by the recommendation to discontinue the part of the road reserve.

Relevant Law/Policy/Legal Implications

12. Council has complied with Section 223 of the *Local Government* Act 1989 and Section 114 of the *Local Government Act* 2020 by undertaking community engagement and inviting submissions.

13. Council has the authority to discontinue a road under Clause 3 of Schedule 10 of the *Local Government Act* 1989 by notice published in the Government Gazette.

Alignment to Council Plan and Vision

14. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

15. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
Development and implementation of sustainable solutions.

Conflict of Interest

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

Risk Assessment

17. Consultation with Engineering and Transport has been completed and both departments support a road discontinuance. External authorities have been referred to and have no objection.

Environmental Sustainability

18. There are no environmental implications to this proposal.

Attachments

1. 2023017 Title Plan - Landy Field encroachment(8) [**2.7.1** - 1 page]
2. SITE MAP Landy Field [**2.7.2** - 1 page]

TITLE PLAN

EDITION 1

TP972027S

LOCATION OF LAND

PARISH: CORIO

CITY: GEELONG

SECTION: -

CROWN ALLOTMENT: -

CROWN PORTION: -

LAST PLAN REFERENCE: -

DERIVED FROM: -

DEPTH LIMITATION: NIL

NOTATIONS

THIS PLAN IS BASED ON SURVEY

THIS PLAN HAS BEEN PREPARED FOR LAND USE VICTORIA FOR TITLE DIAGRAM PURPOSES.

Checked by:

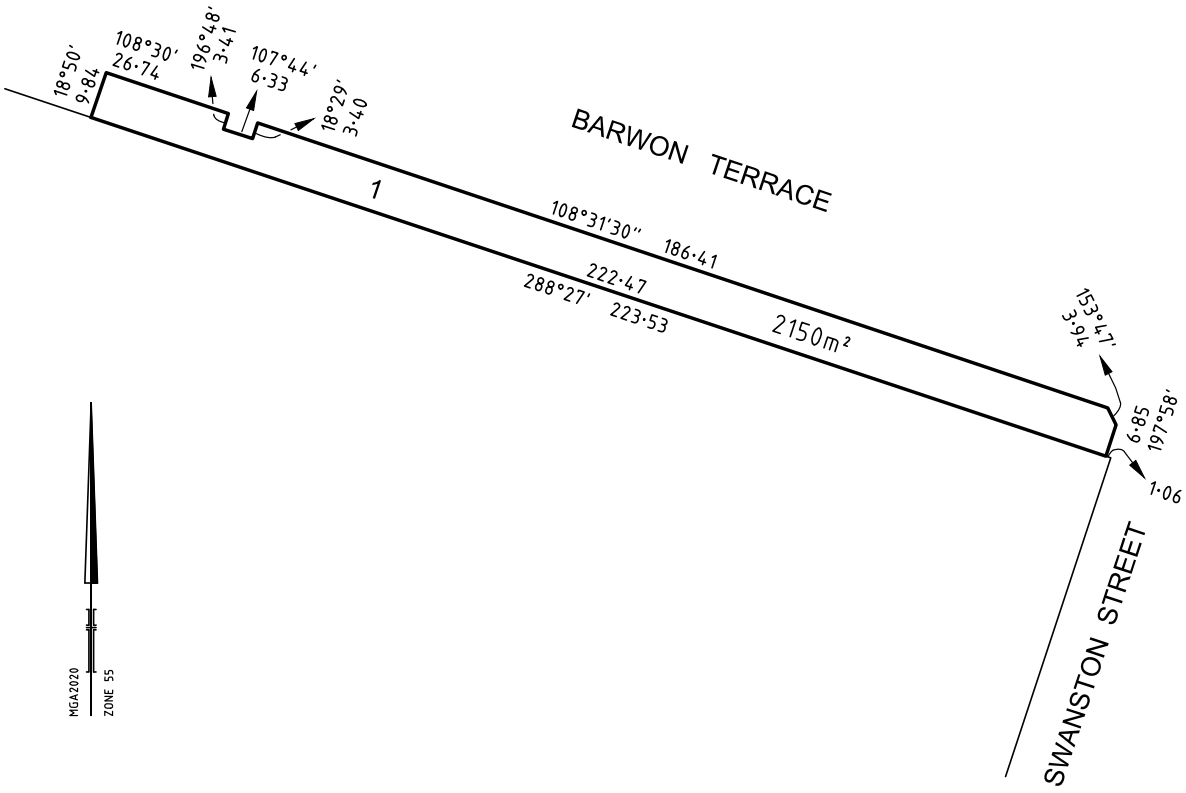
Date:

Assistant Registrar of Titles

EASEMENT INFORMATION

LEGEND: A - Appurtenant Easement E - Encumbering Easement R - Encumbering Easement (Road)

Easement Reference	Purpose	Width (Metres)	Origin	Land Benefited/In Favour Of
NIL				



ORIGINAL SHEET SIZE: A3

CERTIFICATION BY SURVEYOR

SHEET 1 OF 1

SCALE 1: 1000

10 0 10 20 30 40

LENGTHS ARE IN METRES

SURVEYORS FILE REF: 2023017TP

CITY OF GREATER GEELONG

Survey Section
Design and Services Tel:(03) 5272 5272
Wadawurrung Country, 137-149 Mercer Street Geelong

LICENSED SURVEYOR: BRADLEY MILLAR

VERSION: 1

SITE MAP – Encroachment of 2,150m2 onto Barwon Terrace Road Reserve



2.8. Osborne House

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. To inform Council of the completion of the procurement activity for the development of Osborne House and to seek endorsement for the Chief Executive Officer to enter into the necessary contracts for the development of the site generally in accordance with the Gurner Montgomery Proposal contained in **Attachment 1**.

Background

2. In May 2021 the City issued an Expression of Interest for the lease, redevelopment and use of Osborne House, the Stables and the adjacent development site.

3. Submissions were sought from proponents with extensive commercial, hospitality, entertainment or tourism experience to enter into a lease with the City.

4. The EOI process occurred in 2 parts:

    4.1. Part 1 - all submissions were assessed using the criteria specified, criteria from which a shortlist of proponents was selected.

    4.2. Part 2 – a preferred proponent was selected from the shortlist following a further evaluation process which included consideration of further information to be provided including a works plan, staging plan (if applicable), proposed lease terms and conditions and budget information.

5. The City's objectives were to achieve:

    5.1. sustainable use of Osborne House as a significant cultural and community building as an enduring, creative, productive and protected heritage and community asset;

    5.2. enduring protection of the heritage values of the property;

    5.3. implementation of the policies identified in the Conservation Management Plan (see paragraph 15 under **Key Matters**);

    5.4. use of the building for a mix of public and commercial purposes;

    5.5. financially sustainable solutions for the redevelopment and ongoing operations and maintenance of the building.

6. The EOI process was guided by the principles adopted by Council, which are set out in the Council resolution made 23 February 2021.

7. A proposal from the Gurner Montgomery Partnership (**Gurner Montgomery**) was selected as a preferred submission, but negotiations paused for a period during the COVID-19 pandemic and changes in key personnel at the City.

8. In late 2024/early 2025 concept negotiations concluded with the submission of the Gurner Montgomery Proposal contained in **Annexure 1** being accepted by the City for development into an agreed suite of contracts.

Key Matters

9. The site is located at 51 Swinburne Street, North Geelong. It comprises three parcels of land (certificates of title volume 6400 folio 850, volume 7327 folio 230, volume 8217 folio 251.

10. The land is zoned Public Use Zone (PUZ6) under the Greater Geelong Planning Scheme and is subject to a Heritage Overlay (Schedule 7).

11. Osborne House and its Stables is of historical and architectural significance, and are included on the Victorian Heritage Register (H1101) and the Victorian Heritage Inventory (H7721-0064).

12. Osborne House, including the Stables and courtyard, is also included in the Heritage Overlay Schedule to Greater Geelong Planning Scheme (HO207).

13. Osborne House is classified by the National Trust of Australia (Victoria) as a building of State significance (File No. B935) and is included in the Register of the National Estate (Place ID 3651).

14. The Osborne House and Stables Conservation Management Plan 2009 (schedule of works updated 2018; addenda 2021) prepared by Lovell Chen provides guidance on the significance of the various building components and their scope for adaptation (**Conservation Management Plan**).

15. The proposed lease, development and use of the site by Gurner Montgomery will be:

    15.1. subject to obtaining necessary permits under the *Planning & Environment Act 1987* and from Heritage Victoria, including the preparation of a Cultural Heritage Management Plan for the site;

    15.2. carrying our heritage restoration works under the guidance of the Conversation Management Plan to a value of $8million. The expression of interest process identified an amount of $8m to be contributed by Council to the cost of heritage restoration work under the guidance of Conservation Management Plan. The FY25/26 Budget endorsed by Council makes provision for this amount.

16. The suite of contracts to be entered into for the lease, development and use of the site will contain comprehensive contractual provisions for the contribution by Council of the funding towards the heritage restoration works, the carrying out of those works as part of the development of the site and the ongoing use of the site for the nominated purpose. The lease will be for a term of 50 years at a rent of $1.00 payable on demand.

Recommendation

That Council:

1. **Notes the completion of the procurement activity for the lease, development and use of Osborne House, the Stables and adjacent development site;**

2. **Accept the Gurner Mongomery Partnership Proposal contained in Attachment 1 for the lease, development and use of Osborne House for development into an agreed suite of contracts;**

3. **Authorise the Chief Executive Officer negotiate the necessary suite of contracts for the development and use of Osborne House, the Stables and adjacent development site generally in accordance with the Gurner Montgomery Proposal;**

4. **Authorises the contribution of $8m towards the heritage works to be carried out on Osborne House and the Stables in accordance with the Lovell Chen Conservation Management Plan, to be carried out as part of the development of the site;**

5. **Authorise the Chief Executive Officer to execute the necessary suite of contracts with the Gurner Montgomery Partnership (or their nominated legal entity), including:**

   5.1. any heads of agreement or development agreement to facilitate the development of site generally in accordance with the Gurner Montgomery Proposal; and

   5.2. the contribution by Council of $8m towards the heritage restoration works to be carried out on Osborne House and the Stables in accordance with the Conservation Management Plan as part of the development site.

6. **Notes the lease will be signed under delegated authority.**

Financial Sustainability

17. A Council approved contribution to the project of $8m has been included in the FY26-29 budget period. It is intended for this funding to be used in the heritage restoration of Osborne House and stables in line with the Conservation Management Plan.

Community Engagement

18. The development of the expression of interest documentation and process was completed in consultation with the Osborne House Project Control Group and Project Reference Group. The members of these groups included City officers, representatives from Heritage Victoria, the National Trust of Australia (Victoria), an executive member of the Osborne Park Association and other interest groups that have been accommodated at the site historically or had an association with the site.

19. The Project Reference Group was invited to attend a presentation on the Gurner Montgomery proposal on 13 August 2025. Feedback from this presentation as well as the opportunity to provide formal written feedback by the groups was completed. This feedback was provided to Gurner Montgomery for consideration.

20. As required under section 115(4) of the *Local Government Act 2020* community engagement will to be undertaken in accordance with the City's Community Engagement Policy on the proposed lease of the site for the maximum term of 50 years. Subject to completion of the community engagement process, the lease will be executed under delegated authority.

Social Equity and Sustainability

21. The expression of interest process for Osborne House was guided by principles adopted by the Council to ensure cultural, social, financial, and environmental equity:

Cultural Principles

21.1. Recognise, interpret, protect, and celebrate the values of Osborne Park, including both First Nations' and post-settlement heritage.

21.2. Any future development should restore significant heritage buildings and include a heritage interpretation plan.

21.3. Ensure public access to key buildings (Muirhead and Russell) and provide contemporary heritage interpretation.

Social Principles

21.4. Encourage a mix of community, public, and commercial uses, while ensuring public access and community benefit.

21.5. Maintain ongoing public recreational use of Osborne Park sports fields.

21.6. Dedicate a proportion of space for community use (e.g., meeting rooms, function areas).

21.7. Support co-location of small organisations for innovation and cultural activities

Financial Principles

21.8. Consider private partner proposals for long-term leases, but Osborne House must remain in public ownership.

21.9. Allow tenancy arrangements to generate income for maintenance, while ensuring public access.

21.10. Areas for sole community/public use must remain under City control.

21.11. Council will contribute up to $8 million over 3–4 years for restoration.

21.12. Developments should align with broader government objectives, such as job creation and local economic development.

Environmental Principles

21.13. Development and maintenance must align with Council's sustainability and asset management policies.

21.14. The surrounding landscape should be managed according to heritage principles.

Relevant Law/Policy/Legal Implications

22. Osborne House is entered on the Victorian Heritage Register (H1101) and future options for development will need to consider the permit approval requirements of Heritage Victoria under the *Heritage Act 2017.*

23. Osborne House, adjoining parts of the Foreshore Reserve and Swinburne Street Road Reserve potentially contain Aboriginal artefact sites and are within an area of Aboriginal cultural sensitivity. Future options for development will need to consider First Nation values while a Cultural Heritage Management Plan will be required prior to any development works.

24. The lease for the site will be executed under existing delegated authority, subject to compliance with the Community Engagement Policy.

Alignment to Council Plan and Vision

25. This report aligns with the Council Plan 2025-29 strategic priority:

25.1. Economic Development – New businesses, events and investment are attracted to the region.

25.2. Heritage and Culture – Protect Cultural heritage of Greater Geelong.

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

25.4. Council's Vision for a Clever and Creative City, which states specifically that success (in part) "will be achieved by attracting creatively oriented and artistic industries to the region through the creative re-use of heritage assets".

25.5. The UNESCO City of Design key objective being to "work towards placing creativity and cultural industries at the heart of their development plans".

Conflict of Interest

26. No officer involved in the development of this report or the project overall have declared a conflict of interest.

Risk Assessment

27. There is a financial, reputational and asset risk related to Osborne House. If an agreed plan for the use and development of the building is not actioned, the building will continue to fall into disrepair and the heritage values of the building could be lost. To offset this risk Osborne House requires investment and activation to ensure an enduring, creative and productive future which celebrates and protects the significant heritage status of the building.

Environmental Sustainability

28. The future development of Osborne House will give consideration to Council's Sustainability Framework.

29. Any redevelopment of Osborne House will require a Cultural Heritage Management Plan to ensure the indigenous cultural heritage of the landscape is understood and protected.

Attachments

1. Aug 25 250813 GPG Osbourne House COUNCIL [**2.8.1** - 35 pages]


THE
Osborne
1857
NORTH GEELONG
AUGUST 2025
GURNER™ GROUP X MONTGOMERY PROPERTY



BRINGING LIFE BACK TO A HISTORICAL ICON OF GEELONG

Chapter One
PROJECT TEAM
1

Chapter Two
THE VISION
2

Chapter Three
LOOK & FEEL
3

Chapter Four
MASTERPLAN
4

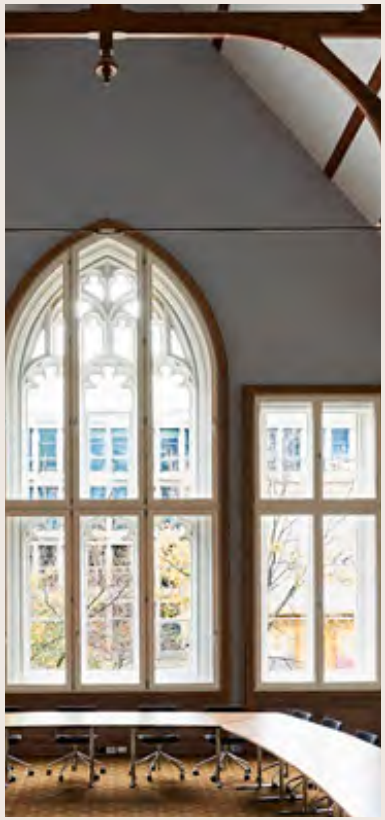
CHAPTER ONE

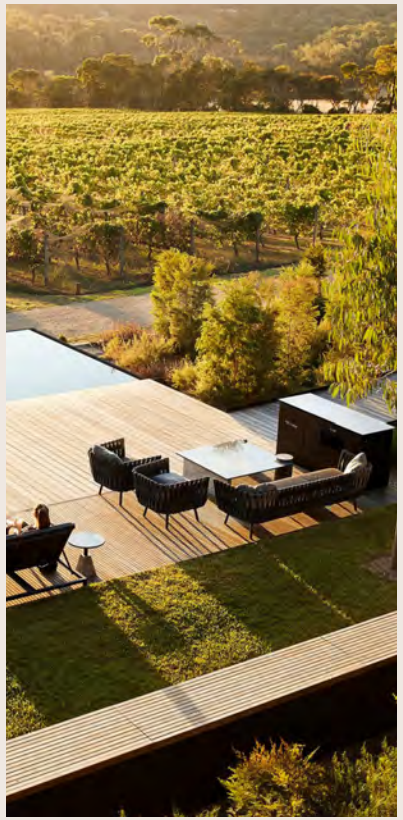
PROJECT TEAM



PROJECT TEAM







GURNER™ DEVELOPER

Montgomery Property DEVELOPER

LOVELL CHEN HERITAGE

CERA STRIBLEY ARCHITECT

T.C.L LANDSCAPE

GURNER™ GROUP TEAM



TIM GURNER
FOUNDER &
EXECUTIVE CHAIR

TIM GURNER IS AN AUSTRALIAN BUSINESSMAN, ENTREPRENEUR, AND FOUNDER AND CEO OF THE GURNER GROUP WHICH SPANS SIX DIVISIONS ACROSS WELLNESS, HOSPITALITY, DESIGN, PROPERTY MANAGEMENT, FUNDS MANAGEMENT, AND A BTS AND BTR PROPERTY DEVELOPMENT ARM.

ONE OF TIM'S MOST SIGNIFICANT ACCOMPLISHMENTS CAME IN 2013 WHEN HE JOINT VENTURED AN ICONIC HERITAGE-LISTED PROPERTY IN BRISBANE, WHICH HE TRANSFORMED INTO AN LUXURY RESIDENTIAL DEVELOPMENT KNOWN AS FORTITUDE VALLEY (FV). THIS PROJECT SHOWCASED THE GROUP'S ABILITY TO REVIVE HISTORICAL LANDMARKS WHILE INCORPORATING CONTEMPORARY ELEMENTS, SETTING A NEW STANDARD FOR LUXURY LIVING IN THE AREA.

LATER, GURNER™ WOULD SET THE NEW RESIDENTIAL APARTMENT RECORD FOR MELBOURNE WITH THE REVERED $550MILLION SAINT MORITZ DEVELOPMENT IN ST KILDA, A PROJECT THAT IS USED AS THE BENCHMARK FOR RESIDENTIAL LUXURY AND SERVICE TO THIS DAY.
IN 2021, AFTER DIVERSIFYING THE DEVELOPER'S OPERATIONS INTO HOSPITALITY, DESIGN AND WELLNESS, TIM CREATED GURNER GROUP WHICH NOT ONLY MANAGES THE PROPERTY DEVELOPMENT BUSINESS BUT THE NOW THRIVING FUNDS MANAGEMENT DIVISION AND NUMEROUS HOSPITALITY VENTURES.

IN 2023, TIM CAME FULL CIRCLE FOUNDING AUSTRALIA'S FIRST PRIVATE WELLNESS CLUB SAINT HAVEN IN COLLINGWOOD, WHICH REACHED OVERSUBSCRIBED PRIOR TO DOORS OPENING.



AHMED FAHOUR
GROUP CEO

MR. AHMED FAHOUR AO CURRENTLY SERVES AS THE GROUP CEO OF GURNER™ GROUP AND HOLDS THE POSITION OF CHAIRMAN AT INVEST VICTORIA, ALONG WITH A NON-EXECUTIVE DIRECTOR ROLE AT THE NATIONAL RECONSTRUCTION FUND CORPORATION.
WITH OVER 35 YEARS OF EXPERIENCE, AHMED HAS HELD KEY EXECUTIVE POSITIONS ACROSS DIVERSE SECTORS

INCLUDING BANKING, FINANCIAL SERVICES, MANAGEMENT CONSULTING, AND POSTAL SERVICES. HIS NOTABLE ROLES INCLUDE MANAGING DIRECTOR, BOARD MEMBER, AND CEO AT LATITUDE FINANCIAL, AUSTRALIA POST, NATIONAL AUSTRALIA BANK AUSTRALIA, AND CITIGROUP ALTERNATIVE INVESTMENTS (IN NEW YORK), AS WELL AS A GLOBAL PARTNER AT BOSTON CONSULTING GROUP.

ADDITIONALLY, HE SERVES AS CHAIRMAN OF THE HAIRHOUSE GROUP. THROUGHOUT HIS CAREER, AHMED HAS ASSUMED VARIOUS APPOINTMENTS, INCLUDING DIRECTOR OF NASDAQ DUBAI, CARLTON FOOTBALL CLUB, AND METHODIST LADIES COLLEGE. HE HAS CHAIRED SIGNIFICANT ORGANISATIONS SUCH AS THE COUNCIL OF AUSTRALIAN-ARAB RELATIONS AND ASX-LISTED COMPANY PRO.PAC PACKAGING, WHILE ALSO SERVING AS CHAIRMAN OF RIP CURL AND NON-EXECUTIVE DIRECTOR OF THE MURDOCH CHILDREN'S RESEARCH INSTITUTE. IN RECOGNITION OF HIS CONTRIBUTIONS, HE WAS APPOINTED AS AN ADJUNCT PROFESSOR AT LA TROBE UNIVERSITY BUSINESS AND LAW SCHOOL IN 2014.

AHMED HAS PLAYED PIVOTAL ROLES IN DIPLOMATIC AFFAIRS, SERVING AS AUSTRALIA'S SPECIAL ENVOY TO THE OIC AND FOUNDING THE ISLAMIC MUSEUM OF AUSTRALIA, WHERE HE HOLDS THE POSITION OF FOUNDER & PATRON. HE WAS HONOURED WITH THE TITLE OF OFFICER OF THE ORDER OF AUSTRALIA IN JANUARY 2017.

EDUCATIONALLY, AHMED HOLDS A BACHELOR OF ECONOMICS (HONS) AND AN HONORARY DOCTORATE FROM LATROBE UNIVERSITY, AS WELL AS A MASTER OF BUSINESS ADMINISTRATION FROM MELBOURNE BUSINESS SCHOOL.



ROBERT CLARKE
CHIEF DEVELOPMENT
OFFICER

ROB IS THE CHIEF DEVELOPMENT OFFICER FOR GURNERTM GROUP AND IS RESPONSIBLE FOR ACQUISITIONS, DESIGN, DEVELOPMENT, AND SALES & MARKETING FOR THE GROUP. ROB JOINED GURNER™ GROUP IN FEBRUARY 2022.

ROB IS AN EXPERIENCED DEVELOPMENT PROFESSIONAL WITH A CAREER SPANNING OVER 25 YEARS HAVING WORKED IN MELBOURNE, SYDNEY, BRISBANE AND LONDON WITH PRIVATE AND LISTED DEVELOPERS AS WELL AS HIGHLY REGARDED DEVELOPMENT ADVISORY FIRMS.
ROB'S DIVERSE EXPERIENCE IN THE PROPERTY SECTOR ENABLES HIM TO SOLVE COMPLEX PROBLEMS, LEAD, AND MENTOR A LARGE TEAM OF DEVELOPMENT PROFESSIONALS WHILE WORKING CLOSELY WITH THE GROUP'S JOINT VENTURE PARTNERS, CAPITAL PARTNERS AND KEY STAKEHOLDERS.

PRIOR TO JOINING GURNER™ ROB WAS A DIRECTOR OF POINT POLARIS ADVISORY FROM 2015-2022, UNDERTOOK VARIOUS DEVELOPMENT ROLES WITH LENDLEASE FROM 2005-2015 AND WAS AN ASSOCIATE DIRECTOR WITH ATKINS DEVELOPMENT ADVISORY IN LONDON FROM 2003-2004.

ROB HOLDS A BACHELOR OF PLANNING & DESIGN AND BACHELOR OF PROPERTY & CONSTRUCTION FROM THE UNIVERSITY OF MELBOURNE, A CERTIFICATE IV IN MORTGAGE BROKING, A CERTIFICATE IV IN REAL ESTATE AND HAS COMPLETED POST GRADUATE STUDIES IN APPLIED FINANCE AND INVESTMENT.



PETER CRINIS
GROUP CHIEF
EXECUTIVE OFFICER -
WELLNESS, HOTELS
& HOSPITALITY

PETER CRINIS HAS MORE THAN 25 YEARS' EXECUTIVE EXPERIENCE IN THE HOTEL, HOSPITALITY AND TOURISM SECTORS, INCLUDING TWO YEARS AS THE CHIEF EXECUTIVE OFFICER HOTEL AND NON-GAMING OPERATIONS FOR CROWN SYDNEY AND CROWN HOTELS, PART OF ONE OF AUSTRALIA'S LARGEST ENTERTAINMENT GROUPS CROWN RESORTS (ASX:CWN).

PREVIOUSLY PETER WAS CHIEF OPERATING OFFICER FOR CROWN HOTELS, RETAIL FOOD & BEVERAGE. PETER'S EXPERTISE IN LEADING MAJOR INFRASTRUCTURE PROJECTS AND EXPANSION PROGRAMS FOR LUXURY PROPERTIES INCLUDES THE $2.2 BILLION 2020 LAUNCH OF SIX-STAR CROWN SYDNEY AND $500 MILLION CROWN METROPOL; RESPONSIBILITY ACROSS SEVEN HOTEL BRANDS, 3500 HOTEL ROOMS, 90 RESTAURANTS; AND THE CONCEPTUALISATION OF CROWN LUXURY PROPERTIES IN MANILA AND MACAU.

AS WELL AS HIS EXECUTIVE EXPERIENCE, PETER IS A FORMER PRESIDENT OF THE AUSTRALIAN HOTELS ASSOCIATION (AHA) NATIONAL ACCOMMODATION DIVISION. HE SITS ON THE BOARD OF VISIT VICTORIA, THE CHILDREN'S CANCER FOUNDATION, IS A DIRECTOR OF MELBOURNE PLACE AND IS THE CO-CHAIRMAN OF THE MILLION DOLLAR LUNCH WHICH HAS RAISED MORE THAN $21 MILLION FOR THE CHILDREN'S CANCER FOUNDATION SINCE ITS INCEPTION IN 2005.

PETER HAS GAINED A WEALTH OF CAPABILITY IN ALL AREAS OF BUSINESS OPERATIONS FOR HOTELS AND HOSPITALITY IN HIS ROLES WITH CROWN RESORTS, HYATT HOTELS CORPORATION AND HILTON WORLDWIDE HOLDINGS. HE UNDERSTANDS THE MACHINATIONS OF HOSPITALITY FROM THE GRASS ROOTS THROUGH TO BOARD LEVEL AS WELL AS DIVERSE HOSPITALITY CRITERIA INCLUDING EXPERIENTIAL LUXURY, PRIVACY AND SECURITY, CULINARY EXCELLENCE AND SUSTAINABILITY.



JAMES ROBERTS
CHIEF PROJECTS
OFFICER

JAMES ROBERTS IS THE PROJECTS DIRECTOR AT GURNER™ AND HAS WORKED WITH THE GURNER™ TEAM SINCE EARLY 2016 AFTER 11 YEARS AT LENDLEASE AS NATIONAL PROJECT MANAGER.

JAMES OVERSEES ALL ASPECTS OF DEVELOPMENT AND CONSTRUCTION AT GURNER™ AND MANAGES THE GURNER™ DEVELOPMENT TEAM AND ALL ASPECTS OF DEVELOPMENT FROM PLANNING RIGHT THROUGH TO CONSTRICTION COMPLETION.

JAMES IS A REGISTERED ARCHITECT AND HOLDS A BACHELOR OF ARCHITECTURE FROM THE UNIVERSITY OF NEW SOUTH WALES AND A BACHELOR OF APPLIED SCIENCE IN ENVIRONMENTAL DESIGN FROM THE UNIVERSITY OF CANBERRA.



ALEX FIN
EXECUTIVE GENERAL
MANAGER - DESIGN

AFTER A SUCCESSFUL CAREER AT ELENBERG FRASER, ALEX JOINED THE GURNER™ TEAM IN 2018 AS DESIGN MANAGER. ALEX QUICKLY BECAME DESIGN DIRECTOR, RESPONSIBLE FOR ALL ASPECTS OF DESIGN AND MANAGING THE INTERNAL GURNER™ DESIGN TEAM.

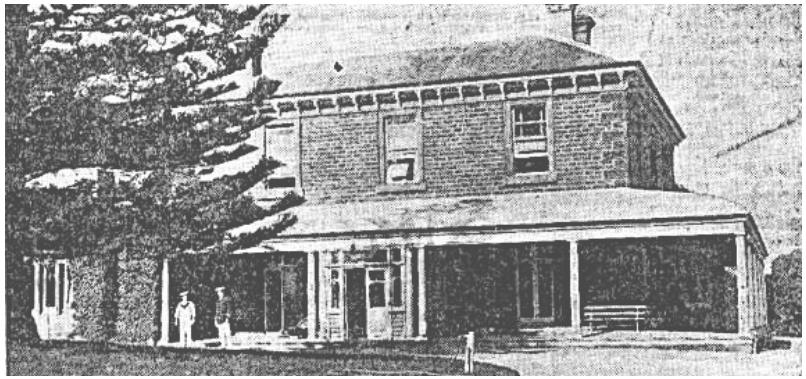
ALEX'S ROLE IS HEAVILY FOCUSED ON FRONT END ACQUISITION AND CONCEPT DESIGN.

ALEX IS A REGISTERED ARCHITECT AND HOLDS A BACHELOR OF PROPERTY AND CONSTRUCTION, AND A MASTER OF ARCHITECTURE BOTH FROM THE UNIVERSITY OF MELBOURNE.

CHAPTER TWO

THE VISION





Re-imagining an icon

OUR VISION IS TO CELEBRATE, REINSTATE, AND REIMAGINE OSBORNE HOUSE AND ITS GROUNDS AS A SUSTAINABLE NEW-AGE PRECINCT

A DYNAMIC SPACE THAT FOSTERS ONGOING LOCAL CULTURAL & SOCIAL EXCHANGE.

WE AIM TO REPOSITION THIS HISTORIC LANDMARK AS A VIBRANT ICON AND DESTINATION FOR GEELONG AND VICTORIA.



OBLIQUE VIEW OF OSBORNE HOUSE AND GROUNDS LOOKING WEST (1927). THE PICTURE SHOWS THE 1912-13 WINGS TO THE NORTH AND WEST OF THE 1910 GEELONG HARBOUR TRUST EXTENSION AND THE TIMBER BUILDINGS ON THE PRESENT COUNCIL DEPOT (RIGHT).

SOURCE: PICTURE COLLECTION, STATE LIBRARY OF VICTORIA.

Heritage Hotel
Wellness Spa
Restaurant
Lounge Bar
Events & Conferencing
Eco Villas



EAST GEELONG CA 1926

THE

Osborne



1857

NORTH GEELONG

CHAPTER THREE

LOOK AND FEEL





ARRIVE IN

style

TO THE OSBORNE

Arrival











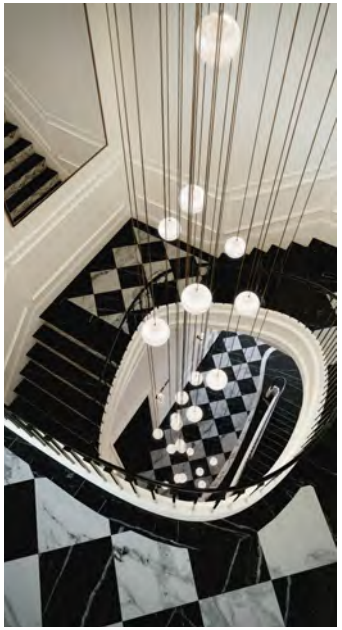
Osborne House

GRAND LOBBY



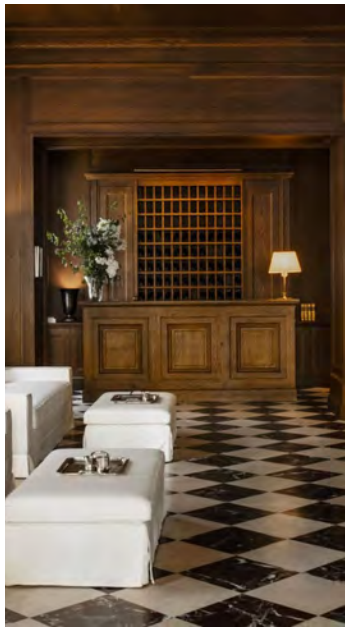


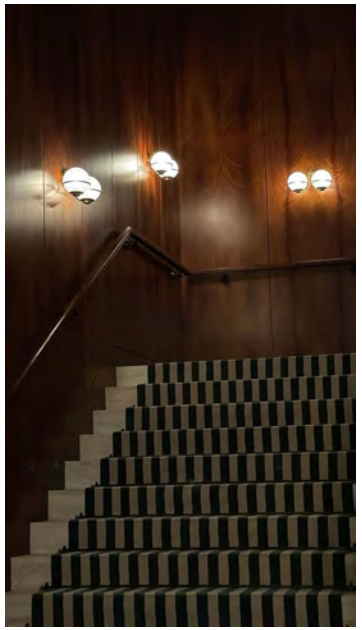
145 HIGH STREET





2-12 CAMBRIDGE STREET







DINE AND RELAX AT
THE OSBORNE

Lounge & Bar

1857
NORTH GEELONG

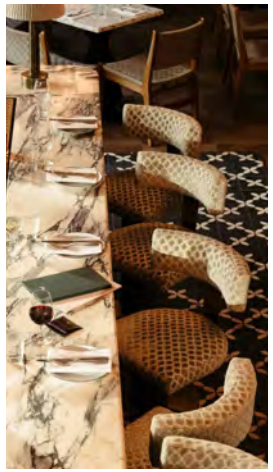
Osborne House

LOUNGE BAR













SAINT HAVEN SOUTH YARRA

Osborne House

BUSINESS CLUB











SAINT MORITZ

RETREAT TO THE

Heritage

HOTEL SUITES

1857
NORTH GEELONG



Osborne House

HERITAGE HOTEL SUITES





2-12 CAMBRIDGE STREET

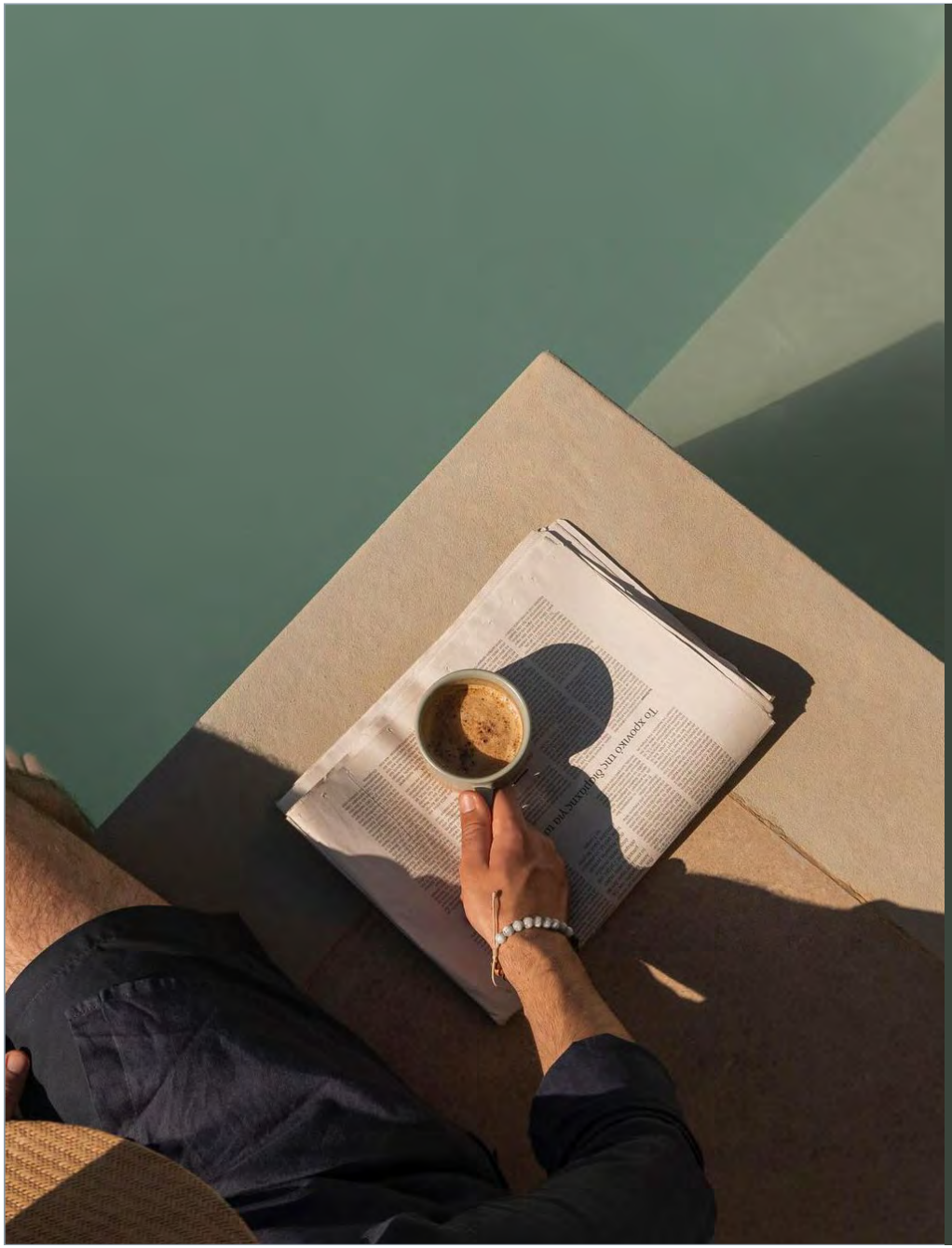


2-12 CAMBRIDGE STREET









EXPERIENCE THE TOTAL

Rejuvenating

WELLNESS OFFERING OF
THE OSBORNE

1857
NORTH GEELONG

Osborne House

OCEANSIDE RESTAURANT





ANELLI - 1 WELLINGTON ST, ST KILDA



BAR BIANCO - 508 MALVERN RD, PRAHRAN





Stables

HEALTH & WELLNESS







SAINT HAVEN BLACK TOORAK



SAINT HAVEN BLACK TOORAK



SAINT HAVEN BLACK TOORAK

EXPERIENCES

Beyond

THE HOUSE

1857
NORTH GEELONG



Marquee

CONFERENCING &
EVENTS SPACE











Eco Villas

PRIVATE ACCOMMODATION







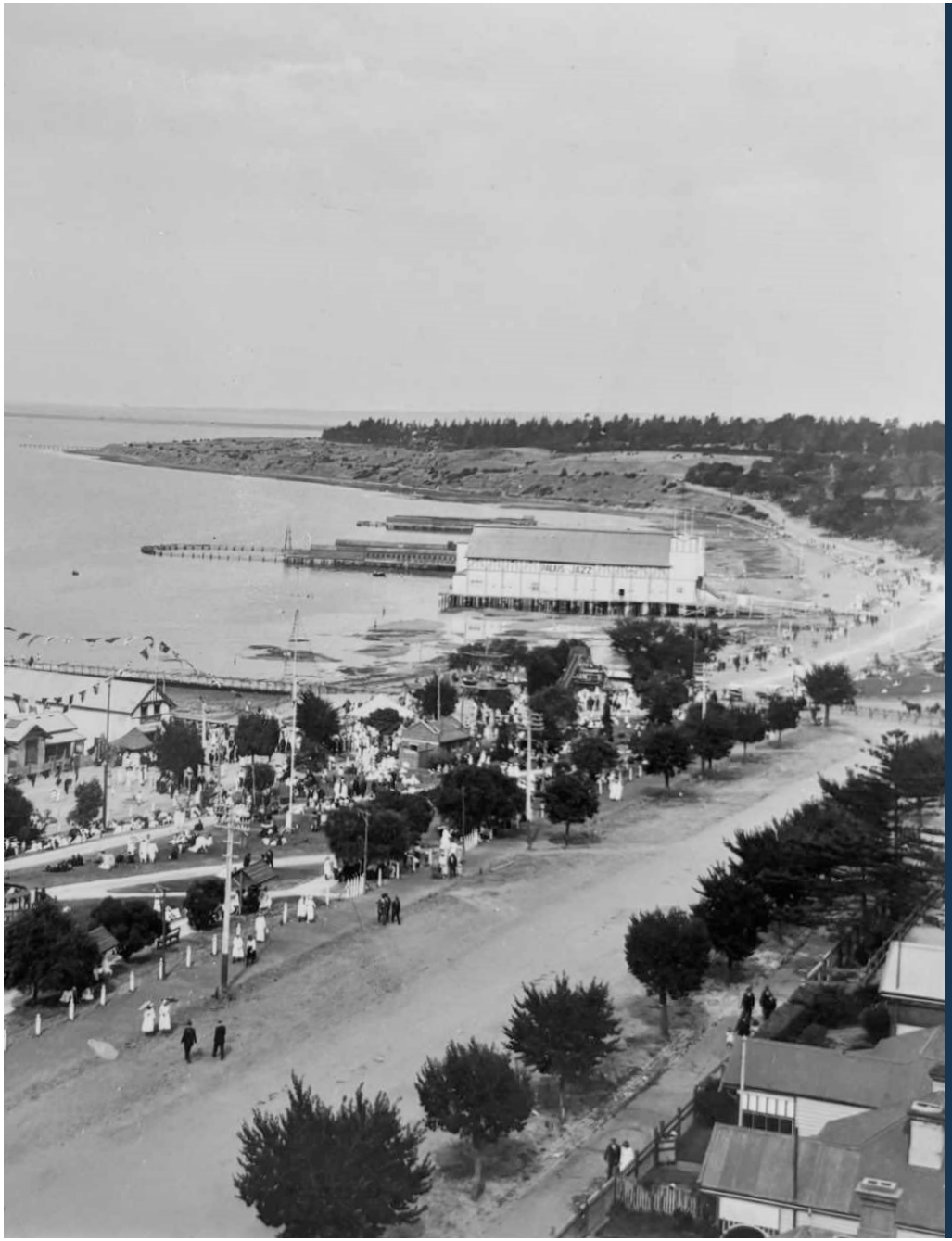




CHAPTER FOUR

MASTERPLAN

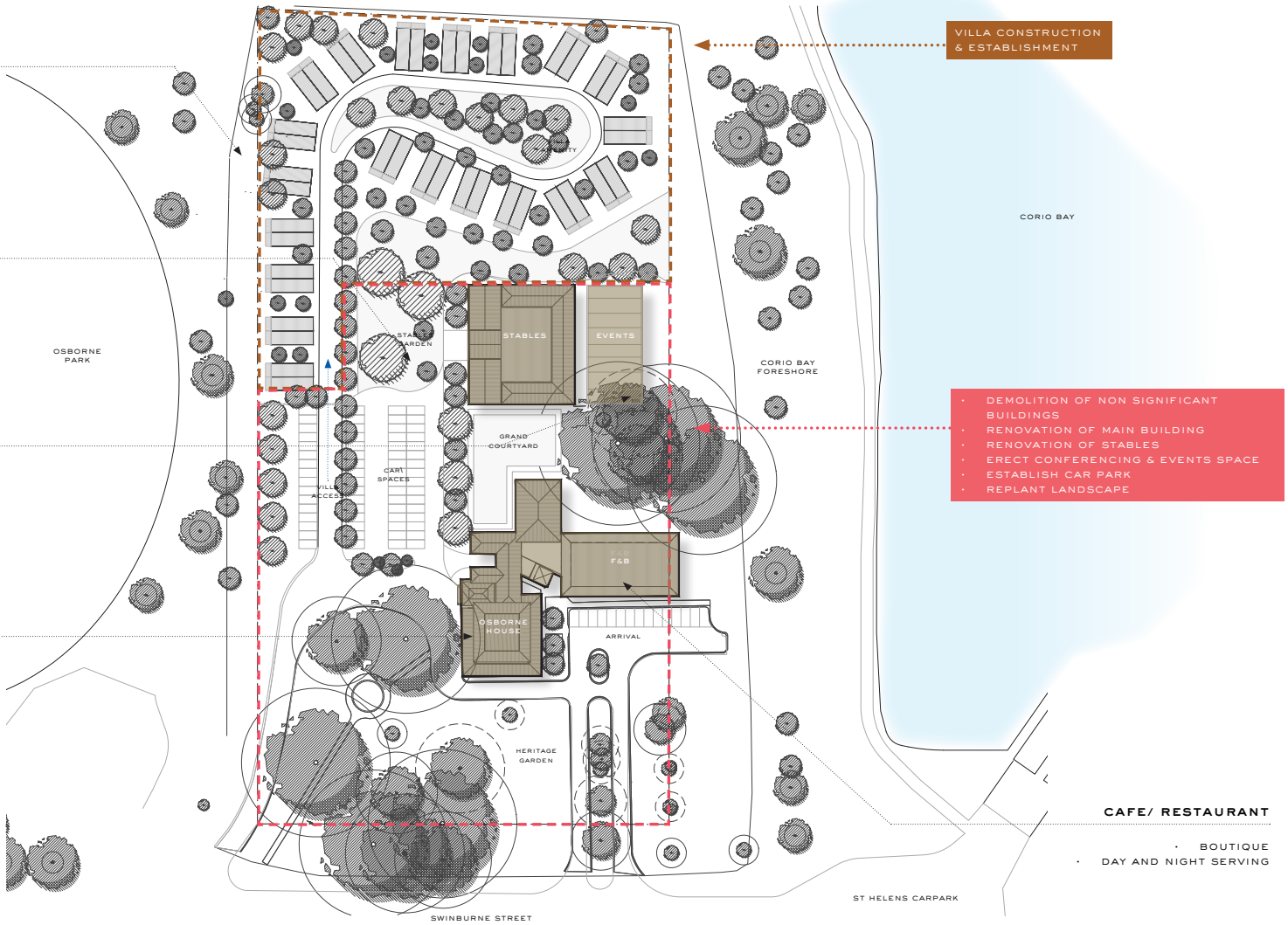




Masterplan

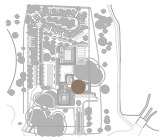
10 HERITAGE HOTEL SUITES	40 LUXURY ECO STAYS
6 MEETING ROOMS	62 CAR PARKS
1 RESTAURANT	1 MUSEUM
1 HEALTH & WELLNESS ZONE	1 CONFERENCING & EVENT SPACE
1 LOUNGE BAR	

Masterplan


40 X ECO VILLAS
· VIEWS OF BAY
· ON GRADE CARPARK
HEALTH & WELLNESS
· SPA
· TREATMENTS
· RELAXATION GARDEN
CONFERENCING & EVENTS SPACE
· WEDDINGS
· EVENTS
· CONFERENCES
· RESTAURANT
· FOOD & BEVERAGE
OSBORNE HOUSE
· HOTEL SUITES
· RECEPTION
· CONFERENCE CENTRE
· BAR/LOUNGE
VILLA CONSTRUCTION & ESTABLISHMENT
· DEMOLITION OF NON SIGNIFICANT BUILDINGS
· RENOVATION OF MAIN BUILDING
· RENOVATION OF STABLES
· ERECT CONFERENCING & EVENTS SPACE
· ESTABLISH CAR PARK
· REPLANT LANDSCAPE
CAFE/ RESTAURANT
· BOUTIQUE
· DAY AND NIGHT SERVING
OSBORNE PARK
CORIO BAY
CORIO BAY FORESHORE
ST HELENS CARPARK
SWINBURNE STREET
STABLES
EVENTS
GRAND COURTYARD
CART SPACES
F&B
OSBORNE HOUSE
ARRIVAL
HERITAGE GARDEN

Osborne house

GROUND



RESTAURANT

- APPROX 160 PATRONS
- COMMERCIAL KITCHEN
- ADJUSTABLE SPACE FOR EVENTS

HERITAGE BAR

- PRIVATE BAR & LOUNGE AREA
- FOR HOTEL USE & BOOKABLE FOR EVENTS

RECEPTION

- HOTEL CHECK IN
- CONFERENCE CENTRE CHECK IN

MEETING ROOMS

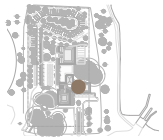
- CONFERENCE SPACES
- COMMUNITY USE

MUSEUM

- HISTORICAL COLLECTION

Osborne house

LEVEL 01

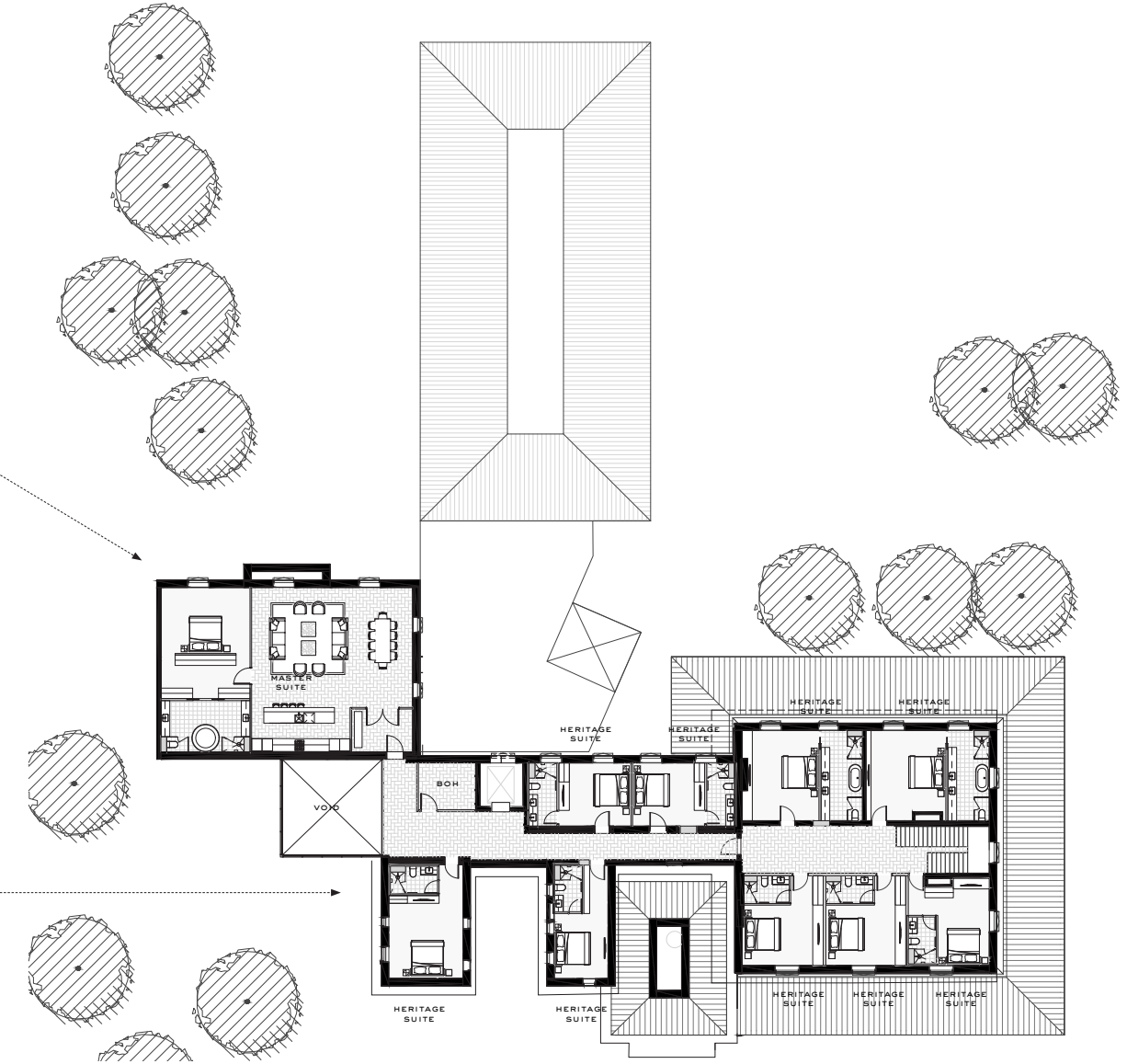


IX MASTER SUITE

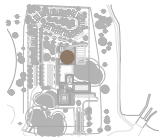
- FOR BRIDE AND GROOM
- MASTER BATHROOM
- LIVING
- WALK IN ROBE

9X HOTEL ROOMS

- BATHROOM
- MASTER BED
- HERITAGE STYLING



Stables
HEALTH & WELLNESS





RELAXATION
- HOT & COLD BATHS
- STEAM & SAUNA

WAITING LOUNGE
- RELAXATION
- TEA ROOMS
- CO WORKING

RECEPTION

BACK OF HOUSE
- EMPLOYEE USE
- STORAGE

IV DRIPS

HYPERBARIC

CHANGEROOMS & LOCKERS

CRYO, IR SAUNA

TREATMENT ROOMS

COUPLES TREATMENT ROOM

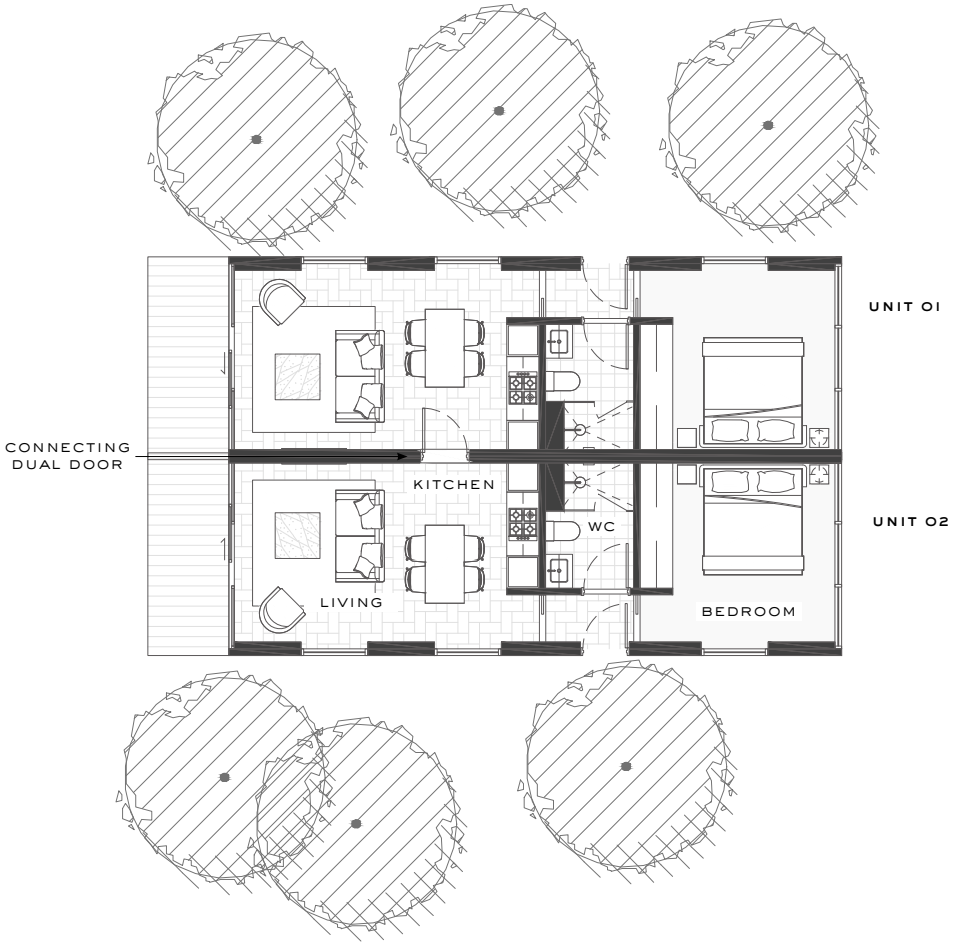
Luxury Villas

TYPICAL VILLA



FLOORPLAN

INTERNAL: 42 SQM

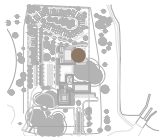


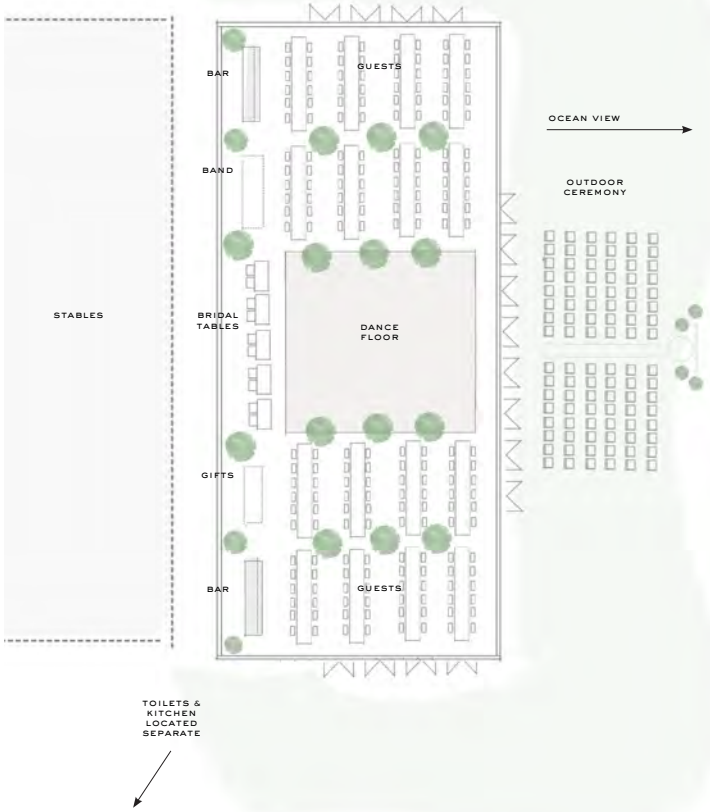
REFERENCES





Conferencing and Event space





INDICATIVE LAYOUT
WEDDING



INDICATIVE LAYOUT
CONFERENCE



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2.9. Elgin Street Drysdale Declaration of Charge Special Rate and Charge Scheme SRC 376

Source: **City Infrastructure**
Executive Director: **James Stirton**

Purpose

1. This report seeks a resolution by Council to declare a Special Charge Scheme (SRC) to co-fund the sealing of Elgin Street, Drysdale.

Background

2. The proposed road construction and sealing works have been developed in response to complaints and a petition received from residents requesting to seal the road. Sealing this section of road will improve amenity, road safety and limit the impacts from dust, mud, and stone scatter to the adjacent properties.

3. Council resolved its intention to declare a Special Charge Scheme at its meeting of 27 May 2025. A public notice and letters to all benefiting property owners was sent containing all relevant scheme information.

Key Matters

4. The total scheme cost is estimated at $529,835.83. Property owners will be required to contribute $386,780.15 (73 percent) based on the apportionment of cost and special benefit to adjacent properties.

5. The non-recoverable contribution sum of $143,055.67 (27 percent) will be required by the City in the 2026-27 financial year budget to meet its commitment to the construction of this project.

6. The estimated cost and apportionment are shown in Attachment 3 – Schedule C.

7. There are 40 properties (32 property owners) abutting the proposed road sealing work that will receive a special benefit.

8. Three formal submissions were received in relation to the proposed charge. Two were in support of the scheme and one was an objection to the scheme. The objector requested to speak to Council of their submission at a Submission Review Panel hearing held Tuesday 9 September 2025. Minutes from the meeting can be found in Attachment 4 – Submission Review Panel Meeting Minutes.

9. Should Council declare the scheme, there is an opportunity for submissions to be sent to the Victorian Civil and Administrative Tribunal (VCAT) for further consideration and determination.

Recommendation

That Council:

1. Resolves to declare the Special Charge Scheme as follows:

1.1. The special charge is declared for a period of five years commencing on the date on which it is levied.

1.2. The special charge be declared for the purpose of defraying expenses incurred by the City in relation to road construction and sealing at Elgin Street, Drysdale.

1.2.1. Council considers the works will be a special benefit to those persons required to pay the special charge (and who are described in succeeding parts of this Resolution);

1.2.2. The scheme arises out of Council's function of planning for and providing infrastructure for property owners.

1.3. The total cost of the scheme be recorded as $529,835.83, refer Attachment 1 – Schedule A.

1.4. It be recorded that, for the purposes of Section 163 (2A) of the Act, (refer to Attachment 2, Schedule B) the special charge proceeds will not exceed the amount calculated in accordance with the prescribed formula (R x C = S), where:

1.4.1. `Benefit Ratio' (R) is calculated at 1 represents the special benefits to all persons liable to pay the special charge; and

1.4.2. `Total Cost' (C) of performing the function described in part 1.2 of this resolution based on estimated cost be recorded as $529,835.83; and

1.4.3. `Maximum levy' (S) be recorded as $386,780.15.

1.5. The following be specified as the area for which the special charge is so declared:

1.5.1. The area within municipal district of Council highlighted in the plan at Attachment 5.

1.6. The following be specified as the land in relation to which the special charge so declared:

1.6.1. Land within the area shown on the plan at Attachment 5.

1.7. The following be specified as the criteria which form the basis of the special charge so declared:

1.7.1. Ownership of any land described in Section 1.6 of this

Resolution.

1.8. The following be specified as the way the special charge so declared will be assessed and levied:

1.8.1. The property receives an access and/or amenity benefit;

1.8.2. The maximum levy includes an access and/or amenity benefit; and

1.8.3. The special charge will be levied by sending a notice to the person who is liable to pay, pursuant to section 163(4) of the Act.

1.9. Having regard to the preceding parts of this Resolution but subject to Section 166 (1) of the Act, it will be recorded that;

1.9.1. The owner of the land described in column 1 and column 2 is liable for the estimated amount set out in column 6 of Attachment 3 – Schedule C;

1.9.2. The owner may, subject to any further resolution of Council pay the special charge in the following manner:

1.9.2.1. The charge will become due and payable within one month of the issue of the notice requesting payment pursuant to Section 167 (3) of the Act;

1.9.2.2. Interest will not be charged for six months after the issue of the notice provided the person liable makes timely payment in accordance with any repayment arrangements that may be agreed on by the City; and

1.9.2.3. In accordance with Section 172 of the Act, the interest rate payable on the special charge which has not been paid by the specific date is set at the City's overdraft rate, reviewed every three months (provided that it shall not exceed the rate fixed by the Governor in Council by Order for the purposes of Section 172 (2A) in which case the rate of interest shall be the maximum rate fixed by the Governor in Council by Order for the purposes of this section).

2. Authorises Council's Chief Executive Officer or delegated authority to levy the special charge in accordance with Section 163(4) of the Act.

3. Commits an allocation equal to the total project cost (estimated $529,835.83) to fund the construction under this scheme within Council's 2026-27 financial year budget.

Financial Sustainability

10. The total scheme cost is estimated at $529,835.83.

11. An allocation equal to the total project cost to fund the construction under this scheme needs to be made within Council's 2026-27 financial year budget if the scheme progresses.

12. Elgin Street is a category 2 road. Under our Special Rate and Charges Policy and procedures, this road would traditionally receive a special benefit of 75 percent and a community benefit of 25percent.

13. Property owners will fund $386,780.15 (73 percent - special benefit) if this project is declared due to reduced contributions from three properties within the scheme that were deemed not to receive full benefit. The burden of this was shared amongst all other contributors including the City.

14. Special charges are a key source of revenue for Council's civil infrastructure construction programs which enable the timely delivery of community requested infrastructure that provides a higher level of service than currently available and deliverable with existing capital budgets.

15. It is recognised that significant hardship can be experienced by members of our community. The City will consider an application for financial hardship relief confidentially and objectively based on the information provided by the person in the application and will advise of its decision in writing after receiving the application and all supporting information.

Community Engagement

16. To develop the scheme to an intention to declare stage, a number of community consultation phases were conducted with property owners, seeking to confirm support for the Special Charge Scheme. A petition received in October 2024 demonstrated that support was warranted for the road upgrade under a proposed Special Rate and Charge scheme.

17. A further community consultation in March 2025, provided property owners with an opportunity to understand and provide feedback on, the Special Rate and Charge scheme process, designs and costs apportioned to properties to seal the road. Responses were received from 25 of the 32 property owners. 15 supported the road sealing under a Special Charge Scheme and 10 did not.

18. Subsequent to Council's intention to declare a Special Charge Scheme resolution at its meeting on 27 May 2025:

    18.1. A Public Notice was placed in The Times newspaper on Friday 13 June 2025 with a copy sent to all benefitting property owners on the same day.

19. Three submissions were received during the 28-day submission period following the advertisement of the Public Notice which closed on Friday 18 July 2025. One submitter requested to have their submission heard by a Submission Review Panel meeting which took place on Tuesday 9 September 2025. Attachment 4 – Submission Review Panel Meeting Minutes.

20. Further correspondence will be sent to all benefitting property owners following Council's decision on the declaration.

    20.1. Should Council resolve to declare the charges, all property owners have a right of appeal to VCAT. This information is included in the Levy Notice which is sent to all property owners. Should VCAT confirm the scheme, Council is cleared to proceed to construction.

21. The Special Charge scheme process is described in Attachment 6 – Special Charge Scheme Process.

Social Equity and Sustainability

22. The provision of properly sealed and drained roadways is aligned to the Council Plan and provides improved amenity, connectivity and safety for motorists and pedestrians.

23. Council is not required to levy a Special Rate and Charge on any or every property that will receive a special benefit. A property with a special benefit may be excluded from the scheme for any of the following reasons:

    23.1. Council is unable to levy a special charge on the property;

    23.2. The owner of the property has already contributed to the costs of the works through a development levy;

    23.3. Council considers that there are advantages for the municipality in excluding the property from the scheme;

    23.4. Council considers that the special benefits for the property are marginal and would not warrant including the property in the scheme; or

    23.5. Any other reason that Council considers appropriate.

Relevant Law/Policy/Legal Implications

24. The scheme has been prepared in accordance with the Special Rate and Charge provisions of the Local Government Act 1989, consultation requirements of the Local Government Act 2020 and Council's Special Rates and Charges Policy and procedures.

Alignment to Council Plan and Vision

25. This report aligns with Council Plan 2025-2029 strategic priority:
    Core and Critical Infrastructure

26. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
    A fast, reliable and connected transport network.

Conflict of Interest

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

Risk Assessment

28. Sealing Elgin Street, Drysdale will provide an enhanced level of service to residents compared to the level of service provided by a gravel road.

29. In making its decision to declare the scheme, Council is subject to the scheme being referred to VCAT.

Environmental Sustainability

30. The road infrastructure proposal provides sealed access, improved drainage and amenity as dust and mud are mitigated.

31. It is anticipated that no significant vegetation removal will be required to complete this project.

32. The City will encourage the use of recycled materials for the project construction.

Attachments

1. Attachment 1 Schedule A Cost Estimate Elgin Street Drysdale SRC376 Declaration of Charge [**2.9.1** - 1 page]
2. Attachment 2 Schedule B Benefit Cost Ratio Elgin Street Drysdale SRC376 Declaration of Ch [**2.9.2** - 1 page]
3. Attachment 3 Schedule C Proposed Special Charge Elgin Street Drysdale SRC376 Declaration [**2.9.3** - 2 pages]
4. Attachment 4 Submission Review Panel Meeting Minutes Elgin Street Drysdale SRC 376 Declar [**2.9.4** - 6 pages]
5. Attachment 5 Plan Elgin Street Drysdale SRC376 Declaration of Charge D25 335677 [**2.9.5** - 1 page]
6. Attachment 6 Scheme Process Elgin Street Drysdale SRC 376 Declaration of Charge D25 33570 [**2.9.6** - 1 page]

Attachment 1

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC) - SCHEDULE 'A'

ELGIN STREET, DRYSDALE – SRC 376 – COST ESTIMATES

PRELIMINARY
CONSTRUCTION COST ESTIMATE
$471,552
Please refer to relevant notes provided at end of this document.

This is a Confidential Document
For Authorised Use Only

PROJECT NO:-
2024039
PROJECT DESCRIPTION :-
Elgin Street, Drysdale

ESTIMATE REVISION NO. -

DATE : 9 January 2025

PROJECT MANAGER : A McGorman

PROVIDER REFERENCE : .....

DESIGNER : J

ITEM	DESCRIPTION	QUANTITY	UNIT	RATE $	AMOUNT $
1.00	**GENERAL**				
1.01	Initial site establishment and set up, decamping and site cleanup and other fixed costs up to time of completion of works.	1	Item	$30,000.00	$30,000.00
1.02	Traffic management costs.	22	Item	$1,500.00	$33,000.00
1.03	Setting out of works.	1	Item	$1,000.00	$1,000.00
1.04	Service / Cable locations	1	Item	$2,000.00	$2,000.00
2.00	**EARTHWORKS & DEMOLITION**				
2.01	Excavation and disposal of all materials to limits of work as indicated on plan, including trimming for new road pavement, excavation of soft spots and removal of concrete.	800	m^3	$80.00	$64,000.00
	PAVEMENT WORKS				
3.00	300mm compacted depth Class 2 20mm crushed rock, supplied, spread and compacted.	800	m3	$120.00	$96,000.00
3.01	150mm compacted depth Class 3 20mm crushed rock, supplied, spread and compacted.		m^3	$100.00	$0.00
3.05	**SUPPLY, DELIVERY AND PLACEMENT OF ASPHALT PRODUCTS USING PAVER** *Including temporary traffic control and warning devices, such as signs, lights and barriers, at or on the approaches to work or immediately adjacent to roadways.* Size 7 Type N & H Asphalt (201-300 Tonne p/day)	220	Tonne	$218.00	$47,960.00
6.00	**DRAINAGE**				
#REF!	Rural vehicle crossing 300mm diam. RC pipe, 3.6m wide with VicRoads driveable endwalls as per SD00603, supplied, laid and jointed including excavation, placement of approved FCR bedding and backfill.	10	No.	$2,500.00	$25,000.00
7.00	**CONCRETE WORKS:**				
	KERB CONSTRUCTION Price to supply all materials and complete all works associated with the excavation and preparation of bedding, supply and placement of concrete Kerb & Channel, including reinstatement of work zone.				
7.03	B1 Barrier kerbing, including fine crushed rock bedding. (over 25m)	800	m	$115.00	$92,000.00
7.04	B2 Barrier kerb and channel 450mm wide, including fine crushed rock bedding. (0 - 10m)		m	$145.00	$0.00
SUB-TOTAL : A					**$390,960**
10.00	**PROVISIONAL ITEMS**				
10.01	Alteration to private Water supply.	1	No	$1,000.00	$1,000.00
10.02	Alteration to private Gas supply.	1	No	$1,000.00	$1,000.00
SUB-TOTAL : B					**$2,000**

SUB-TOTAL : C (=A+B)	**$392,960**
20% CONTINGENCY : D	**$78,592**
CONSTRUCTION COST ESTIMATE : E (=C+D)	**$471,552**

Attachment 2

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC) - SCHEDULE 'B'

ELGIN STREET, DRYSDALE SRC 376 – BENEFIT COST RATIO

A	**Purpose**								
	To seal Elgin Street, Drysdale due to dust and stone scatter.								
B	**Coherence**								
	The works will provide a physical connection of sealed road to Eversely Street. Elgin Street is one of the last unsealed roads in Drysdale township. A properly sealed road will provide improved amenity as dust and mud concerns are mitigated.								
C	**Total Cost C**								
	Total estimated cost (TEC) - Year 0 (current)								$471,552.00
	Total estimated cost - Year 1 (+ 12 months)							$28,293.12	$499,845.12
	Total estimated cost - Year 2 (+24 months)							$29,990.71	$529,835.83
					TOTAL COST				**$529,835.83**
	The Australian Bureau of Statistics 5 year Road and Bridge Construction Index for Victoria, excluding COVID19 lockdown period has annual cost increases of between 2.2% - 10%. An average 6% cost escalation has been applied for Year 1 and Year 2 TEC in consideration of ongoing increases to infrastructure construction costs.								
D	**Identify Special Beneficiaries**								
	40 properties are considered to receive a special benefit from the road upgrade. A majority support has been demonstrated for the scheme to proceed based on an equal share charge to all properties included in the scheme. Each property has been charged a bennefit unit 2 (access benefit = 1 and amenity benefit = 1).								
E	**Properties to include**								
	40 properties are considered to receive a special benefit. Therefore, Total Special Benefits (in) is apportioned to 40 properties.								
F	**Estimate of Total Special Benefits out of the scheme -TSB (out)**								
	There are 0 (zero) land parcels which are fully non-rateable that are considered to receive special benefit but are out of the scheme.								
	Properties Excluded	**TSB (out) =**	**0**						
G	**Estimate of Total Special Benefits in the scheme - TSB (in)**								
	We will consider the total benefits to each property in terms of Benefit Units (BU). The construction of road in Elgin Street is considered to provide a special benefit to each property abutting the road as being equal to 2 (BU). There are 40 allotments receiving benefit from the scheme at a total cost of 80 BU. Under the SRC Procedure, Category 2 through roads are contributed to at a value of 75% by the property owners and 25% by council. Based on 80 BU being allocated between the 40 properties. During the SRC engagement, it was identified that one property included in the proposed scheme will not receive a special benefit from the road upgrade and has been removed. The City will cover this cost, making their contribution 27% and property owners contribution 73%.								
	Properties Included	**TSB (in) =**	**74**						
H	**Estimate of Total Community Benefit -TCB**								
	It is considered that people in the Drysdale community will not receive a large benefit from the upgrade of this section of Newcombe Street as the road is not used to access other areas, apart from the properties adjacent to it and other local roads.								
		TCB =	**27.37**						
I	**Calculate "Benefit Ratio" - R**								
	Benefits Ratio =	TSB (in)	=	74					**0.73**
		TSB (in) + TSB (out) + TCB		74 + 0 + 27.3698630136986					
J	**Maximum Total Levy (S)**								
	Maximum Total Levy S = R X C								**$386,780.15**
	Council Contribution to Special Charge Scheme								$143,055.67

Attachment 3

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC) - SCHEDULE 'C'

ELGIN STREET, DRYSDALE SRC 376 – PROPOSED SPECIAL CHARGE

Property key	Property address	Estimated cost
271251	2/1-5 Elgin Street, DRYSDALE VIC 3222	$9,669.50
271252	3/1-5 Elgin Street, DRYSDALE VIC 3222	$9,669.50
271253	4/1-5 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250307	8 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250287	9 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250308	10 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250288	11 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250309	12 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315162	13 Elgin Street, DRYSDALE VIC 3222	$9,669.50
264813	14 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315161	15 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315160	15A Elgin Street, DRYSDALE VIC 3222	$9,669.50
264814	16 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315159	17 Elgin Street, DRYSDALE VIC 3222	$9,669.50
329688	18 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315158	19 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250310	20 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315157	21 Elgin Street, DRYSDALE VIC 3222	$9,669.50
409249	22 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315156	23 Elgin Street, DRYSDALE VIC 3222	$9,669.50
370255	24 Elgin Street, DRYSDALE VIC 3222	$9,669.50
315155	25 Elgin Street, DRYSDALE VIC 3222	$9,669.50
385010	26A Elgin Street, DRYSDALE VIC 3222	$9,669.50
385011	26B Elgin Street, DRYSDALE VIC 3222	$9,669.50
250290	1/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250291	2/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250292	3/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250293	4/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50

250294	5/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250295	6/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250296	7/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250297	8/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250298	9/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250299	10/27-35 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250313	28 Elgin Street, DRYSDALE VIC 3222	$9,669.50
250314	30 Elgin Street, DRYSDALE VIC 3222	$9,669.50
266735	32-34 Elgin Street, DRYSDALE VIC 3222	$9,669.50
414767	36 Elgin Street, DRYSDALE VIC 3222	$9,669.50
251043	16 Eversley Street, DRYSDALE VIC 3222	$9,669.50
370254	28 Granville Street, DRYSDALE VIC 3222	$9,669.50
	40	$386,780.15

MINUTES

SUBMISSIONS REVIEW PANEL HEARING

Elgin Street, Drysdale – SRC 376
Tuesday 9 September 2025
6:00 pm

Wurriki Nyal
137-149 Mercer Street, Geelong 3220

PANEL:

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

CITY OF GREATER GEELONG

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3.1. Elgin Street, Drysdale – SRC 376 5

1. PROCEDURAL MATTERS

Opening: The Chair declared the meeting open at 6.03pm

1.1. Acknowledgement of Country

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

1.2. Attendees and Apologies

Present: Cr S Kontelj (Chair), Cr R Nelson, Cr E Wilkinson, Cr E Sinclair, Cr M Cadwell, Cr A Katos, Cr A Aitken, Cr T Sullivan, Cr C Burson, Cr R Story.

Officers' Present: J Stirton, A McGorman, E Ryan, D Pangrazio.

Apologies: Cr E Kontelj

1.3. Declarations of Conflicts of Interest

1.4. Procedure for Hearing Submissions

The procedure for hearing items will be:

- The Chairperson will present a brief summary of the topic being discussed at this Submission Review Panel hearing.
- The Objectors/submitters will be called upon to present their submissions and detail their concerns to the Panel (3-minute time limit for each submitter).
- No questions or debate are permitted during the hearing.
- No formal decision will be formed at a Submission Panel hearing.
- The Panel minutes will form part of the final report to Council.

Any outcomes are to be determined through resolution of Council at a future Council meeting. An update on the outcome to all impacted parties and submitters will be provided.

2. ORDER OF SUBMISSIONS

Submission received for proposed road upgrade at Elgin Street, Drysdale – SRC 376

Submission period 20 June 2025 – 21 July 2025

The following submitter requested to be heard at the submission review panel:

Submission No.	Submission
1. Name Removed	Does not object to the project itself but raises concerns about the financial contribution required. An individual who owns two properties on the same street and is being asked to pay two separate amounts under the scheme.

3. REPORTS

3.1. Elgin Street, Drysdale – SRC 376

Source: **Office of the Chief Executive**
Chief Executive Officer: **Ali Wastie**

Purpose

1. The purpose of the Submission Review Panel is to consider all submissions received for Elgin Street, Drysdale – Special Rate and Charge 376.

Background

2. Community engagement on the proposed special rate and charge scheme for Elgin Street, Drysdale was undertaken from 6 February 2025 to Thursday 6 March 2025.

3. Submissions were invited, including the option to request to present their submission to a submission review panel (SRP).

Key Matters

4. Council will receive a report from the Submissions Review Panel and consider the recommendations when the reports are presented to the Council in October 2025.

5. A full copy of all submissions is provided to Councillors.

6. All submissions have received acknowledgement of their submission.

Resolution: Item 3.1
Cr T Sullivan Moved, Cr A Katos Seconded:

That the Submission Review Panel:

1. **Acknowledge the submissions received;**
2. **Thank the submitters for their submissions; and**
3. **Having heard all persons wishing to speak to their submissions recommend that Council consider the submissions at a Council meeting to be held on 28 October 2025.**

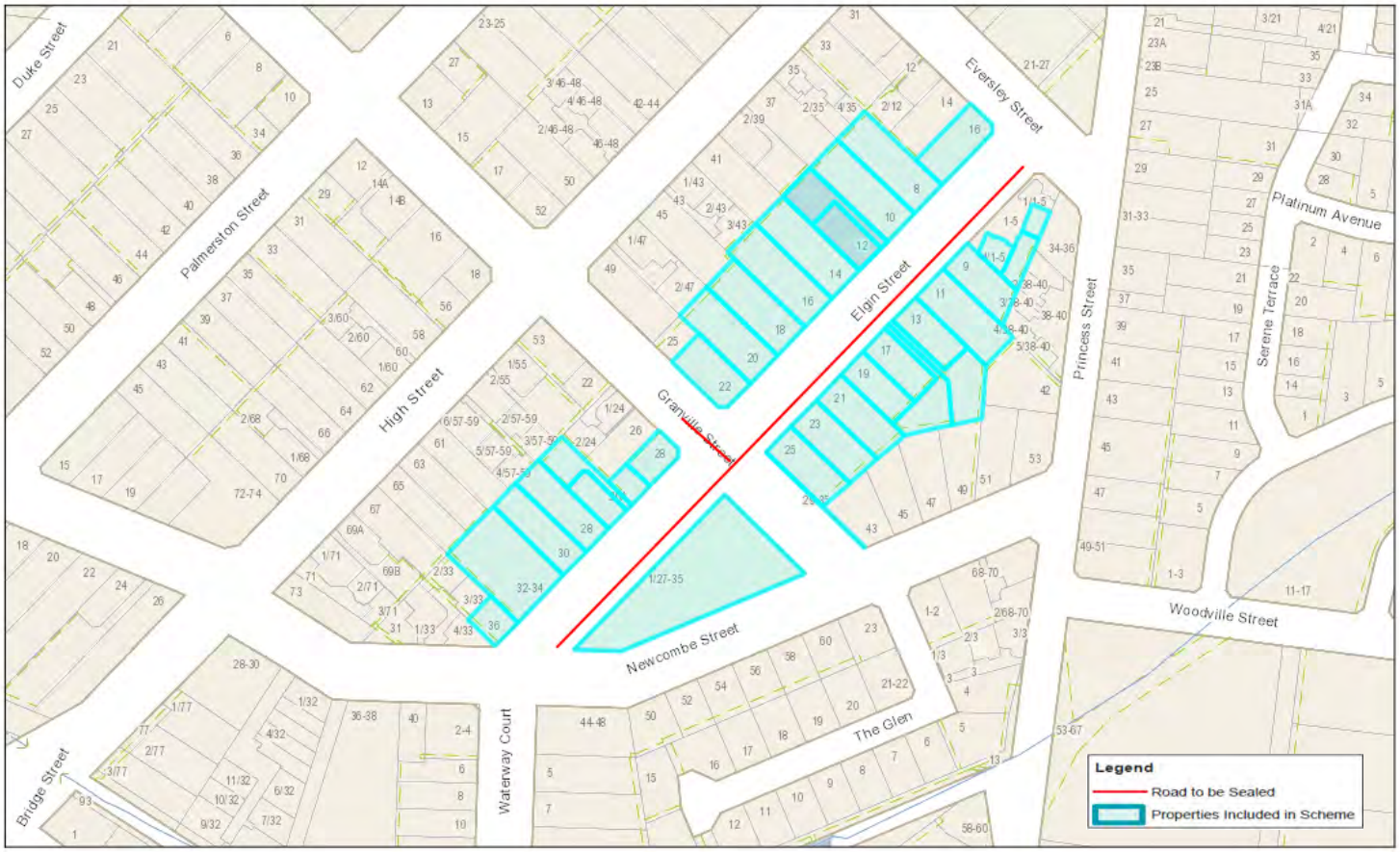
Carried

Meeting Closed: 6.07pm

Attachment 5

SPECIAL RATE AND CHARGE SCHEME (SRC)

ELGIN STREET, DRYSDALE SRC 376 – PLAN



Attachment 6

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC)

ELGIN STREET, DRYSDALE SRC 376 – PROCESS CHART

Stage	***Status***	***Description***	***Date***
Approval to prepare Scheme	✓	Decision to prepare a scheme following consideration of surveys of property owners and feedback from the community. Scheme preparation involved survey, design and calculating apportionment of cost.	December 2024
Intention to Declare Scheme	✓	Report to Council providing information on the scheme including advice of planned advertising of the scheme and declaration of charge. Sought Council approval by resolution to proceed with formal process.	27 May 2025
Advertisement	✓	The Scheme was advertised in the local newspaper and all benefitting property owners were notified by mail. This advertisement indicated Council's intention and notification to 'declare' a Scheme.	13 June 2025
Submissions	✓	From the time of advertising property owners had 28 days (as set down by the *Local Government Act 1989*) to lodge submissions, either in support or opposition to the Scheme.	13 June – 18 July 2025
Submissions Review Panel Hearing	✓	All submitters had the opportunity to be heard by a Submissions Review Panel. All submissions will also be provided as part of the Declaration report.	9 September 2025
Declaration Report		Following the submission review period, Council will consider a report on the scheme and will decide to proceed to "declare" the charges in accordance with its advertised intent or abandon the scheme. If declared, a levy notice will be issued, and a formal charge placed on the property. This is the final step in the process for Council to make a decision on the scheme.	
Appeal		Property owners will have the opportunity to lodge an application with the Victorian Civil and Administrative Tribunal (VCAT) within one month of issue of the levy notice. Invoices will be sent within 12 months of the scheme being declared.	
Construction		The City will construct the works.	
Final Cost Report		At the completion of the works the Scheme is "finalised" considering actual costs incurred. Payments are adjusted accordingly.	

2.10. Little Malop Street - Automated Bollard Trial Report

Source: **Placemaking**
Executive Director: **Tennille Bradley**

Purpose

1. To provide an update on the outcomes of the Little Malop Street Automated Bollard Trial, and to provide options and a recommendation to Council for ongoing restrictions.

2. To continue to support initiatives that seek to revitalise Central Geelong through precinct activation, enablement of alfresco dining and enhanced pedestrian safety.

Background

3. In March 2021, Council approved a trial for automated bollards on Little Malop Street located at Denny's Place, restricting vehicle access to Moorabool Street.

4. The initiative aimed to enhance pedestrian safety and limit vehicles in the precinct from 10am to 4am daily, enabling precinct activation opportunities such as Alfresco dining to be explored.

5. Council allocated $95,000 for the initiative in the 2021-22 budget and requested a review one year after installation.

6. After unforeseen delays, the automated bollards were installed in March 2023, although due to damage to the bollards in April 2023, inconsistent operations until May 2024 made it difficult for the trial to be evaluated.

7. Consistent monitoring and review of the Automated Bollard Trial commenced in July 2024 and concluded in July 2025.

8. Since its implementation, pedestrian safety has improved, vehicle numbers have decreased and foot traffic is substantially higher than prior to the trial.

9. The Outdoor Dining Trial, 'Summer in the Laneway', also occurred in Little Malop Street from 5 December 2024 to 11 March 2025. It allowed traders to temporarily expand their outdoor dining area from the property boundary to the existing outdoor trading area with additional furniture for the duration of the trial.

10. In April 2025, the City reviewed the Automated Bollard Trial (Attachment 1) and engaged Stantec to update its 2020 report. The updated report (Attachment 2) recommends a comprehensive assessment of five access restriction options.

11. At the September Council meeting, Council also noted the new Outdoor Dining Policy and Outdoor Dining Guidelines (replacing the former Footpath and Designated Roads Trading and Activity Policy and Guidelines).

Key Matters

12. The Automated Bollard Trial has successfully reduced vehicle traffic and strengthened the precinct's hospitality function.

13. There are 29 authorised users for the automated bollards during the restricted hours of 10am to 4am, including traders, businesses, designated private car park users, emergency services, and City teams.

14. During the trial period, access to the restricted area during the 10 am to 4 am closure was limited to emergency services, City teams, and designated private car park users.

15. Whilst the City has continually communicated vehicle access conditions, business users have accessed the restricted area during restricted hours instead of using the loading zones on James and Moorabool Streets, both within 75 meters, a 1-minute walk of the precinct.

16. There have also been concerns during the trial of authorised users sharing codes which has resulted in a higher number of vehicles accessing Little Malop Street as the trial period has progressed.

17. Over a 9-month period between August 2024 to April 2025, a total of 5,825 vehicles were recorded entering the restricted area in Little Malop Street, McLarty Place, and Shorts Place, with 3,255 from authorised accesses during restricted hours and 2,570 from CCTV vehicle counts during free access.

18. This reflects an average of 21 daily vehicle accesses. 2% of the authorised users' entries were emergency and utility vehicles, 13% were designated private parking users (including residents), and 85% (total 2,698) were business user entries accessing restricted areas for uses outside the trial conditions outlined above. Refer to the site data cheat sheet (Attachment 5).

19. Generally, businesses were in support of the trial with 77% of survey respondents rated the trial as successful in achieving key goals (Attachment 5).

20. Stantec's 2025 report (Attachment 2) reviewed the trial with a focus on enhancing amenity and ensuring safety for pedestrians and transport modes. It also addressed local business benefits, vehicle management, public transport impacts, planning alignment, and estimated costs.

21. The Stantec report explored five alternative access options, including previously explored in 2020, Options 1 and 2, the Current Trialled Option, and new Options 3 (including sub-options 3a and 3b) and 4.

22. Option 3 limits and controls vehicle access through the retractable bollards to the absolute minimum, such as only permitting access by emergency vehicles and others as agreed with the City on a case-by-case basis (e.g. those needed for construction and maintenance activities).

23. Whilst Option 3 reflects the long-term aspiration of the City this would be challenging, in at least the short-term to implement, given the existing operations, private tenancies, and transfer of goods in the area.

24. Whilst the current trialled option (time-based access via retractable bollards) remains effective further tightening up of access codes is required to minimise the number of vehicles accessing the area.

25. It is proposed that to change usage behaviours all access codes will be re-issued (to minimise the sharing of codes) and City Officers will work collaboratively with all tenancies in the area to understand their specific needs and access requirements.

26. The specific number of vehicles that would be able to gain access would be based on survey data and discussions with tenancies applying for vehicle access and would seek to balance the varying needs of both businesses and private tenancies. The number of vehicles able to access would also be routinely reviewed and adjusted.

Recommendation

That Council:

1. **Endorses retaining existing automated bollards on Little Malop Street at Denny's Place, restricting vehicle access to Moorabool Street between the hours of 10am to 4am;**

2. **Notes that City Officers will continue to work collaboratively with all tenancies in the area to understand their specific needs and access requirements for the area.**

Financial Sustainability

27. The estimated operational cost for retaining the automated bollards on Little Malop Street is approximately $5,000 annually. This cost is accounted for in the existing operational budget.

Community Engagement

28. Community engagement included a Placescore street survey in February 2023 and 2024, regular trader check-ins and targeted surveys in September 2023 and August 2025.

29. There was strong support for the automated bollards, which enhanced safety, and a desire for further restrictions on vehicles, especially at night. Businesses highlighted the need for better delivery access, better addressing of safety issues related to construction vehicles, reported illegal parking, and noted that shared access PIN codes allow unpermitted users in the area.

30. Internal consultation included a project working group, draft document reviews and workshops held with the DTP and key stakeholders.

31. The second engagement phase occurred in September 2023, 7 months post-installation, with 13 survey respondents from authorised users, and communication regarding repairs from May 2023 to June 2024.

32. In February 2025 includes one-on-one interviews with traders and in August 2025, a survey for authorised users, 10 respondents.

Social Equity and Sustainability

33. The Automated Bollard Trial enhances social gatherings, walkability and outdoor dining by improving pedestrians' safety and reducing vehicle traffic on Little Malop Street.

34. The Automated Bollard Trial aims to '*make central Geelong a more walkable and safer city*' (Central Geelong Framework Plan), supporting accessibility for all users, ages, genders, and abilities.

35. The Automated Bollard Trial encourages car-free or low-car development proposals to enrich public life, increase the public realm, and improve street frontages.

Relevant Law/Policy/Legal Implications

36. The Automated Bollard Trial and alternate access options are informed by and comply with state and local policy, including:

    36.1. Central Geelong Framework Plan - State Government (2023)

    36.2. Movement and Place in Victoria - DoT (2019)

37. Victoria's Road Management Act (2004)

Alignment to Council Plan and Vision

38. This report aligns with the Council Plan 2025-29 strategic priority:
Economic Development.
Heritage and Culture.

39. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
A destination that attracts local and international visitors.
An inclusive, diverse, healthy and socially connected community.
Creative and diverse culture.
People feel safe wherever they are.

Conflict of Interest

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

Risk Assessment

41. Re-issuing of PIN codes will enable City Officers to better track and limit the number of vehicles accessing the area.

42. The specific number of vehicles that would be able to gain access would be based on survey data and discussions with tenancies applying for vehicle access and would seek to balance the varying needs of both businesses and private tenancies. The number of vehicles able to access would also be routinely reviewed and adjusted.

43. Officers will continue to communicate the use of the loading zones on James and Moorabool Streets, both within 75 meters, a 1-minute walk of the precinct.

Environmental Sustainability

44. The Automated Bollard Trial promotes walkability and active transport options, supports sustainable design, car-free or low-car development proposals to mitigate carbon emissions.

Attachments

1. Little Malop Street Automated Bollard Trial Recommendation Report Attachment 1 Trial Report [**2.10.1** - 35 pages]
2. Little Malop Street Automated Bollard Trial Recommendation Report Attachment 2-2025 Rest [**2.10.2** - 78 pages]
3. Little Malop Street Automated Bollard Trial Recommendation Report Attachment 3_ Restricting Vehicles [**2.10.3** - 52 pages]
4. Little Malop Street Automated Bollard Trial Recommendation Report Attachment 4 Survey Que [**2.10.4** - 4 pages]
5. Little Malop Street Automated Bollard Trial Recommendation Report Attachment 5 Little Mal [**2.10.5** - 2 pages]

THE CITY OF
GREATER GEELONG

ATTACHMENT 1

LITTLE MALOP STREET

AUTOMATED BOLLARD TRIAL REPORT

OCTOBER 2025

CITY OF GREATER GEELONG

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ACKNOWLEDGEMENT OF COUNTRY

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



Barwon River, Buckley Falls

Executive Summary

PROJECT INTRODUCTION

Little Malop Street, between Moorabool and James Streets, is a key hospitality precinct and shared zone connection in central Geelong, bustling with pedestrians and outdoor dining supported by the Central Geelong Framework Plan 2023. The Automated Bollard Trial has successfully reduced vehicle traffic, increased pedestrian safety and enhanced the precinct's vibrancy and the City recommends the existing bollards become permanent.

PART 1: PURPOSE OF THE AUTOMATED BOLLARD TRIAL

The Automated Bollard Trial began in July 2024 and concluded in July 2025, with the automated bollards still operating under trial settings. The trial aimed to reduce vehicle traffic in Little Malop Street and enhance pedestrian safety, especially during peak hospitality periods with high volumes of diners and pedestrians. In April 2019, the Council was presented with the proposal to restrict vehicle access to Little Malop Street between Denny's Place and Moorabool Street, and approval was granted to seek community engagement. In 2019, community feedback highlighted concerns about high numbers of rideshare vehicles and taxis in the precinct. This led to a shared consensus to restrict vehicles, which was viewed as essential for creating a pedestrian-focused precinct and promoting a vibrant outdoor dining environment. By March 2020, discussions included the possibility of permanently closing the street to vehicles between Shorts Place and Denny's Place. Stantec Australia, transport engineers, delivered a report in 2020, evaluating alternate vehicle access option proposals, assessing the impact on the public realm and transport functions of Little Malop Street, including reopening Little Malop Street to vehicles with varying lane access configurations (Attachment 3).

In March 2021, following an Engagement Report and Traffic Engineering Assessment, the Council endorsed a 12-month trial using automated bollards to restrict vehicle access between Moorabool Street and Denny's Place, with a review planned one year after installation. The trial aimed to explore vehicle closure options and included endorsement from the Department of Transport and Planning. A budget of $95,000 was allocated for the installation of automated bollards in March 2023, but they were damaged in April 2023, causing inconsistent operations until May 2024.

The Automated Bollard Trial officially commenced in July 2024 and has been positively received by both traders and the City. Additionally, an Outdoor Dining Trial titled "Summer in the Laneways" was conducted from December 2024 to March 2025, further promoting outdoor dining and pedestrian activities in the precinct. The initiatives aim to support increased pedestrian activity and enhance the vibrancy of Little Malop Street.



Figure 1: Little Malop Street February 2025

PART 2: THE AUTOMATED BOLLARD TRIAL REVIEW

The automated bollards in the Little Malop Street restrict vehicle access to Little Malop Street, McLarty Place, and Shorts Place and are raised daily from 10 am to 4 am the following day. They are lowered from 4 am to 10 am, enabling free access for business deliveries. Under the trial conditions, only emergency vehicles, City teams, and designated private car park users are allowed access to the restricted areas during the 10 am to 4 am closure.

During the trial period, access to the restricted area during the 10 am to 4 am closure is limited to emergency services, City teams, and designated private car park users. The City has communicated vehicle access conditions, but business users are accessing the restricted area during restricted hours. Business users should direct deliveries to loading zones on James and Moorabool Streets, both within 75 meters, a 1-minute walk of the precinct, instead of entering the restricted area. Some business users continue to access the restricted area for convenient deliveries and other business functions.

Furthermore, in March 2021, the council resolution stated *17.2.2 Permit business and property owners' access via a code system during restricted hours*, but the project team changed this condition during the project delivery, which added to confusion of access conditions.

Engagement: The City actively engaged with the community and businesses in the precinct regarding the installation of the bollards and provided various opportunities to discuss both the benefits and impacts of the trial. In February 2023, 42 assessments were conducted as part of a Placescore street experience survey, before the trial. Additionally, community engagement took place in September 2023, 7 months after the bollards were installed, and during the Outdoor Dining Trial in February 2025, one-on-one interviews with traders were conducted. A further survey was carried out with the 29 authorised access users in August 2025. Strong support was shown for the automated bollards and the enhanced safety they provide, despite challenges with delivery access, illegal parking and PIN code management. There was also support for stricter vehicle restrictions at night.

Site Data Analysis: In September 2025, there are 29 authorised users, including 21 business stakeholders, 1 designated private car park user, 3 emergency services and utilities, and 3 teams from the City. From August 2024 to April 2025, a total of 5,825 vehicles were recorded entering the restricted area in Little Malop Street, McLarty Place, and Shorts Place during these 9 months, with 3,255 from authorised accesses during restricted hours and 2,570 from CCTV vehicle counts during free access. This reflects an average of 21 daily vehicle accesses. 2% of the authorised users' entries were emergency and utility vehicles, 13% were designated private parking users, and 85% (total 2,698) were business vehicle entries accessing restricted areas for uses outside the trial conditions. This demonstrates that 85% of bollard access events could be restricted or better managed, presenting a significant opportunity to reduce the number of vehicles within the precinct.

Pedestrian activity in the street follows a clear daily pattern, with lower counts overnight, a steady rise from mid-morning peaks at 12 pm and 1 pm, and evening peaks 7 pm and 8 pm. The restricted authorised access period 4 am–10 am overlaps with the start of this upward trend, meaning vehicles are still present as pedestrian volumes build. The peak vehicle traffic during restricted hours raises safety concerns due to the overlap of pedestrians and vehicles, increasing the risk of collisions.

Trial Benefits:

- **Increased Economic Activity** Facilitates outdoor dining, place activations and events, attracting more visitors and boosting local businesses through higher foot traffic. Pedestrian data increased from 154k in November to 264k in December, demonstrating a 123% increase during the Outdoor Dining Trial.

- **Vibrant Public Realm** Transforms areas into vibrant spaces with outdoor dining, events, and improved amenities like seating and landscaping, enhancing the urban experience and encouraging walkability.
- **Urban Design and Streetscape Improvements**: Delivers a cohesive, well-planned streetscape that reinforces Little Malop Street's role as a pedestrian priority corridor, improving connectivity, visual amenity, and the overall experience for people moving through central Geelong.
- **Enhanced Pedestrian Safety** Reduces vehicle volumes since before the automated bollard and minimises conflicts between vehicles and pedestrians, creating a calmer environment compared to before the installation.

Trial Challenges

- **Non-Compliance:** The Automated Bollard Trial highlighted several challenges, particularly access misuse by authorised users sharing PIN codes, which resulted in excessive vehicle entries during restricted hours. Access should have been limited to emergency vehicles and those with designated parking, with business deliveries instead directed to nearby loading zones on James and Moorabool Streets, each no more than 75-metres from any business or residence in the precinct.
- **Inconsistent Use of Loading Bays and Access Codes:** Although delivery vehicles are permitted to operate between 4 am and 10 am, inconsistent use of loading bays has led to unnecessary delivery vehicles in restricted areas and unnecessary vehicle accesses in the precinct after 10 am.
- **Designated Private Car Park Access:** The trial allowed access to designated private car park users, however, the review highlighted that vehicle access should be restricted to emergency and Council operations only to enhance pedestrian safety and support car-free development.
- **Parking Infringements:** Between January 2024 and May 2025, a significant number of infringements were reported in the precinct (Figures 19 and 20), indicating misuse of bollard access codes by delivery vehicles and other unauthorised users.
- **Risk of Vehicle Accidents:** There is a risk of vehicle collisions with the bollards. In April 2023, an accident highlighted the need for improved delivery specifications and safety measures.
- **Construction Vehicles Usage:** Construction vehicles generally access non-pedestrianised roads, with some instances requiring access via Little Malop Street, managed through a Construction Traffic Management Plan to minimise pedestrian disruption.
- **High Cost of Works:** From July 2020 to June 2025, costs for automated bollards were $229,000, including installation and repairs. A March 2021 Council resolution allocated $95,000 for a trial project, which has exceeded its budget and has an ongoing operational cost.

PART 3: ALTERNATIVE VEHICLE ACCESS OPTIONS

In April 2025, the City engaged Stantec Australia to update its 2020 Alternate Access Options report, assessing the impact of new vehicle access on Little Malop Street's public realm and transport functions. The updated report focuses on improving resident amenities and pedestrian experiences, local business benefits, and estimated costs while prioritising safety across transport modes. The report evaluates four alternative access options and highlights the effectiveness of the Option 5 - Current Trialled Option.

Access Option 1 (2020): Reopens Little Malop Street to vehicle traffic between Moorabool Street and Shorts Place with a single-lane, two-way access. Existing footpath widths are largely retained. Vehicles manage priority at the Moorabool Street intersection. This option was not supported by DTP due to concerns about traffic management and pedestrian safety, leading to additional conflict points and reduced precinct amenity.

Access Option 2 (2020): Proposes a two-lane, two-way carriageway, requiring footpath width reduction. Vehicles can enter when Moorabool Street traffic signals are green, resulting in unsafe footpath conditions. This option was also not supported by DTP due to safety concerns.

Access Option 3a (2025:) Proposes that the automated bollards would be permanently raised. Deliveries occur outside the area in designated loading zones, limiting access to emergency services, utility companies, and three City teams. It scored highest for pedestrian safety and amenity, receiving DTP approval. Implementation would require a gradual approach.

Access Option 3b (2025): Is proposed to serve as an interim step before 3a. It restricts access between 4 am and 10 am to authorised business users and designated private car park users. Regular reviews would be needed to ensure effectiveness.

Access Option 4 (2025): Would retain current limited access while adding a second set of automated bollards but doesn't provide an automatic daily access period. It provides a compromise but is ranked lower than Option 3 due to complexity.

Access Option 5 (Current Trialled Option): Remains effective and should become permanent.



Figure 2: Option 5 - Current Trialled Option

PART 4: RECOMMENDATIONS

That Council.

1. Endorses retaining existing automated bollards on Little Malop Street at Denny's Place, restricting vehicle access to Moorabool Street between the hours of 10am to 4am (Option 5 - Current Trialled Option)

2. Notes that City Officers will continue to work collaboratively with all tenancies in the area to understand their specific needs and access requirements for accessing the area.

Part 1: Purpose of the Trial

PROJECT INTRODUCTION

The Automated Bollard Trial aimed to reduce vehicle traffic in Little Malop Street and enhance pedestrian safety, especially during peak hospitality periods with high volumes of diners and pedestrians. By restricting vehicle access, we create pedestrian-friendly streetscapes, strengthen active frontages, and foster safer, more vibrant urban environments. Since the Automated Bollard Trials implementation, pedestrian safety has improved, vehicle numbers have decreased, and a calmer, more pleasant atmosphere has occurred compared to before the trial. This positive change has improved outdoor dining and events that benefit local businesses and enhance walkability. However, despite the reduction in vehicles, access could still be further limited to maximise these benefits. The main issue with the trial is the misuse of the condition of access and access PIN codes, which has allowed too many vehicles in the precinct during restricted hours. The City will continue to explore further user access controls to limit vehicle presence in the precinct.

The Little Malop Street, Outdoor Dining Trial "Summer in the Laneway" took place from December 2024 to March 2025, expanding outdoor dining areas and promoting pedestrian movement in the centre of the street. The Automated Bollard Trial facilitated the Outdoor Dining Trial by restricting vehicle access. However, community concerns about pedestrian and diner safety were raised, and therefore improvements to further restrict vehicle access will be important to explore to continue the success of outdoor dining in the precinct.

OPERATIONAL CONSIDERATIONS

Emergency vehicle access is available along Little Malop Street and connecting laneways via a PIN code. Loading and waste collection vehicles can also operate when the bollards are down and provide free access or by using the PIN code but should be scheduled outside peak pedestrian times to minimise conflicts. There is an opportunity to explore alternative delivery and waste transportation methods, such as goods handling equipment or motorised tugs, to move items without direct vehicle access.

TIMELINE

- **April 2019** Community feedback revealed concerns about high quantities of rideshare cars, taxis, and non-resident vehicles in the precinct, emphasising the need for better vehicle access management and restrictions to create a more vibrant and pedestrian-friendly precinct.
- **March/June 2020** Discussions proposed closing the street to vehicles between Shorts Place and Denny's Place. Stantec Australia delivered a report evaluating alternate vehicle access options, assessing impacts on the public realm and transport functions. Including reopening Little Malop Street to vehicles with varying lane access configurations. The Council requested further consultation with stakeholders and the community to find a balance between vehicle access, sense of place, and pedestrian safety.
- **March 2021** Following an Engagement Report and Traffic Engineering Assessment, the Council endorsed a 12-month Automated Bollard Trial to restrict access between Moorabool Street and Denny's Place, budgeting $95,000 for installation. A review was planned one-year post-installation**.**
- **March 2023** Two automated retractable bollards were installed at the intersection of Dennys Place and Little Malop Street.
- **April 2023 - May 2024** Automated bollard operation was inconsistent after one was damaged by a vehicle entering Little Malop Street.
- **July 2024 - July 2025** The automated bollards were repaired, making the official start of the trial, which received positive feedback from traders and the City.

- **December 2024 - March 2025** Little Malop Street Outdoor Dining Trial 'Summer in the laneways', was introduced to promote outdoor dining and increased pedestrian activities.
- **April 2025 - August 2025** Little Malop Street Automated Bollard and Outdoor Dining Trials.
- **September 2025** Adoption of Outdoor Dining Guidelines October 2025 Council Meeting.

COUNCIL RESOLUTIONS

This report is responding to the March 2021 Council resolution. This resolution asked for the review of the Automated Bollard Trial within 12 months of implementation and an urban design review of vehicle access options.

The March 2021 Council resolutions states.

- 17.4 Receive a report within 12 months reviewing the trial, including:
  - 17.4.1 Options for permanently close Little Malop Street to vehicles between: Shorts Place and McLarty Place; and Shorts Place and Dennys Place
  - 17.4.2 Consultation outcomes with the Department of Transport authorities regarding alternative access for services and tenants.
- 17.5 Request an urban design review of pedestrian and vehicular needs, considering potential vehicle closure and related strategies.

ABOUT THIS REPORT

This report is to be read alongside the (Attachment 2) Restricting Vehicles In Little Malop Street – Alternative Access Options Report, June 2025, Stantec Australia and (Attachment 3) Restricting Vehicles In Little Malop Street - Alternative Access Options Report, September 2020, Stantec Australia. Stantec Australia are a transport consultancy with over 25 years' experience that offered valuable insights and recommendations. Internal team who contributed and were consulted to this report include Urban Design, Traffic, Transport, and Parking. (Attachment 4) include Community engagement survey questions. (Attachment 5) provides an overview of the Automated Bollard Trial data analysis cheat sheet.

STRATEGIC ALIGNMENT

Various State and Local Government policy documents and Engineering Design Standards are relevant to the Automated Bollard Trial. In 2019, the Central Geelong Laneways Project was initiated by the Revitalisation Central Geelong Partnership, which includes the State Government, the City of Greater Geelong, and community stakeholders. This project focused on vehicle restrictions in Little Malop Street.

The Central Geelong Framework Plan 2023 is a critical document that designates Little Malop Street as a pedestrian priority connection. This designation underscores the street's strategic role as an east-west civic link and aligns with the goal of enhancing walkability, amenity, and the overall public realm.

The Central Geelong Framework Plan outlines the objective 11 to "Make Central Geelong a more walkable and safer city," identifying Little Malop Street as a pedestrian priority area. The plan emphasises improvements in pedestrian and cycling connectivity, public realm quality, and safety in the city center.

- The relevant documents that support the Automated Bollard Trial include the Council Plan 2025-2029, which emphasises the Economic Development pillar, stating support for "Local businesses and industries are supported to thrive." Additionally, the City's Integrated Transport Strategy promotes walkability and active transportation within the city. As well as the City's Outdoor Dining Guidelines 2025, provide a framework to assist the hospitality sector in creating inviting and vibrant public spaces that enhance local streetscapes.

Part 2: Trial Review - Engagement

PLACESCORE 2023

In February 2023, Place Score, a place data company, conducted a Street PX (Place Experience) Assessment of Little Malop Street, between James and Moorabool Streets. Using face-to-face surveys, 42 street users rated their experience across 50 place attributes, covering look and function, sense of welcome, things to do, uniqueness and care. The street received a PX Score of 72/100. Outdoor restaurant, café, and bar seating were rated the highest, while car accessibility and parking received the lowest ratings due to it being a pedestrian priority zone. However, active transport options were available.

PLACESCORE 2024

In February 2024, Place Score conducted a follow-up Street PX Assessment. Using the same face-to-face survey approach, street users again rated their experience across 50 attributes. The precinct achieved a PX Score of 73/100, a one-point increase from 2023. Notable upward trends included a 3% improvement in sense of safety (7.7 in 2024 compared to 7.4 in 2023), a 7% increase in perceptions of spaces suitable for special activities (6.5 in 2024 compared to 5.8 in 2023), and a significant lift in Net Promoter Score, rising from 24 to 37. These results provide a useful benchmark for tracking progress and guiding continued investment.

TRADER CHECK-IN'S 2025

As part of the Summer in the Laneways, Outdoor Dining Trial, the City conducted mid-trial check-ins with both participating and non-participating businesses in February 2025. This provided traders with an opportunity to share feedback on the program and its impact on the street. While the questions primarily focused on outdoor dining, several traders commented on the automated bollards. One trader highlighted that the street feels unsafe when pedestrians share the road with construction and delivery vehicles, and another noted that PIN-code sharing has allowed unauthorised vehicles into the area. Overall, participating traders viewed the outdoor dining trial positively, noting that it contributed to a more vibrant, pedestrian-friendly environment and some shared that it supported business outcomes. Across all engagement activities, including community surveys, feedback consistently indicated a desire for more activations, events, and activities in the precinct, with further vehicle restrictions seen as key to safely enabling these.

ENGAGEMENT SNAPSHOT 2023 & 2025

In September 2023, a survey was conducted from September 18 to October 8 through the Have Your Say platform, inviting feedback from individuals with bollard access codes. The goal was to understand the impact of the trial on deliveries, safety, and street amenity. This survey received 13 responses.

In 2025, a targeted survey was emailed to users from July 31 to August 6, with two in-person site visits conducted by the place activation team. This survey aimed to assess changes in the street over the past year related to the automated bollards. It was sent to 30 individuals and received 10 responses.

RESPONDENT TYPES

Respondents described their premises, with hospitality and retail being the most represented sectors. One response noted a supported art studio for artists with disabilities, but overall, hospitality was the most frequently mentioned sector.

Respondent Type 2023	Count	Respondent Type 2025	Count
Hospitality	3	Hospitality	7
Retail	3	Retail	1
Professional Services	2		
Property Owner	2	Property Owner	1
Services (i.e. drycleaning)	1	Services (i.e. drycleaning)	1
Residential	1	Residential	0
Other	1	Other	0
Accommodation	0	Accommodation	0
Health and Beauty	0	Health and Beauty	0
Total	13	Total	10

SURVEY 2023

Trading Hours: Respondents provided feedback about their business trading hours, with 11 individuals sharing a variety of responses. The feedback reflects a range of operations, including traditional office hours, hospitality-focused schedules, and 24/7 services. While some businesses operate under multiple categories, many do not specify their opening days. Notably, two traders indicated that they are closed on Mondays.

Deliveries and Access: Traders shared their delivery schedules, noting the number of weekly deliveries and reception methods. About half reported receiving fewer than five deliveries each week, with 83% of these occurring before 10 am. Meanwhile, 17% receive between five and ten deliveries. Most deliveries during bollard hours are made on foot or via trolleys, with drivers using nearby short-term parking. Over half of the respondents (8 out of 13) need access after 10 am for urgent repairs, while 8 out of 12 require access for bulky deliveries. Additionally, 62% had not needed to share their access code; those who did primarily used it for guests, contractors, and musicians.

Safety, Amenity & Activation: Respondents evaluated the bollards and reported mostly positive outcomes: 75% agreed they improved safety, 73% said they enhanced amenity, and 54% believed they supported activation and events.

Observations and issues: Some businesses mentioned issues such as tailgating, near misses, and illegal parking related to the bollards. Nonetheless, 77% supported making the automated bollards a permanent fixture after the trial.

Summary: *Most respondents favoured the continuation of automated bollards on Little Malop Street for creating a safer and more vibrant area, though they called for better delivery and access management.*



Figure 2: Bollard User Survey Sentiments 2023

SURVEY 2025

Pedestrian Activity Changes: Respondents were asked about changes in pedestrian activity since the installation of the bollards over the past year. Many traders found it difficult to recall the street's conditions before the bollards were in place. While some noted an initial increase in activity, they haven't observed further changes recently. Results showed that 30% saw an increase in pedestrian activity, 20% reported no change, 10% noted a decrease, and 40% were unsure.

Street Character and Atmosphere: Respondents noted that the bollards improved the street's atmosphere over the past year, with popular responses being "more vibrant and welcoming" (4 counts) and "safer for pedestrians" (6 counts). Traders felt the street had already become significantly safer and more vibrant but hadn't noticed further changes recently. Other responses included "easier to navigate" (1 count) and "no change" (3 counts).

User Experience: Respondents were asked about the impact of bollards on their street experience. Sixty percent reported a positive effect, 30% felt neutral, and 10% had a negative view. One individual described the area as unusable due to illegal parking and congested trade vehicles. Most users viewed the bollards as a welcome enhancement for pedestrian safety, especially during peak and late-night hours. However, concerns emerged regarding access code management, as some reported issues with double parking, tradespeople obstructing access, and delivery difficulties, which made navigation challenging throughout the day.

Improvements: Most respondents agreed that more restrictions and better security controls are needed to manage vehicle movement and improve pedestrian safety. The top suggestions were to "restrict access at certain times" and "enhance access restrictions" (e.g., using PIN codes). Other preferred options included "limit vehicle access," "modify infrastructure to reduce vehicle access," and "manage construction vehicle access."

Challenges: The reported challenges highlight existing issues, with nearly half of respondents citing congestion from tradespeople and delivery vehicles, as well as concerns about unauthorised parking and PIN code sharing. There is strong support for late-night vehicle restrictions to improve pedestrian flow during peak hospitality hours. Feedback also emphasises the need for a clear delivery access strategy, including loading zone maps and exploring alternatives like electric freight trolleys for short-distance goods transport in urban areas. Some respondents indicated they faced no challenges.

Summary: *Most respondents noted that pedestrian safety and the atmosphere have improved. However, some identified ongoing issues with delivery access, illegal parking, and managing PIN access codes. There was strong support for more vehicle restrictions, especially during late-night hours, and a need for better delivery management to keep the area safe and lively.*

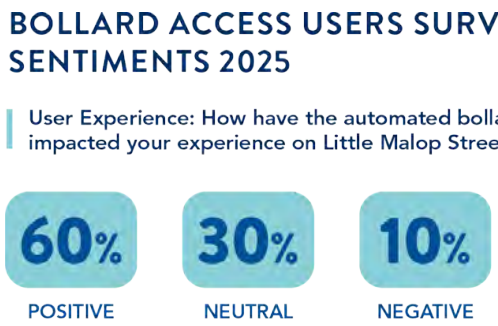


Figure 3: Bollard User Survey Sentiments 2025

Part 2: Trial Review – Site Data Analysis

AUTOMATED BOLLARD ACCESS OVERVIEW

The automated bollards restrict vehicle access to Little Malop Street, McLarty Place, and Shorts Place from 10 am to 4 am. During this time, vehicles like ride share, taxis, non-residents, and the general public are denied access. But the automated bollards open from 4 am to 10 am for business deliveries and the general public, allowing unrestricted access.

In 2023, the City authorised verified stakeholders to enter the restricted area during restricted hours by entering a personalised access code at the automated bollard entry pillar. These active authorised users include 21 business stakeholders, 1 designated private car park stakeholders, 3 emergency services and utility providers, and 3 teams from the City. Data analysis and stakeholder feedback reveal that automated bollard access by authorised users exceeds the City's expectations and code sharing is occurring. This suggests a review of access needs and requirements is needed to improve safety in the precinct.

DATA APPROACH

The data analysis period is from August 2024 to April 2025, covering 9 months. The data allows the City to examine usage patterns and highlight frequency, peak periods, and category activity trends. Over the 9 months, there were **3,255 bollard accesses** and an **additional 2,570 vehicles** recorded using CCTV footage, a **total of 5,825 vehicles.**

Pedestrian count data is a method of measuring how many people are walking in an area or moving by wheelchair/mobility aid within a specific location. Pedestrians are counted each time they enter the frame, providing an overview of movement patterns rather than individual counts.

DATA INPUTS

Authorised user access data: collected during active bollard hours between 10 am - 4 am, via the bollard code management system.

Vehicle count data: collected when bollards are inactive between 4 am - 10 am, through CCTV vehicle movement data.

Pedestrian flow data: collected through CCTV analytics, capturing pedestrian movements.

AUTHORISED USER ACCESS DATA PATTERNS

Daily patterns, during active bollard hours 10 am – 4 am

- During restricted hours, access is concentrated between 10 am and 4 pm, with 10 am being the peak bollard access hour. During the free access period, the peak period is between 6 am to 9 am, indicating active delivery times before the bollards are raised.
- Average accesses during restricted hours per day:12 in the lowest month, September, and 21 in the highest month, December.
- Activity aligns with typical business hours.
- Comparing bollard access figures with vehicle movement data from CCTV analysis below, 9 am is the peak vehicle time, across 24 hours.

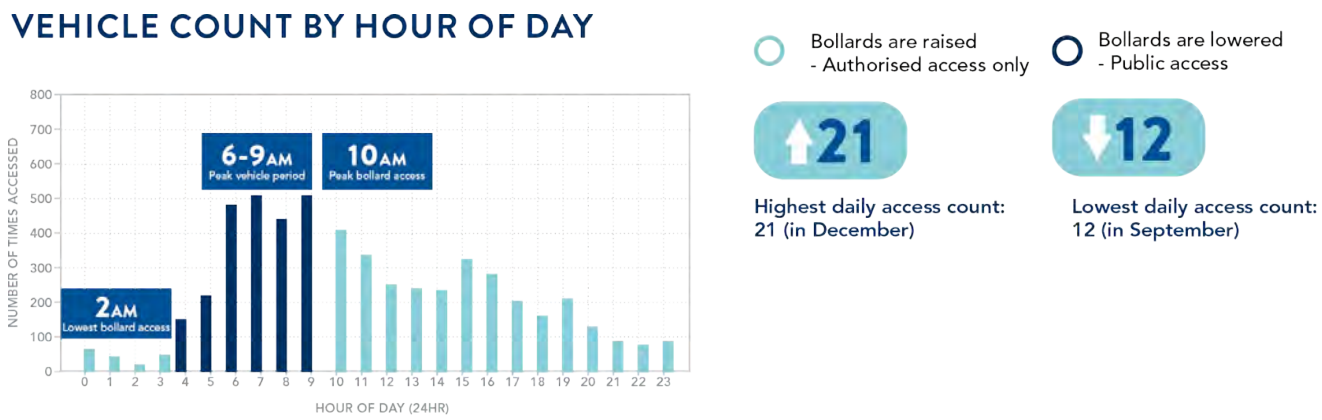


Figure 4: Vehicle Count by Hour of Day- Bollard Access Usage and Vehicle Analytics

Weekly

- Thursdays and Fridays are the busiest days with most access events, on average 580 and 600 accesses
- Saturday and Sunday display different usage patterns, peaking in the evening or at night.
- Data shows routine delivery and business-related access during weekdays, with entertainment or late-shift access on weekends.

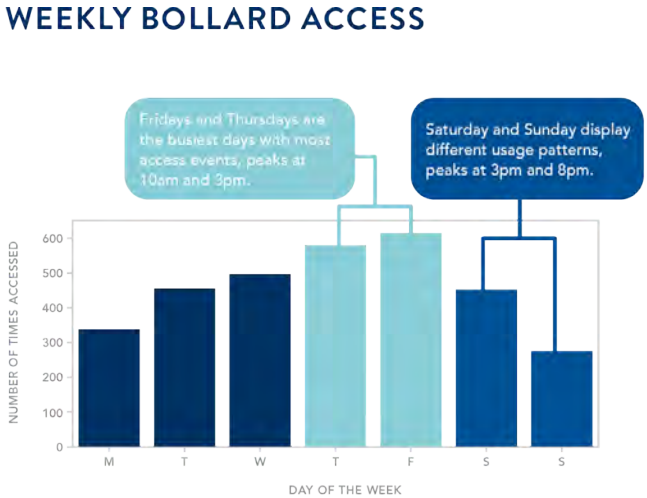


Figure 5: Weekly Bollard Access Usage

Monthly

- Over 9 months there were 3,255 accesses captured
- Highest activity was in November (450 total) and December (466 total), with the highest daily average accesses.
- Lowest activity was in September (129 total), which shows the lowest daily average accesses.
- Patterns reflect seasonal business cycles, public events, or public holidays.

MONTHLY BOLLARD ACCESS

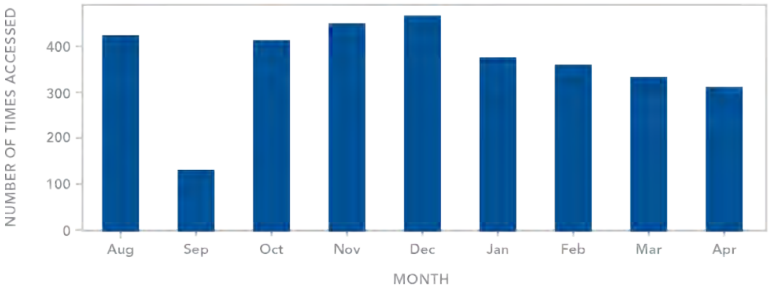


Figure 6: Monthly Bollard Access Usage, August 2024 to April 2025User Category: Business Stakeholders

- 85% business stakeholder accesses (2698 total)
- The top business stakeholder user accounts for accesses (841 total). This user has a construction site underway in the precinct from 2024.
- The second top business stakeholder user accounts for 17% of the total accesses (545
- Typically access during business hours

User Category: Private Stakeholders

- 13% private stakeholder accesses (406 total).
- The top private stakeholder user accounts for accesses (325 total).
- Typically accessed during business hours.

User Category: Emergency and Utility Stakeholders

- 2% emergency services, utility providers and the City accesses (53 total).
- Typically accessed any time of day and night.

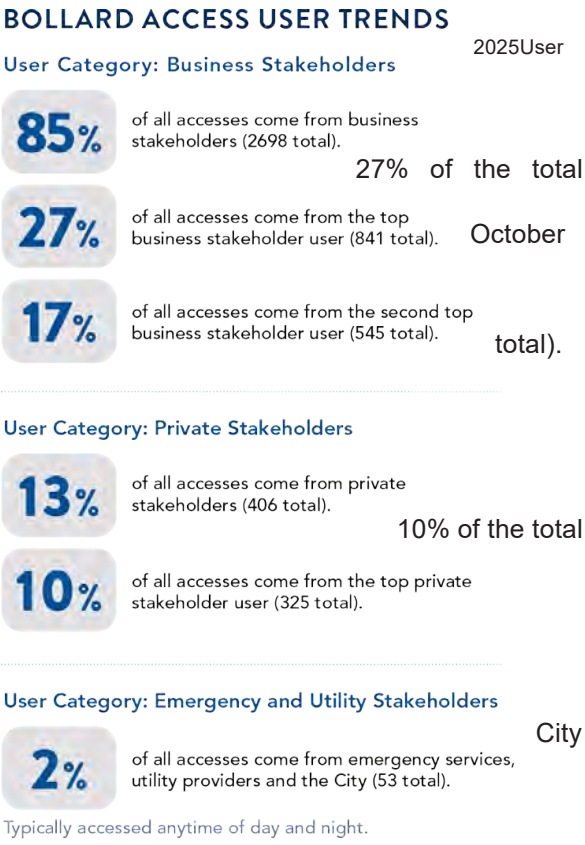


Figure 7: Bollard Access User Category Trends

PEDESTRIAN COUNT PATTERNS

The City conducted an analysis of pedestrian movement data (visitations) on Little Malop Street during a trial period from December 5, 2024, to March 11, 2025. Data was collected at two specific locations along Little Malop Street: Dennys Place and Shorts Place. Pedestrian movement data is a method of measuring how many people are walking or moving by wheelchair/mobility aid within a specific location. Pedestrian visitations represent pedestrian events, not raw crowd numbers.

The pedestrian counts fluctuate significantly from day to day. The highest average pedestrian counts reached 12,500, typically on a Saturday. Such activity levels reinforce the importance of creating

pedestrian-priority streets. While the lowest average pedestrian counts were 3,600, typically on a Monday (Figure 11). There were a general pattern of high pedestrian counts with high automated bollard user accesses (Figure 12).

Hourly data further highlights this trend, showing very low activity overnight, a sharp rise from around 8 am, and peak counts in the late afternoon and evening (5 pm – 9 pm). These patterns suggest that restricting vehicle access during daytime and evening hours is critical to maintaining pedestrian safety and amenity.

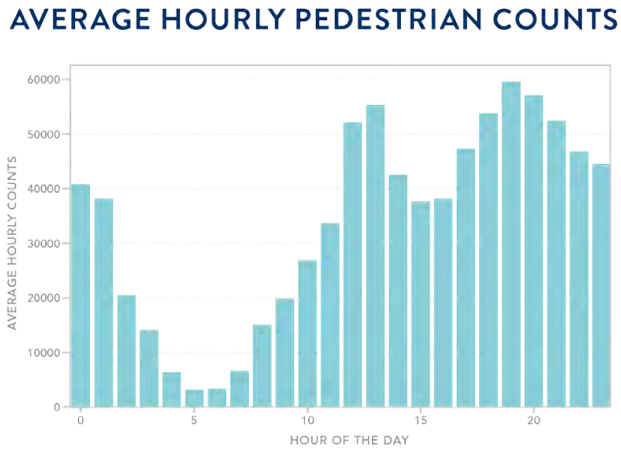
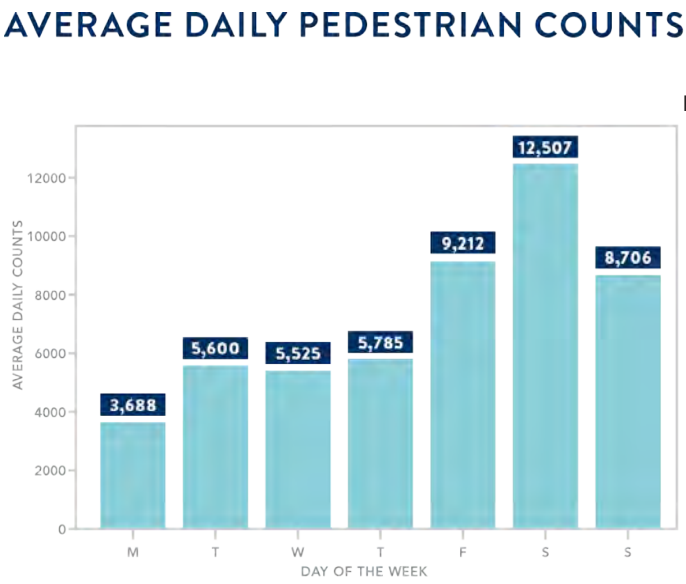


Figure 8: Average Hourly Pedestrian Counts.



December 2024 to March 2025

Figure 9: Daily Pedestrian Movement Data and pedestrian movement analytics highlighted in green



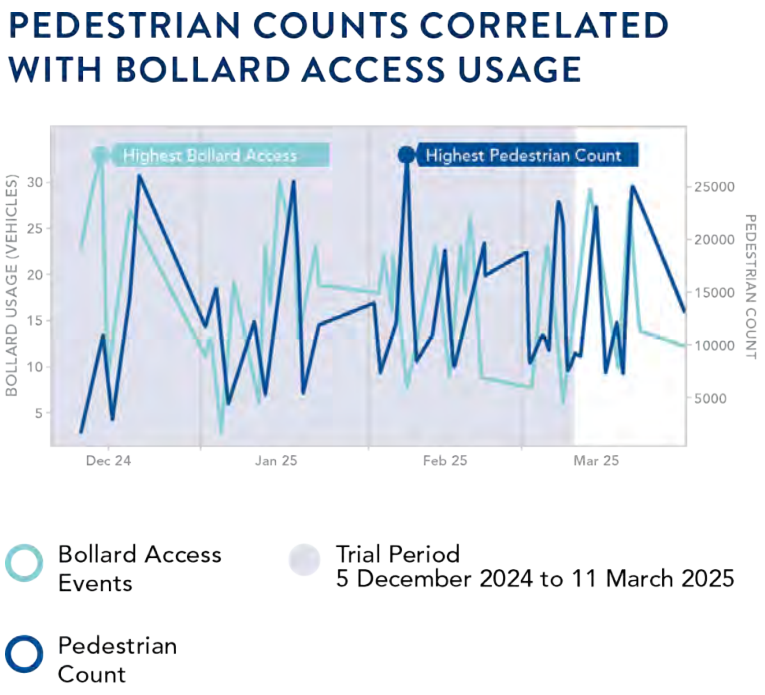


Figure 10: Pedestrian Counts strong link with pedestrian traffic with Bollard Access Usage

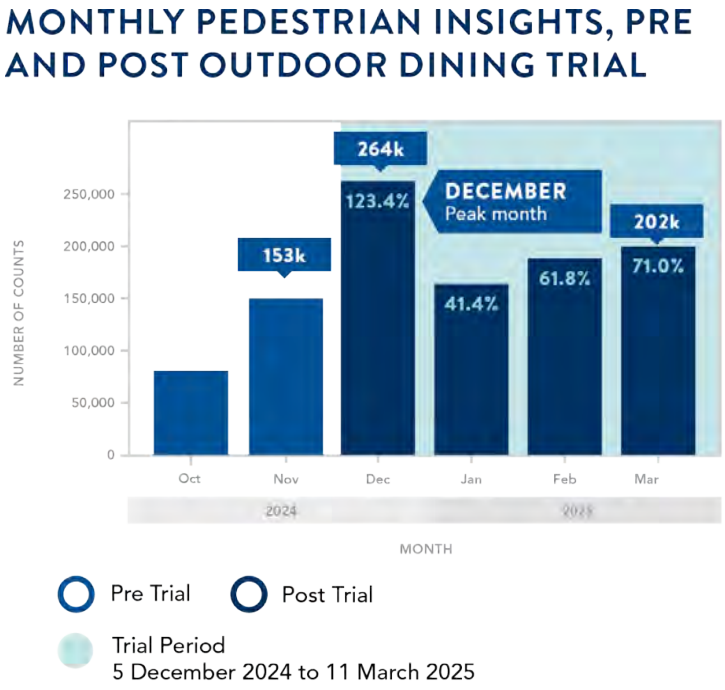


Figure 11: Monthly Pedestrian Movement Data, Pre and Post Outdoor Dining Trial 2024-2025

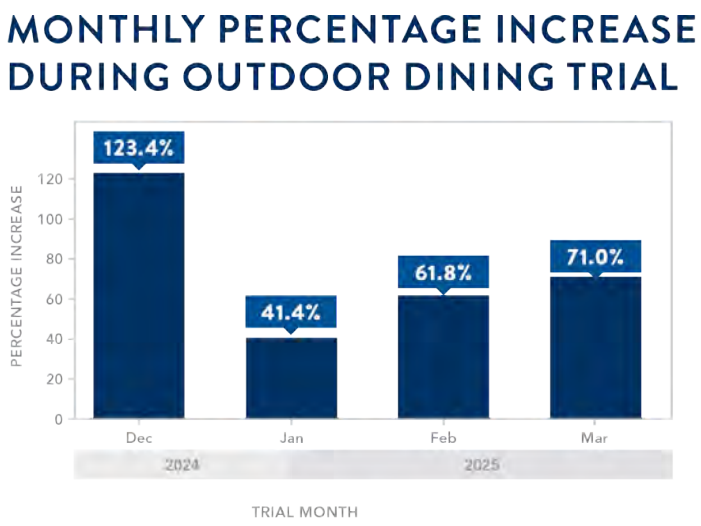


Figure 12: Monthly Pedestrian Data, Percentage Increase, Pre and Post Outdoor Dining Trial 2024-2025

Part 2: Trial Review - Benefits



Figure 13: Little Malop Street, Evening Trade

VIBRANT PUBLIC REALM AND IMPROVED CONNECTIVITY

The Automated Bollard Trial has already delivered improvements to the public realm and supports the urban design objectives of the CGFP by:

- Increasing potential for place activation by enabling outdoor dining, small scale events and cultural activations – such as the Summer in the Laneways program and the Tastes Winter Festival without extensive traffic management concerns.
- Reinforcing the identity of the street as a vibrant hospitality and entertainment precinct through consistent public realm use for pedestrian and social interaction, outdoor dining and event programming.
- Supporting walkability and creating a pedestrian priority east-west route connecting the cultural precinct with the retail precinct.
- Improving pedestrian safety encourages people to sit and linger, which promotes social interaction.
- Strengthening economic vitality through higher footfall and improved amenity that in turn support local businesses and attract more visitors.
- Create a distinctive people-focused identity for the precinct, encourage repeat visitation and improve local pride.

INCREASED ECONOMIC ACTIVITY THROUGH ACTIVATIONS AND OUTDOOR DINING

The section of Little Malop Street supported by the Automated Bollards, between Shorts Place and Moorabool Street, has presented an ideal space for small activations and events, without the need for onerous traffic management. Such streetscape conditions are proven to support stronger street-based economies, both locally and internationally, making the spaces attractive at all times of the day.

Outdoor dining plays a pivotal role in activating public spaces and driving economic activity, as seen during the Tastes Winter Festival on 20 June 2025, on Little Malop Street. The festival transformed the street into a lively open-air dining precinct where extended alfresco areas, combined with live entertainment, encouraged visitors to dwell longer. Not only does this boost patronage for businesses

along Little Malop but also creates a welcoming and vibrant atmosphere. Creating spaces such as these provides the opportunity to undertake activations that strengthen Central Geelong's night-time economy and supports a safer and more active city centre.

The interest in this space for events and activations is expected to increase as the central Geelong continues to grow. Some of the activities facilitated by the City to date include:

- Summer in the Laneways Outdoor Dining Trial facilitating testing new outdoor dining configurations
- Tastes Winter Festival, Silent Disco tours from Johnstone Park through Little Malop Street
- Life in Geelong, Shorts Place Projection, showcasing Geelong's vibrant industrial past
- Reconciliation Week, On-Country Tours, enabling storytelling from Wadawurrung Traditional Owners
- Tastes of Greater Geelong, Sweet Street and Eat Street, as part of a wider local food festival
- Street Performances, including musicians and performance artists
- Mardi Gras Street Music Festival
- Geelong After Dark and White Night
- Roam Arts and Culture Festival, coming in October 2025



Figure 14: Geelong After Dark 2018, Credit: Christina Francis

ENHANCED PEDESTRIAN SAFETY AND WELLBEING

Pedestrian priority streets offer numerous advantages, significantly enhancing safety by reducing vehicle related accidents and creating a calmer, more relaxed environment for pedestrians, which attracts more people to the street and encourages more extended visits and economic spend. Some of the other community health and safety benefits include:

- Significant reduction in potential conflicts between vehicles and pedestrians.
- Improved visibility and safer crossing points for pedestrians.
- Increased active travel, such as walking and cycling
- Safer spaces for children, older adults, and other more vulnerable users with additional needs.

INCLUSIVE ACCESS AND SAFETY

In addition to improving general pedestrian safety, pedestrian priority environments deliver improved safety outcomes for people with limited mobility. By reducing conflicts with vehicles, the public realm becomes easier to navigate for wheelchair users, people with vision impairments and all other differently abled individuals. Limited level changes create a more accessible environment, allowing equitable and inclusive public spaces that enable all members of the community to participate in street life.

URBAN DESIGN REVIEW

Little Malop Street is a key east-west link between the station and the city, connecting through Johnstone Park and supporting walkability and accessibility across Central Geelong.

The current pedestrian priority status of Little Malop Street between Moorabool Street and Shorts Place enables the delivery of a pedestrian priority street east-west connection as envisioned in the CGFP. Maintaining this section as a pedestrian priority zone is crucial for providing an improved connection to Little Malop Central, which is the heart of central Geelong and where seasonal activations take place, such as the proposed weekly Geelong City Market. This uninterrupted connection supports the seamless movement of pedestrians, supports programming of events and activations and creates a strong identity for Little Malop Street as a pedestrian priority corridor.



Figure 15: Central Geelong Street Hierarchy identifying Little Malop street as the key east-west pedestrian priority street. Source: Central Geelong Framework Plan, February 2023

In April 2025, the City conducted a review of the trial and engaged Stantec Australia to update its 2020 report. The updated report recommends improving pedestrian safety through a comprehensive assessment of five restricting access options for long-term implementation. Options 1 and 2 (from 2020) - to reintroduce vehicle access from Moorabool Street to Little Malop Street, Current Trialled Option, Options 3 and 4 (from 2025), all aimed at enhancing pedestrian safety (Attachment 2). The Council resolution in March 2021 stated:

- 17.4.1 Options for permanently closing Little Malop Street to vehicles between: Shorts Place and McLarty Place; and Shorts Place and Dennys Place – This is Options 3 (a & b) and 4.
- 17.4.2 Consultation outcomes with the Department of Transport authorities regarding alternative access for services and tenants.

Stantec's report evaluates new alternate access options for Little Malop Street, specifically Options 3 and 4, introduced in 2025, and builds on previously trialled options with increased vehicle restrictions. In 2020, Options 1 and 2 proposed to reintroduce vehicle access from Moorabool Street to Little Malop Street. Stantec's report includes recommendations for enhancing pedestrian safety and provides a comprehensive assessment criteria for evaluating all four alternate access options. Additionally, Stantec sought approval from the Department of Transport and Planning (DTP) for these options. The DTP did not support Options 1 and 2 but endorsed Options 3 and 4. Refer to Stantec’s report for greater detail.

Part 2: Trial Review - Challenges

INCONSISTENT USE OF LOADING BAYS

The Option 5 – Current Trialled Option provides a balance between competing access needs whilst supporting community safety. The access arrangement includes delivery vehicles accessing the precinct between 4 am and 10 am, providing a 6-hour window when outdoor dining and foot traffic are low. Deliveries for businesses can also utilise loading zones on James and Moorabool Streets at either end of the precinct within 75 metres or a 1-minute walk from any business or resident within the precinct. Smaller delivery vehicles, including vans and cars, can utilise parking spaces in James Street or Dennys Place. Larger vehicles can utilise loading bays in Moorabool Street.

The vehicle data shows a significant number of delivery vehicles entering the site during restricted hours for loading convenience and inconsistent use of designated loading bays within the precinct. This is a critical behaviour management issue that requires City action, as addressing it would significantly reduce the number of vehicles accessing the precinct. Managing vehicle access in this way protects the integrity of the pedestrian environment and supports a consistent urban design outcome.

Although the City website clearly outlined these conditions, businesses located on Little Malop Street in March 2023 could apply for automated bollard access during restricted times and receive an authorised user status from the City. This created confusion regarding automated bollard entry conditions and increased vehicle access during restricted hours. However, some users have chosen to disregard these conditions for convenience. Furthermore, in March 2021, the council resolution stated *17.2.2 Permit business and property owners' access via a code system during restricted hours*, but the project team changed this condition during the project delivery, which added to the mix messaging by the City. Enforcement or infringement notices for vehicles in the precinct during restricted times have also not been enforced consistently to change behaviour.



Figure 16: Vehicles tailgating at the Automated Bollards on Little Malop Street, 10:30am

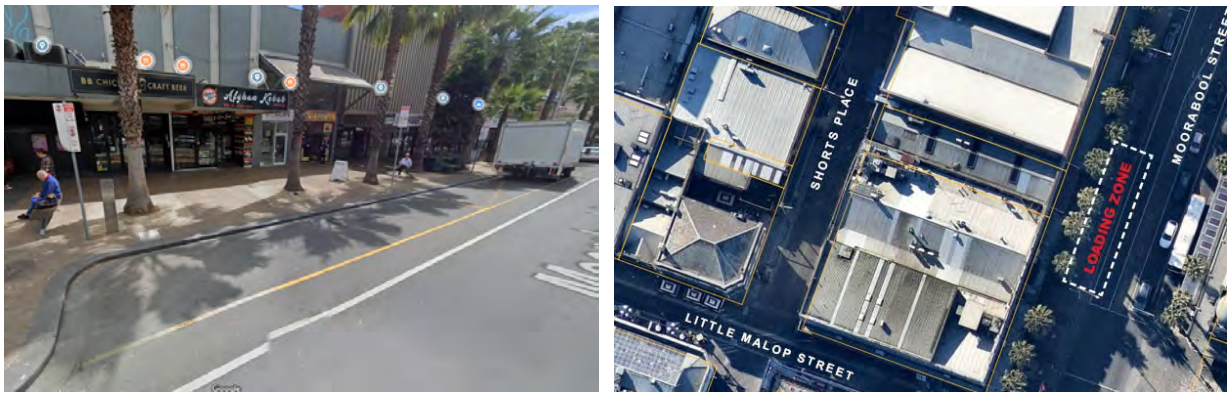


Figure 17: Image of street view and aerial photo with location of Loading Zone on Moorabool Street



Figure 18: Image of street view and aerial photo with location of Loading Zone on James Street

DESIGNATED PRIVATE CAR PARK ACCESS

Most properties along Little Malop Street between Dennys Place and Moorabool Street have no existing off-street parking. The private on-grade car park at the rear of 34 Malop Street currently has PIN code access, providing unlimited vehicle access to the precinct. There are approximately 20 car parking spaces that are used both by the businesses within 34 Malop Street and for paid parking. This private car park also has an existing vehicle crossing from Malop Street that is currently not being utilised, with all car park access from Little Malop and McLarty Place. During the consultation on the Outdoor Dining trial, users of this car park raised concerns with potential safety for pedestrians and outdoor dining patrons and also the potential challenges for vehicles to navigate between outdoor dining settings.

PARKING INFRINGEMENTS

The automated bollards have led to parking problems on Shorts Place, Little Malop Street, and McLarty Place within the restricted area. The signs in Shorts Place allow loading and unloading from 4 am to 10 am but prohibit parking outside those hours. Additionally, parking infringements are occurring outside the restricted area in front of the automated bollards on Dennys Place. Delivery trucks are illegally blocking a 5-minute loading zone for the Soho Apartments car park and parking in the 'No Standing Zone' on James Street. Authorised business vehicles have also violated these crucial emergency access zones.

There is a need to investigate more loading zones and a review of existing restrictions on Moorabool and James Streets to address delivery requirements while maintaining a safe pedestrian environment.

Between January 2024 and May 2025, there were 107 recorded parking infringements for violations such as 'Stopping in a permit zone without a permit' and 'Stopping in a loading zone.' These figures likely represent only a small portion of total violations. Illegal parking remains a problem, especially in Shorts Place, due to a current nearby construction site and long-term parking by vehicles near Moorabool Street businesses. Although a permit zone was introduced in 2023 to help trade vehicles during emergencies, no permits have been requested from Parking Services, and illegal parking persists. The following images show examples of illegal parking during restricted access times on Shorts Place.



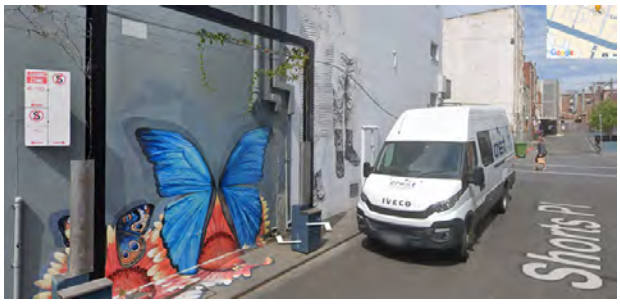
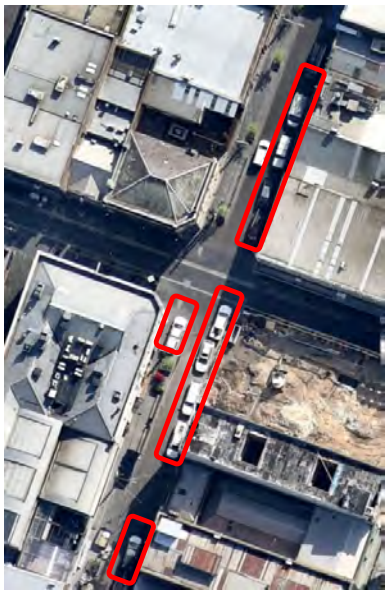


Figure 19: Illegal parking Shorts Place Figure 20: Aerial images Shorts Place illegal parking, 14 Sep 2023 and Wed 4 Sep 2024





RISK OF VEHICLE ACCIDENTS

The decision to install bollards was influenced by previous vehicle safety incidents, including a bus getting stuck in the Little Malop Street shared zone and the 2017 Melbourne hostile vehicle incident involving a number of pedestrian deaths through a vehicle accessing the Bourke Street mall pedestrian space, which led to many councils implementing hostile vehicle mitigations for safety.

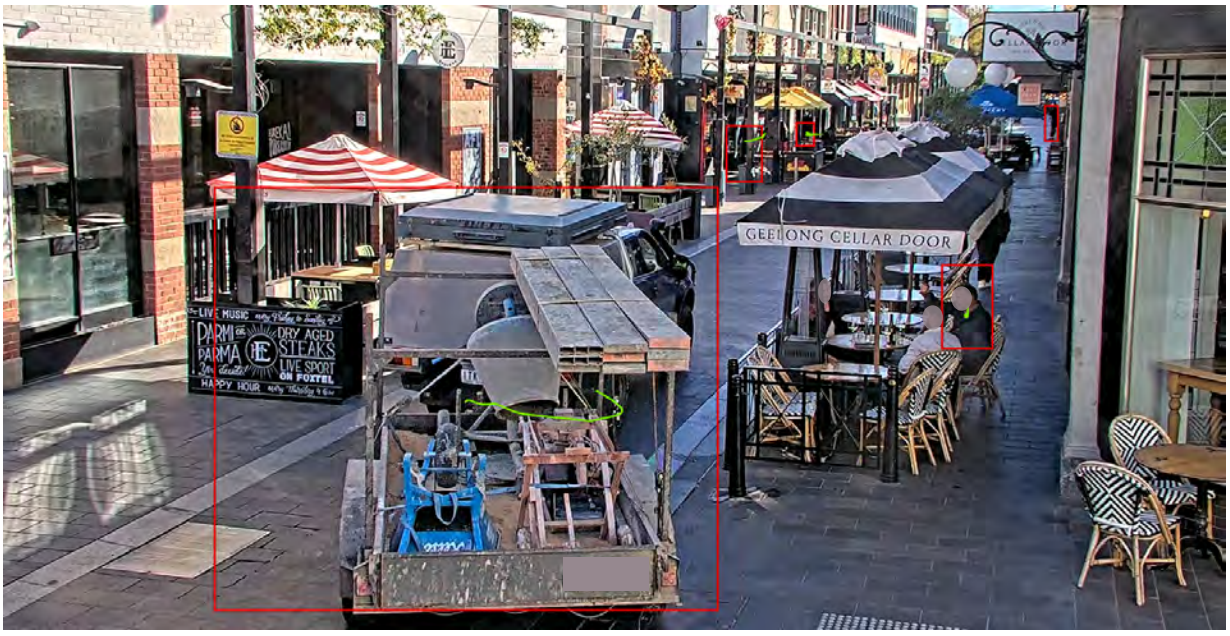
An internal risk assessment workshop in May 2023 reviewed risks associated with the automated bollard installation. Key risks identified included vehicle damage or personal injury from rising bollards, impact from vehicles following authorised vehicles due to delayed bollard activation, misuse of PIN-codes leading to unauthorised access, and drivers or pedestrians being unaware that bollards are in operation. Controls

implemented include operational adjustments to reduce the bollard activation delay from 20 to 5 seconds, improved signage and warning decals, installation of flashing lights and sirens, education for authorised PIN holders, and extensive testing of bollard equipment, safety loops, and detection mechanisms. Early operational challenges were resolved with these mitigation measures, and additional improvements, including additional signage, will be considered as part of the implementation and communications plan.

CONSTRUCTION VEHICLES USAGE

Construction vehicle access is typically connected to specific properties and timeframes, often requiring access throughout the day. Currently there is one specific situation where a building site is occurring within the precinct for over a year and these vehicles connected to this access should be using alternative surrounding roads. However, certain properties and construction activities may necessitate access via Little Malop Street and given the pedestrian priority, can create safety risks. These construction events should be managed on a case-by-case basis through an approved Construction Traffic Management Plan. All reasonable efforts will be made to minimise the use of Little Malop Street by vehicles, especially during peak pedestrian periods, while implementing suitable management measures to protect the safety and amenity of the Little Malop Street precinct. Further to this, construction vehicles should not be parked illegally on Shorts Place for the duration of the workday for the convenience of the tradesperson.

Figure 21: CCTV Analytics System, Capturing Construction and Trade Vehicles



Part 3: Alternative Vehicle Access Options

VEHICLE ACCESS OPTIONS SUMMARY

In April 2025, the City engaged Stantec Australia to update its 2020 Alternate Access Options report (Attachment 3), assessing the impact of new vehicle access on Little Malop Street's public realm and transport functions. The updated report (Attachment 2) focuses on improving resident amenities and pedestrian experiences, local business benefits, and estimated costs while prioritising safety across transport modes. The report evaluates four alternative access options and highlights the effectiveness of the Option 5 - Current Trialled Option.

Access Option 1 (2020): The proposal involves reopening Little Malop Street to vehicle traffic between Moorabool Street and Shorts Place, creating a single-lane, two-way access. It largely retains existing footpath widths. Vehicles would self-manage priority when entering or exiting at the Moorabool Street intersection. This option was not supported from a traffic management perspective and rated poorly for pedestrian safety, creating additional conflict points and reducing the overall amenity of the precinct. The Department of Transport and Planning (DTP) did not support this option and the estimated cost in 2025 was $176,850 and would require an additional capital works budget from FY26/27.

Access Option 2 (2020): The proposal involves reopening Little Malop Street to vehicle traffic between Moorabool Street and Shorts Place, creating two-lane, two-way access. This will require widening the carriageway and reducing the width of the footpath. Vehicles would be able to enter when the Moorabool Street traffic signals turn green. This would result in a non-compliant and unsafe footpath width, compromising pedestrian safety. The DTP did not support this option and the estimated cost in 2025 was $556,200 and would require an additional capital works budget from FY26/27.

Access Option 3a (2025): This option proposes making the existing automated bollard location permanent and includes keeping the automated bollards up at all times, removing the lowering from 4 am to 10 am. As a result, deliveries would need to occur outside the area in the designated loading zones. Access would be limited to essential users with additional requests considered on a case-by-case basis Estimated cost for 2025: $5,000 funded through the Place Activation operational budget for FY25/26.

Access Option 3b (2025): Serves as an interim step before implementing Option 3a. It would introduce stricter restrictions by changing the Current Trialled Option's free access conditions. Access between 4 am and 10 am will be limited to authorised business users and the designated private car park users, in addition to emergency services, utility companies, and City teams. The estimated cost for 2025 is $10,000 funded through the Place Activation operational budget for FY25/26.

Access Option 4 (2025): Maintains the current limited access but installs a second set of automated bollards between McClarty Place and Minns Place that doesn’t provide an automatic daily access period, offering a compromise between access and pedestrianisation, but performed slightly below Option 3 due to increased complexity and reduced periods of pedestrian priority. Estimated cost in 2025: $162,000 and would require an additional capital works budget from FY26/27.

Access Option 5 Current Trialled Option (2025) remains effective but requires a review of access code behaviour. City Officers would work collaboratively with all tenancies in the area to understand their specific needs and access requirements. It is proposed that all access codes would be re-issued to minimise future code sharing. Costs of retaining the automated bollards are approximately $5000 per annum and has been accounted for in operational costs.

DEPARTMENT OF TRANSPORT AND PLANNING FEEDBACK 2020

To proceed with any changes to the Moorabool Street and Little Malop Street intersection, Department of Transport and Planning (DTP) approval is required under the Road Management Act. Options 1 and 2 were referred to the DTP (was known as the Department of Transport at the time) to provide comment on

opening an access from Moorabool Street into Little Malop, with a response provided on 29 July 2020.Their response stated:

“the proposal to introduce traffic into Little Malop Street only introduces conflict and confusion between all users of this corridor, resulting in decreased safety, loss of amenity, and a negative impact on the whole of transport within central Geelong, and is not supported by the Department of Transport.”

Key feedback/rationale provided against Options 1 and 2 is listed below:

- negatively impact upon the current Moorabool Street traffic signal phasing
- introduce further conflicts with the existing bus stop operations on Moorabool Street
- likely require the installation of left and right turn lanes to allow access into Little Malop Street toallow for safe entry and exit for heavy vehicles
- further increase delays to priority bus movements on Moorabool Street
- introduce conflict between vehicles seeking to enter Little Malop Street and the priority bus movements (in scenario two)”

DEPARTMENT OF TRANSPORT AND PLANNING FEEDBACK 2025

DTP has no objections to Option 3a, 3b, and 4 which further restrict vehicle access into Little Malop Street through changes in the permitted hours or introduction of a secondary set of retractable bollards. DTP are supportive of the Option 5 - Current Trialled Option as well as Options 3a, 3b and 4 as they align with the network planning approach for the area.

VEHICLE ACCESS OPTIONS COSTS

The installation of the automated bollards was initially budgeted at $95,000 as part of the 2021–22 Council resolution for the Automated Bollard Trial to restrict vehicles in Little Malop Street. Actual installation of the bollards in March 2023 cost $117,000, with a repair expense of $71,000 in May 2023, exceeding the original budget. Labour rate escalation since the 2020 report, predicted at 35-37%, has further increased cost estimates to implement options 1, 2, 3 and 4. Ongoing operational and maintenance costs of the Option 5 Current Trialled Option also continue to be incurred. The City is managing these costs through careful planning and operational adjustments.

Current Trialled Option (Since June 2024)

It includes retractable bollards on Little Malop Street between Dennys Place and McClarty Place. The bollards are retracted daily between 4am and 10am, enabling vehicles to freely access Little Malop Street and the connecting laneways. Vehicle access outside of these times requires an individual pin code to be entered.



Previous Alternate Access Options (2020)

The two previous access options reopen traffic on Little Malop Street between Moorabool Street and Shorts Place in the following manners:

- **Option 1:** A single width traffic lane (3.6m wide) on Little Malop Street catering for two-way access between Shorts Place and Moorabool Street.
- **Option 2:** A two lane, two-way vehicle link (5.5m wide) on Little Malop Street providing access between Shorts Place and Moorabool Street.



New Alternate Access Options (2025)

The two new options build on the current trialled option by increasing the level of vehicle access restrictions, as follows:

- **Option 3** – Further restricts vehicle access by removing the existing daily vehicle access period between 4:00am and 10:00am, with sub-options (a) and (b) relating to what and the number of vehicles that can access.
- **Option 4** –Maintains the existing daily vehicle access period, but introduces a second set of retractable bollards between McClarty Place and Minns Place that doesn't private an automatic daily access period.



Part 4: Recommendations

RECOMMENDATIONS

Based on the option analysis and community engagement, it is recommended that Council endorses making the Automated Bollards on Little Malop Street permanent (Option 5 - Current Trialled Option) along with continuing to work with tenancies in the area on access conditions.

Review of the Automated Bollard Trial in Little Malop Street has confirmed that the bollards are critical for creating a safe pedestrian environment, promoting economic vitality and increasing vibrancy within a bustling hospitality precinct. Since the automated bollards were installed in March 2023, the trial has faced operational challenges, including bollard damage and misuse of access codes by business users. However, the potential benefits showcased through pedestrian safety, connectivity, and increased business activity justify retaining the current arrangement with opportunity for further safety improvements as a strategic way forward.

Community engagement in 2023 and 2025 was targeted at both traders and residents, as well as the wider community. It was both in person and online and was largely positive. Many respondents supported the continuation of automated bollards and suggested improvements for delivery and access management. Participants reported better pedestrian safety and a more inviting atmosphere than when there were no automated bollards but pointed out ongoing issues like illegal parking and excess delivery access. There was strong support for more vehicle restrictions, particularly during late-night hours to create a safer and more vibrant environment. Some respondents expressed concerns about the volume of vehicles on Little Malop Street, which made outdoor dining feel unsafe.

The purpose of the trial was to restrict vehicle access in a highly pedestrian area to ensure safety and support outdoor dining initiatives. Despite the difficulties encountered, such as excessive vehicle entries by authorised users and damage during initial operations, data analysis indicates the trial was a success in decreasing vehicle access and encouraging greater pedestrian use and highlighted the opportunity to further reduce vehicle access. With 85% of the vehicle entries logged from August 2024 to April 2025 identified as avoidable, there is a clear opportunity to work with local businesses on access conditions to improve safety.

APPRO

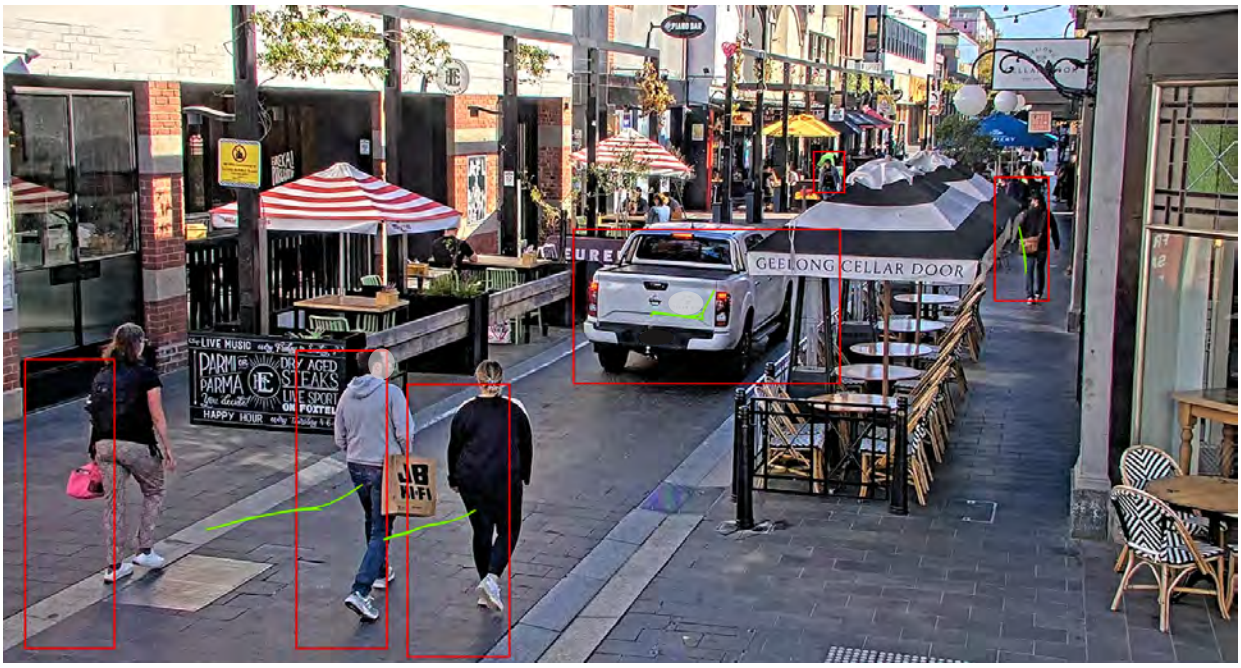


Figure 22: CCTV Analytics System, Capturing Pedestrians and Vehicles Shared Space

Next Steps

When approved, the Place Activation team plans to implement the following actions:

- **Consult with internal and external stakeholders:** Engage in consultation with teams across the City and key stakeholders like Little Malop Street traders, the Victoria Police and Emergency Services.
- **Develop a communications and community engagement plan:** Thoughtful communications and change management strategy will be established, including both a written letter and face-to-face drop-in sessions with traders on Little Malop Street.
- **Consider stricter vehicle access conditions:** Implement Stantec recommendations to reduce vehicle access and create a safer pedestrian environment for outdoor dining and walking.
- **Explore outdoor dining summer closure:** Reducing vehicle presence would further support the pedestrian experience and create opportunities for outdoor dining. The impact of any changes in the precinct will be monitored and reviewed ahead of implementing initiatives to support and promote outdoor dining.
- **Precinct programming:** Collaborate with traders and businesses in Little Malop Street for precinct programming opportunities delivered by the City and other cultural partners. We will integrate initiatives from the Central Geelong Development Industry Group and Central Geelong Activations Group.

Attachments

ATTACHMENT 2 – RESTRICTING VEHICLES IN LITTLE MALOP STREET – ALTERNATIVE ACCESS OPTIONS REPORT, JUNE 2025, STANTEC AUSTRALIA

ATTACHMENT 3 – RESTRICTING VEHICLES IN LITTLE MALOP STREET - ALTERNATIVE ACCESS OPTIONS REPORT, SEPTEMBER 2020, STANTEC AUSTRALIA

ATTACHMENT 4 – SURVEY QUESTIONS- LITTLE MALOP STREET AUTOMATED BOLLARD USERS- 2023 AND 2025

ATTACHMENT 5 – LITTLE MALOP STREET AUTOMATED BOLLARD TRIAL SITE DATA CHEAT SHEET 2025

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Restricting Vehicle Access in Little Malop Street - Alternate Access Options

Technical Review

Prepared for:
City of Greater Geelong

05 September 2025

Prepared by:
Stantec Australia

Project/File:
300305905



Stantec Australia Pty Ltd

Revision Schedule

Revision	Description	Author	Date	Quality Check	Date	Independent Review	Date
A	Final	Jeremy Lis	01/09/20	Andrew Farran	01/09/20	Reece Humphreys	01/09/20
B	Updated Final	Elysia Marriott	04/09/25	Alex Blackett /Paige Mews	04/09/25	Alex Blackett	04/09/25

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The conclusions in the Report titled Restricting Vehicle Access in Little Malop - Alternate Access Options are Stantec's professional opinion, as of the time of the Report, and concerning the scope described in the Report. The opinions in the document are based on conditions and information existing at the time the scope of work was conducted and do not take into account any subsequent changes. The Report relates solely to the specific project for which Stantec was retained and the stated purpose for which the Report was prepared. The Report is not to be used or relied on for any variation or extension of the project, or for any other project or purpose, and any unauthorized use or reliance is at the recipient's own risk.

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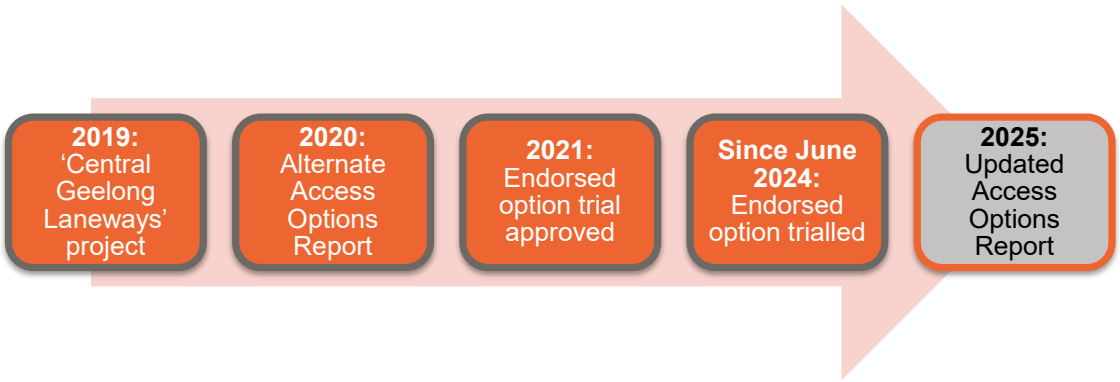
Appendix A Vehicle Swept Paths and Design
Appendix B Visualisation

Executive Summary

Little Malop Street between Moorabool Street and James Street is a key hospitality and entertainment precinct within central Geelong. In order to support its continued development, increased visitation and improved user experience, it has been developed into a vibrant laneway that prioritises pedestrians and provides space for outdoor dining, events and street activation.

The City of Greater Geelong is exploring long-term vehicle access management solutions for Little Malop Street to further enhance its pedestrian environment. Figure E-1 outlines the key steps that have occurred in the development of vehicle access management arrangements for Little Malop Street. These are being considered further through this updated Access Options report with two additional options. The updated report builds on the previous version prepared in 2020 that considered three options, including its support for the endorsed option with retractable bollards at the James Street end that has been in place as a trial since June 2024.

Figure E-1. Key Vehicle Access Management Steps for Little Malop Street



In terms of the resulting five options, they are summarised in Figure E-2 and were assessed against the following set of criteria to help identify the option recommended to be implemented long-term:

1. Improve the amenity for people dwelling.
2. Improve the experience for pedestrian movements.
3. Improved safety for all transport modes.
4. Benefits to surrounding businesses including outdoor dining, events, and potential to increase trade.
5. Management of vehicle movements and access including waste, loading, deliveries, emergency services and construction.
6. Impact on the wider network including public transport services.
7. Transport network planning alignment (including DTP feedback).
8. Existing and future developments access and parking requirements.
9. Cost of works (order of magnitude).

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
Executive Summary

Figure E-2. Access Options Summary

Current Trialled Option (Since June 2024)

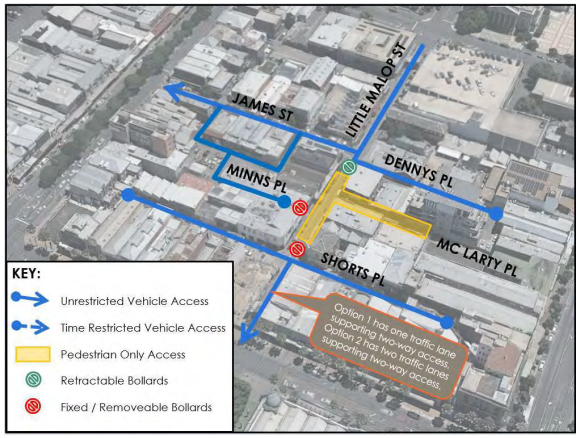
It includes retractable bollards on Little Malop Street between Dennys Place and McClarty Place. The bollards are retracted daily between 4am and 10am, enabling vehicles to freely access Little Malop Street and the connecting laneways. Vehicle access outside of these times requires an individual pin code to be entered.



Previous Alternate Access Options (2020)

The two previous access options reopen traffic on Little Malop Street between Moorabool Street and Shorts Place in the following manners:

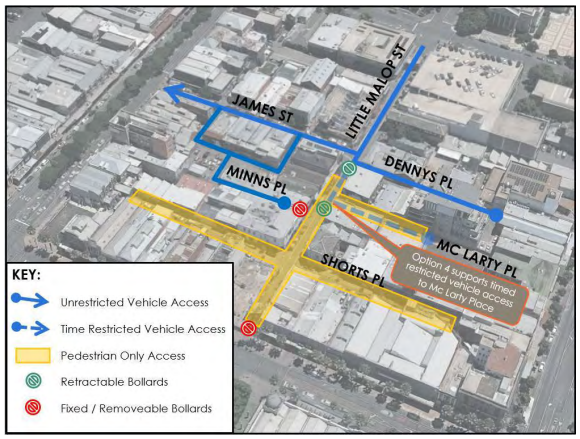
- **Option 1:** A single width traffic lane (3.6m wide) on Little Malop Street catering for two-way access between Shorts Place and Moorabool Street.
- **Option 2:** A two lane, two-way vehicle link (5.5m wide) on Little Malop Street providing access between Shorts Place and Moorabool Street.



New Alternate Access Options (2025)

The two new options build on the current trialled option by increasing the level of vehicle access restrictions, as follows:

- **Option 3 –** Further restricts vehicle access by removing the existing daily vehicle access period between 4:00am and 10:00am, with sub-options (a) and (b) relating to what and the number of vehicles that can access.
- **Option 4 –**Maintains the existing daily vehicle access period, but introduces a second set of retractable bollards between McClarty Place and Minns Place that doesn't private an automatic daily access period.



The key findings from the assessment of the five options are the following:

- Option 3, and both its sub-options (a) and (b), which propose full-time closure of Little Malop Street to general vehicle access (removing the 4:00am–10:00am unrestricted access window), emerged as the recommended option. They scored highest across all the assessment criteria, including pedestrian amenity, safety, alignment with strategic planning, and support from the Department of Transport and Planning (DTP).

  In terms of the two sub-options, the following was found:

  - » Sub-option (a), which limits and controls vehicle access through the retractable bollards to the absolute minimum, such as only permitting access by emergency vehicles and others as agreed with the City on a case-by-case basis (e.g. those needed for construction and maintenance activities), reflects the long-term aspiration but would be challenging in at least the short-term to implement given the existing operations and transfer of goods with many of the tenancies in the area.

  - » Sub-option (b), which allows for a very limited number of vehicles to gain access each day between 4:00am–10:00am for each tenancy was considered to provide a natural first step in implementing Option 3, and as the City works with the tenancies in the area to progressively move towards the arrangements under sub-option (a). The specific number of vehicles that would be able to gain access would be based on survey data and discussions with tenancies applying for vehicle access. The number of vehicles able to access would also be routinely reviewed and adjusted.

- **Option 4** maintains the current limited access associated with the current trialled option to McClarty Place but introduces a second set of bollards between McClarty Place and Minns Place that doesn't private an automatic daily access period, offering a compromise between access and pedestrianisation. It also performed well but slightly below Option 3 due to increased complexity and reduced periods of pedestrian priority. It is also noted that there would likely be a need for similar sub-options as proposed for Option 3 given the existing operations of many of the tenancies in the area.

- **Options 1 and 2**, which reintroduce vehicle access from Moorabool Street, were not supported by DTP and performed poorly due to safety concerns, negative impacts on pedestrian experience and bus operations along Moorabool Street, and high implementation costs.

- The **current trialled option** (time-based access via retractable bollards) remains effective but does not maximise the potential for pedestrian-focused outcomes that are achieved in Options 3 and 4.

The report concludes that **Option 3** best aligns with the City's guiding policy and strategies for central Geelong. It offers the greatest benefits in terms of public realm activation, safety, and long-term sustainability, while still accommodating essential services through controlled access via the retractable bollards. Initially, it is expected to **sub-option (b)** that permits limited and controlled vehicle access would be implemented, and be routinely reviewed and adjusted with the aim of eventually achieving the absolute minimum level of vehicle access proposed as part of sub-option (a).

1 Introduction

1.1 Project History

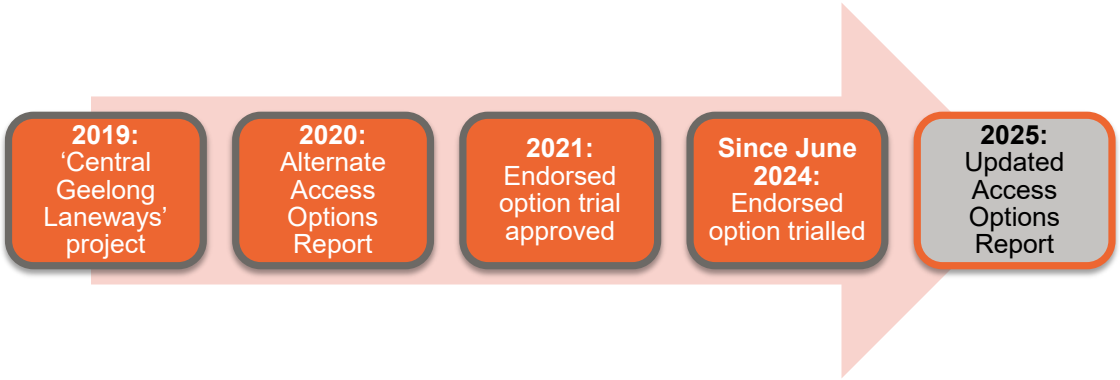
1.1.1 Key Steps

Little Malop Street between Moorabool Street and James Street is a key hospitality and entertainment precinct within central Geelong. In order to support its continued development, increased visitation and improved user experience, it has been developed into a vibrant laneway that prioritises pedestrians and provides space for outdoor dining, events and street activation.

As part of creating such an environment, vehicle access management measures have been implemented, through its creation of a shared space, and more recently the introduction of retractable bollards on Little Malop Street near the intersection of James Street and Denny's Place.

Figure 1-1 outlines the key steps that have occurred in the development of the vehicle access management arrangements for Little Malop Street. These are being considered further through this updated Access Options report with two additional options. The updated report builds on the previous version prepared in 2020 that considered three options, including its support for the endorsed option with retractable bollards at the James Street end that has been in place as a trial since June 2024.

Figure 1-1. Key Vehicle Access Management Steps for Little Malop Street



The primary objective of this updated Access Options report is to evaluate various options and identify the most suitable solution for permanent implementation. A total of five options have been considered, including the endorsed option that has been in place as a trial, the two other options considered as part of the previous version prepared in 2020 and two new options.

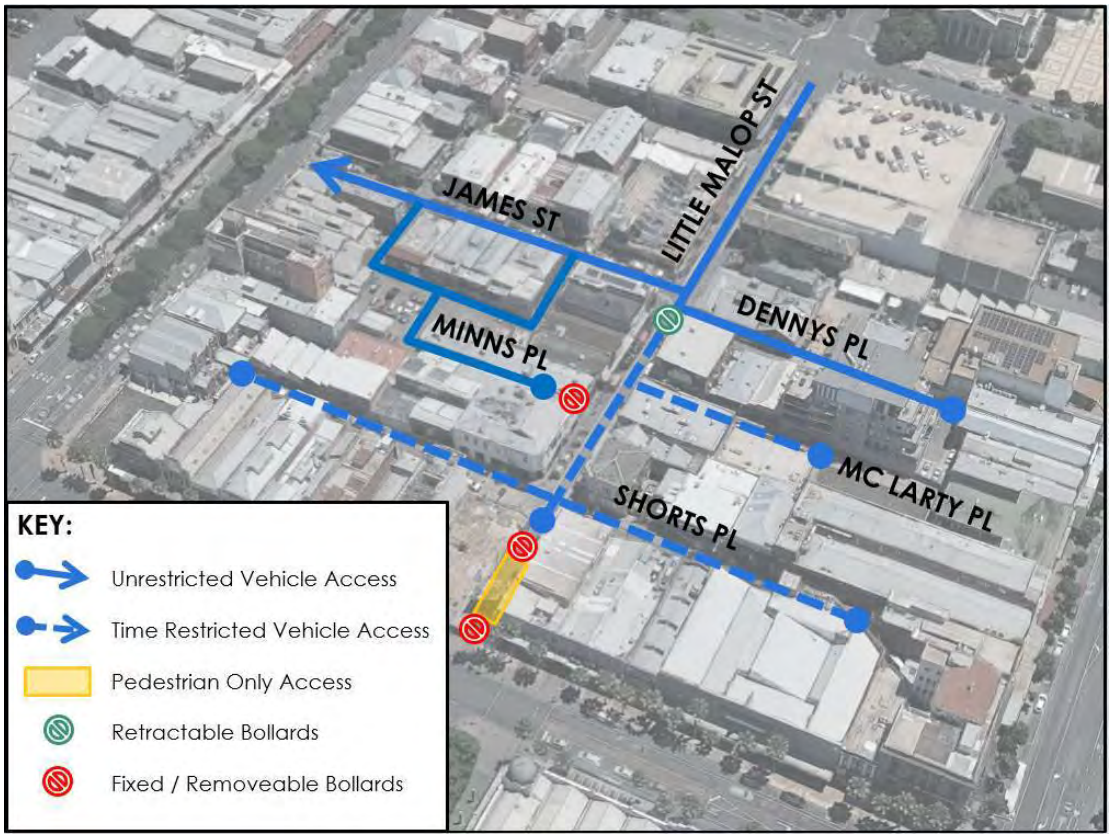
1.1.2 Current Trialled Option (Since June 2024)

In April 2019, the City of Greater Geelong approved a draft proposal as part of the 'Central Geelong Laneways' project, which sought to restrict vehicle access on Little Malop Street between James Street and Moorabool Street. With vehicle access presently closed between Moorabool Street and Shorts Place, the proposal sought to extend the restriction to Dennys Place through the implementation of temporary time-based retractable bollards. After the draft proposal, consultation was undertaken with

the community and key stakeholders, with the proposal evolving to reflect the current design (i.e. restricting daily vehicle access to between 4:00am and 10:00am). In March 2020, the proposal was presented to the City, which was subsequently endorsed. The retractable bollards were then implemented as a trial from June 2024 and is still currently active.

An overview of the endorsed vehicle access strategy for the laneways precinct, including the part-time vehicle restriction between Dennys Place and Shorts Place, is presented in Figure 1-1.

Figure 1-2. Diagram of Current Trialled Vehicle Access Option for Little Malop Street (2024)



1.1.3 Council Meetings and Resolutions

The initial proposal was put forward to the City in 2019, with Table 1-1 showing the timeline of events as it relates to the Little Malop Street project between 2019 and 2021.

Table 1-1 Lt Malop Street Councillor Meetings

Council Meeting	Summary of Events
9 April 2019	• Initial proposal was presented to Council. • Approval was sought to commence community engagement. • Councillors endorsed engagement with the community.
10 March 2020	• Presented the findings of the community engagements in the 'Little Malop – Engagement Findings' report, which analyses key issues raised by the community.

Council Meeting	Summary of Events
	• A more detailed proposal for the extended vehicle closure was prepared, which balanced the findings from the community engagement. • Council endorsed the amended proposal, but requested a report be prepared that simultaneously considers bi-directional vehicular access on Little Malop Street, between Moorabool Street and Shorts Place.
30 June 2020	• Presented a report that details the findings of vehicular access investigations ('Restricting Vehicles in Little Malop Street – Alternate Access Options Report', prepared by Traffix Group). • Prepare a further report that undertakes further consultation with key stakeholders and the community to investigate if there can be a balance between competing modal priorities on Little Malop Street
August 2020	• A further traffic assessment was commissioned and received. • Further consultation was undertaken in August 2020 as requested by Council, including direct notification to all previous respondents to the engagement back in 2019. Engagement was also promoted through our website and the media directing respondents to 'Have Your Say'. (August 2020 Engagement Findings Report).
21 September 2020	• A recommendation was provided, but Council deferred the report.
23 March 2021	• Request the Chief Executive Officer to undertake an urban design review of the pedestrian and vehicular requirements to best utilise and activate the precinct, including Little Malop Street central (between Moorabool and Yarra Streets). This review should consider the potential closure of Little Malop Street to vehicles between Moorabool Street and Rock O'Cashell lane, the outcomes of the Central Geelong Planning Framework, other related strategies, and inform the development of the Market Square Masterplan; and • Endorse an allocation of $95,000 in the 2021-22 budget to undertake the trial of closing Little Malop Street.

1.1.4 Community Engagement Outcomes

The community engagement report that was presented to Councillors on 10 March 2020, 'Restricting Vehicles in Little Malop Street: Engagement Findings Report' summarises the findings of Little Malop Street community impacted by the project. Over the 21-day engagement period, 33 submissions were received. Across the 33 submissions, six key themes and issues were identified:

1. Public safety and amenity.
2. Deliveries and loading / unloading.
3. Live music venues.
4. Access to private car parks.
5. Emergency service and other access.
6. Alternative proposal to open vehicle access to Moorabool Street.

Further stakeholder engagement occurred in consideration of the alternate access options.

1.1.5 Previous Alternate Access Options (2020)

The resolution from the 10 March 2020 Council Meeting effectively sought an amended proposal which investigated the reopening of traffic on Little Malop Street between Moorabool Street and Shorts Place. This outcome would enable unrestricted vehicle access to Shorts Place and enable the permanent

closure of Little Malop Street to vehicles between Shorts Place and Dennys Place (rather than the previously proposed time based closure of Little Malop Street to vehicles east of Dennys Place).

An overview of the alternate vehicle access strategy identified for further investigation, including the reopening of Little Malop Street between Moorabool Street and Shorts Place, is presented in Figure 1-3.

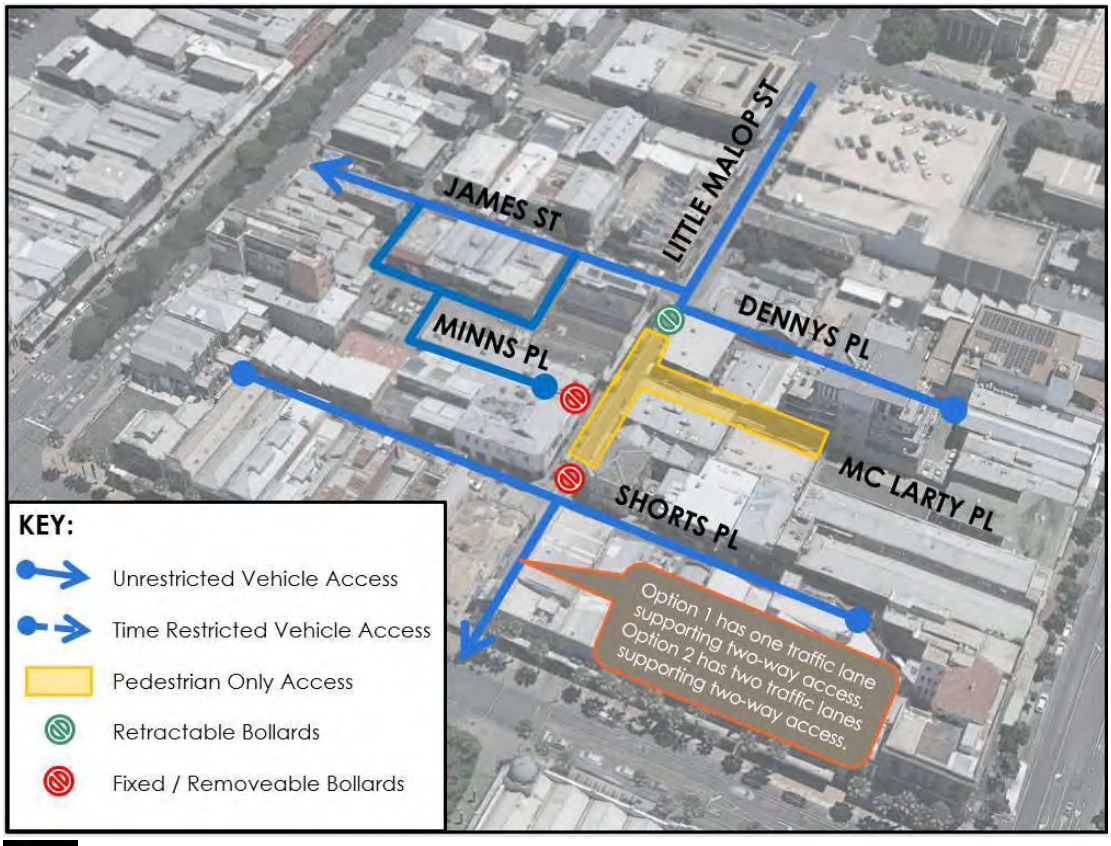
Traffix Group were subsequently engaged by City of Greater Geelong to investigate bi-directional vehicle access options on Little Malop between Shorts Place and Moorabool Street (i.e. to enable the above outcome to be realised).

In the Traffix Group report, two primary options were identified and reviewed further, as follow:

- **Option 1:** This option maintains a single width traffic lane (3.6m wide) catering for two-way access to Moorabool Street. This scenario would largely maintain the existing pedestrian footpath widths along this section of Little Malop Street and require vehicles to self-manage priority through this section of the laneway on approach to, and departure from, the Moorabool Street intersection.
- **Option 2:** This option involves providing concurrent vehicle access via a two lane, two-way vehicle link between Shorts Place and Moorabool Street.

The two previous options to introduce two-way vehicle flow between Moorabool Street and Shorts Place are further discussed in Section 3 of this report.

Figure 1-3. Diagram of Alternate Access Options 1 and 2 (2020)



1.1.6 Department of Transport and Planning Feedback (2020)

To proceed with any changes to the Moorabool Street and Little Malop Street intersection, Department of Transport and Planning (DTP) approval is required under the Road Management Act. Options 1 and 2 were referred to the DTP (was known as the Department of Transport at the time) to provide comment on opening an access from Moorabool Street into Little Malop, with a response provided on 29 July 2020.

Their response stated:

> *"the proposal to introduce traffic into Little Malop Street only introduces conflict and confusion between all users of this corridor, resulting in decreased safety, loss of amenity, and a negative impact on the whole of transport within central Geelong, and is not supported by the Department of Transport."*

Key feedback/rationale provided against Options 1 and 2 is listed below:

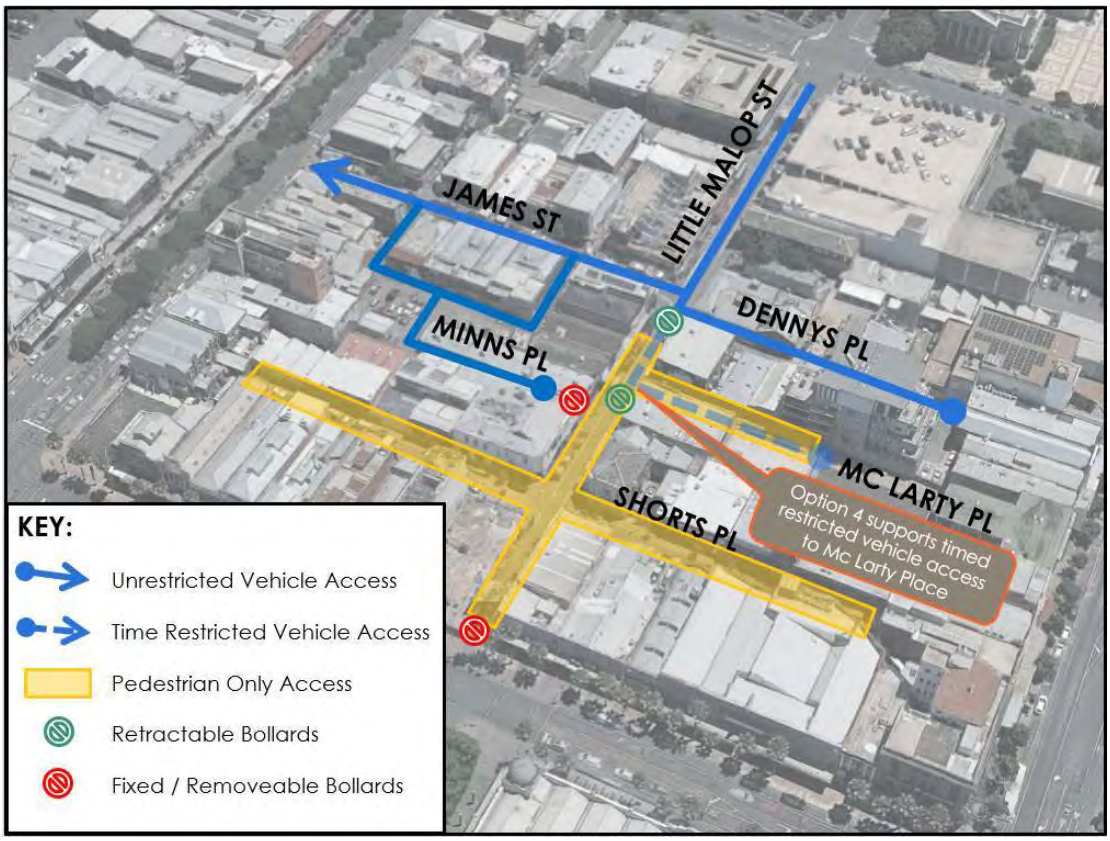
- *"negatively impact upon the current Moorabool Street traffic signal phasing*
- *introduce further conflicts with the existing bus stop operations on Moorabool Street*
- *likely require the installation of left and right turn lanes to allow access into Little Malop Street to allow for safe entry and exit for heavy vehicles*
- *further increase delays to priority bus movements on Moorabool Street*
- *introduce conflict between vehicles seeking to enter Little Malop Street and the priority bus movements (in scenario two)"*

1.1.7 New Alternate Access Options (2025)

The City is now seeking to investigate two further options and present all five options for assessment. The two new options will be referred to as Option 3 and Option 4. They are outlined as follows and presented in Figure 1-4:

- **Option 3 –** Builds on the endorsed option that is currently in place by further restricting vehicle access by removing the daily vehicle access period between 4:00am and 10:00am when the retractable bollards are automatically lowered. Sub-options (a) and (b) relating to what and the number of vehicles that can still gain access with the retractable bollards raised have also been developed and discussed in Section 3 of this report.
- **Option 4 –** Given the existing private car park at the northern end of McClarty Place, its current level of access would be maintained via the existing retractable bollards that would continue to be automatically lowered between 4:00am and 10:00am, but introduce a second set of retractable bollards between McClarty Place and Minns Place that would not be automatically lowered over a given time period each day.

Figure 1-4. Diagram of Alternate Access Options 3 and 4 (2025)



The two new options to further restrict the level of vehicle access into Little Malop Street is presented in Section 3 of this report. This includes discussion regarding access to the car park at the rear of 34 Malop Street that currently occurs via McClarty Place, which would only be continued to be supported through Option 4 (access to the rear car park would need to occur via Malop Street under Option 3).

1.2 Purpose of this Report

Stantec has been engaged to provide an independent assessment of the various options being considered to manage vehicle access and create a pedestrian priority area along Little Malop Street between Moorabool Street and James Street.

This report outlines the findings of this independent assessment of the various options. This report was first drafted in 2020, when it considered the Current Trialled Option (2024), and the previous Vehicle Access Options 1 and 2 (2020), with this updated version also considering the new Vehicle Access Options 3 and 4 (2025).

1.3 References

In preparing this report, reference has been made to the following:

- Greater Geelong Planning Scheme

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
1 Introduction

- City of Greater Geelong Council Meeting Minutes (dated 9 April 2019 and 10 March 2020)
- City of Greater Geelong Council Resolution (dated 30 June 2020)
- Traffix Group Report, 'Little Malop Street Traffic Analysis Review of Access to Moorabool Street', dated May 2020
- Australian Standard / New Zealand Standard, Parking Facilities (AS2890)
- an inspection of the site and its surrounds
- other documents as nominated.

2 Context

2.1 Road Network

2.1.1 Little Malop Street

Little Malop Street forms a key part of Geelong's central activity centre, as has been identified in numerous strategies and policies. Much of this strategy and existing use supports Little Malop as a pedestrianised destination with significant on-street activation. It provides strong links to the public transport network, through the bus services on Moorabool Street that connect with broader Geelong, and is near to Geelong Station for train access to Metropolitan Melbourne. Further, it is a local laneway, in the centre of central Geelong, connecting Latrobe Terrace to the west and Swanston Street to the east. The project site is a busy pedestrian street with several entertainment and restaurant venues. As well as being a busy destination during the day, it also has a busy nighttime economy and multiple spaces for outdoor dining.

Little Malop Street between Moorabool Street and James Street has a flush stone paving finish. Spoon drains are present along its length to manage the storm water, as well as help visually separate the footpaths on each side of a trafficable central area. Many venues offer outdoor dining, and the street features public benches, planters with small trees, an arbour with climbing plants, shaded areas, and bike parking. Between Moorabool Street and Shorts Place, vehicle access is not permitted. However, between Shorts Place and James Street vehicle access is permitted under shared zone restrictions, noting the current trialled access control arrangements with the retractable bollards at the James Street end.

Little Malop Street is shown in Figure 2-1 and Figure 2-2.

Figure 2-1. Little Malop Street (looking west)



Figure 2-2. Little Malop Street (looking east)



2.1.2 Shorts Place

Shorts Place is a north-south running laneway, with access provided via Little Malop Street. While the lane has some properties with frontages on Shorts Place, the laneway largely operates as a service road for properties fronting Moorabool Street. These properties utilise Shorts Place for waste collection and loading events. Shorts Place does not provide vehicle access to any notable off-street car parking.

Both the northern and southern extents are dead-ends, with Little Malop Street being the only entry and exit point for vehicles. Various on-street short-term parking and loading zones are provided on Shorts Place.

Shorts Place north and south of Little Malop Street is shown in Figure 2-3 and Figure 2-4, respectively.

Figure 2-3. Shorts Place (north of Lit. Malop St)



Figure 2-4. Shorts Place (south of Lit. Malop St)



2.1.3 Moorabool Street

Moorabool Street is a higher-order local road, aligned in a north-south direction, that provides a connection between Belmont / all greater Geelong bus routes southbound and northbound to Geelong Station and the Waterfront. It is a two-lane carriageway with one-lane in each direction and a painted central median. Geelong's primary bus interchange is located on this street so is a busy bus route

Consistent with parts of the Activity Centre there are 6m wide footpaths with street furniture such a bench, plantings, street trees and bus shelters. Similarly, there are indented on-street short-term parallel car parking spaces and bus bays.

Moorabool Street, at Little Malop Street, is shown in Figure 2-5 and Figure 2-6.

Figure 2-5. Moorabool Street (looking north)



Figure 2-6. Moorabool Street (looking south)



2.2 Transport Network

2.2.1 Bollard User and Pedestrian Data

To support the evaluation of vehicle access restrictions on Little Malop Street, the City of Greater Geelong reviewed the authorised bollard access user data over a 9 month period between August 2024 and April 2025, as well as pedestrian data. This data review aimed to understand user patterns and consider pedestrian amenity and safety with essential vehicle access for deliveries, emergency services, and authorised stakeholders. The data review also provided an opportunity to assess the effectiveness of the time-based access controls and understand how the space is used by both vehicles and pedestrians. The results offer valuable insights into access patterns, stakeholder behaviour, and pedestrian activity within the precinct.

The retractable bollard system operated on a time-based schedule, restricting vehicle access daily between 10:00 am and 4:00 am to exclude the general public, ride shares, taxis, and non-residents. From 4:00 am to 10:00 am, access was unrestricted to accommodate deliveries and general use. Authorised bollard access users—including 21 business stakeholders, 2 private stakeholders, 3 emergency or utility providers, and 3 City teams were granted entry via personalised codes on installation of the current trialed access option in 2024. However, since this, the City has identified instances of code sharing, leading to recommendations for tighter access controls. A summary of the key findings is provided in this section of the report.

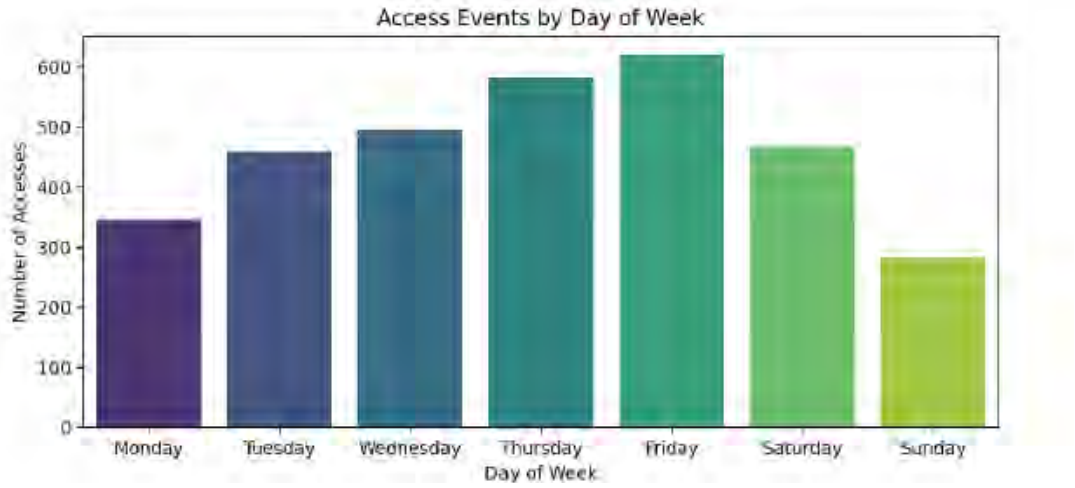
2.2.1.1 Data Collection Approach

- Authorised bollard access users was monitored via bollard access events (10:00 am–4:00 am) and CCTV access counts (4:00 am–10:00 am).
- Pedestrian counts were recorded as individual movement events, not total crowd size.

2.2.1.2 Access Patterns

- **Daily:** Peak access at 10:00 am; daily averages ranged from 12 (in September) to 21 (in December).

- **Weekly:** Highest activity on Thursdays and Fridays; weekend access skewed towards the evening / night.
- **Monthly:** 3,255 total accesses; November and December were peaks, September the lowest.



2.2.1.3 User Categories

- **Business Stakeholders:** 85% of accesses (2,698 total); one construction-related user accounted for 27%.
- **Private Stakeholders:** 13% (406 total); one user made up 10%.
- **Emergency/Utility/City:** 2% (53 total), with access at all hours.

2.2.1.4 Pedestrian Activity

- Daily pedestrian counts ranged from 5,000 to 25,000.
- Higher pedestrian volumes generally coincide with increased bollard access activity.

The results reinforce the highly pedestrian nature of Little Malop Street between Moorabool Street and James Street, with 5,000 to 25,000 pedestrians per day accessing the space, and only 12 to 21 vehicles per day accessing the space. Moreover, pedestrian activity has increased since the introduction of the retractable bollards that have reduced vehicle numbers. However, it is also noted that pedestrian volumes fluctuate significantly, likely influenced by weather conditions and scheduled events.

Among the vehicle users of the retractable bollards, businesses account for the highest proportion by a considerable margin. The survey also identified that construction vehicles require frequent and regular access, as projects often span extended periods and may involve multiple trips per day. Peak access demand typically occurs around 10:00 a.m., coinciding with the activation of the bollards and the subsequent restriction of general vehicle access.

Discussion of how the survey findings relate to the proposed options is provided in Section 4.2.

2.2.2 Active Travel

Little Malop Street is located in the heart of central Geelong. There is a well-connected walking network with footpaths across the active centre of Geelong, enabling a safe walking environment for all ages

and people with wheelchairs, prams or walking aids. While Little Malop Street has not been identified as a cycling priority route, the adjacent section of Moorabool Street is identified within the Geelong Transport Network Operating Plan (Section 2.3.2 of this report) as a priority bicycle route. Due to Little Malop Street's character, it is likely riders may choose to use this section given the reduced vehicle volumes. The activity centre should provide a safe environment for all active travel.

2.2.3 Public Transport Network

The subject section of Little Malop Street is located adjacent to the Geelong CBD bus “super stop” which is located on Moorabool Street. Seventeen bus services presently utilise the interchange, providing extensive connections from the centre of Geelong through to the outermost suburbs. Additionally, Geelong Station is a short walk or bus ride away (approx. 5 to 10 minutes), which provides a rail connection to Metropolitan Melbourne. The public transport services running in the vicinity of the site are shown in Figure 2-7. The bus routes along Moorabool Street travel through the intersection of Moorabool Street and Little Malop Street however, the impact of this is expected to be low as the buses are not able to enter Little Malop Street.

Figure 2-7. Central Geelong Bus Map



2.3 Policy and Literature Review

2.3.1 Movement and Place

Movement and Place is based on the philosophy that transport links perform two functions: the movement of people and goods and acting as a destination in their own right. The movement function is about minimising travel time and maximising throughput in a safe manner, whilst the place function is about the destination and people seeking to dwell and spend time in the location. These two functions are vying for the same amount of road space, and thus are often in conflict with one another.

For major highways and arterial roads, the movement function is paramount whereas the place function is all but irrelevant. In contrast, for activity centres and retail/dining precincts, the place function is paramount, and the movement function is a lesser consideration, at least for vehicles.

The Movement and Place framework seeks to provide a consistent methodology for designing streets in a manner that balances the needs of movement and place, for all people to live, work and enjoy. The types of streets that the Movement and Place framework seeks to identify are illustrated in Figure 2-8. The State Government (Department of Transport and Planning, DTP) has classified Little Malop Street as P1 for Place and M4 for Movement which translates to a 'City Place'.

Figure 2-8. Movement and Place Framework and Modal Hierarchy



Contemporary road network planning suggests that for 'City Places' in CBD environments that a model hierarchy that favours sustainable travel modes over private vehicles should be prioritised. Accordingly, the modal hierarchy presented in Figure 2-8 has been adopted for the assessment of the potential vehicle access options.

2.3.2 Geelong Transport Network Operating Plan (2019)

The Geelong Transport Network Operating Plan (TNOP) is based on Movement and Place, providing the framework for the road network for the City of Geelong. It identifies modal priorities and network management approaches to best use the road system. The TNOP identifies Little Malop Street as a Key Place, where '*Walkability is critical to ensuring a vibrant city*". The pedestrian network is developed to enhance walkability in the locations where high volumes of people are required to support existing and future land uses – surrounding high density employment, retail and commercial areas. This is done by focusing on improving the permeability and accessibility of the network for pedestrians. The outcomes of the TNOP have been incorporated into the Central Geelong Framework Plan.

2.3.3 Laneways Action Plan (2018)

The Laneways Action Plan forms part of the 'Revitalising Central Geelong Action Plan', which is a 10-year plan delivery new jobs, homes and services to Central Geelong. The Laneways Action Plan specifically focuses on enhancing and expanding Geelong's laneway network to improve connectivity, create interesting public spaces, and foster economic activity. Ultimately, the plan outlines principles for successful laneways, emphasising safety, good lighting, clear sightlines, and integrating them into the city's broader pedestrian network.

Little Malop Street is identified as an 'active laneway', which should support walking safety, convenience and amenity. The Plan also acknowledges that 'service laneways', such as Shorts Place, will become more active as development in central Geelong intensifies and the importance of these lanes in keeping loading and servicing activity away from active frontages.

2.3.4 Other Relevant Documents

There are numerous other State and Local Government policy documents, and Engineering Design Standards that are relevant for consideration in the context of this report. An overview of the key documents is provided in Table 2-1. Further context is also provided in the previous material prepared by the City Officers and within the referenced Traffix Group report.

Table 2-1. Transport Policy and Standards Overview

Document	Key Messages
Legislation and standards	
Transport Integration Act (2010)	• Victoria's principal transport statute • Establishes a framework for the provision of an integrated and sustainable transport system in Victoria • Six transport system objectives and eight decision-making principles • Establishes a triple bottom line approach – economic prosperity, social and economic inclusion, and being resource efficient and environmentally responsible
Design Standards	• Austroads Guide to Road Design • VicRoads Supplement to Austroads Guide to Road Design • Australian Standards: Manual of Uniform Road Design (AS1742)
Hostile Vehicle Guidelines for Crowded Places	• Provides guidance to those responsible for crowded places to inform security design considerations and decisions to help protect crowded places from vehicles

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2 Context

Document	Key Messages
	• Offer protection through attention vehicle management, urban design and architectural features at key hot spots (commercial hubs, shopping centres, special events, CBDs)
State government documentation	
Central Geelong Framework Plan (2023)	The document is a comprehensive, long-term strategic land-use plan designed to guide the development and transformation of Central Geelong up to 2050. It's a critical document that provides certainty for investment and development by the Victorian Government, the City of Greater Geelong, and the private sector. The plan highlights the need to consider the growth to 16,000 residents and 60,000 jobs by 2050. The key objectives of the plan include: • A thriving economy and job creation • Getting around with ease and enabling a safe and convenient travel across all modes • A vibrant city life with high-quality buildings and accessible public space • A strong connection to place
Revitalising Central Geelong Action Plan (2016) / Geelong West End Action Plan (2017)	• Sets out initiatives for central Geelong to invigorate new jobs and growth. • Identifies projects backed by a $5.5m state government investment designed to encourage: o People living and working in the city o Permanent and construction job creation o Demand for retail and services o Creativity and vibrancy across the city day and night o New development opportunities • Private sector confidence to invest in Central Geelong The Geelong West End Action Plan is a subplan to the wider action plan, which focuses specifically on the "West End" precinct of Central Geelong. The plan emphasises the creation of a pedestrian-friendly, economically vibrant, and aesthetic precinct by improving connectivity, enhancing public spaces, supporting diverse land uses, and integrating art and green infrastructure. It contributes to the larger goal of revitalising Central Geelong as a whole.
CoGG documentation	
Market Square Quarter Masterplan, Masterplan Report (2023)	The masterplan outlines the vision to guide the redevelopment of Market Square and surrounding area and is intended to act as a catalyst for the regeneration of the 'heart' of Central Geelong. It includes the four major streets that surround the site, Little Malop Street in the core, and three laneways: Rock O'Cashel Lane, Union Street and Banks Place. The masterplan made several references to Little Malop Street including: • Reinstate Little Malop Street Central as a key public space, with emphasis on inclusiveness, pedestrians and the reduction/removal of through traffic • Expansion of Little Malop Street Central as an opportunity to extend alfresco dining • Create a place for gathering, and connection to Country, on Little Malop Street and create an attractive and safe shared space. • Establish shared zones in parts of Little Malop Street, to enable bi-directional cyclist movement. • Ensure that Little Malop only provide access to private parking and loading, providing no additional on-street parking is created.
City of Greater Geelong Planning Scheme	• Sets strategic direction and vision for the Greater Geelong municipality • Provides a framework for decisions about the use and development of land • Guides the design of public infrastructure
Integrated Transport Strategy refresh (in progress)	CoGG is updating its Integrated Transport Strategy (ITS) to set a long-term vision for transport in the region. • This update will define vision, objectives, and actions for the City to address the transport needs of the growing community.

Document	Key Messages
	• The previous strategy from 2015 is outdated due to significant population growth, especially in areas like Armstrong Creek. • A new strategy is needed to focus on integrated and sustainable transport to maintain Geelong's liveability and prosperity. • Initial community consultation for the strategy found that Geelong suburb had the most feedback on pedestrian improvements. • There was specific praise for Little Malop Street's appeal and a desire to extend its pedestrian-friendly model to streets like Gheringhap Street. • Overall, the consultation revealed a strong community desire for "safe and connected walking infrastructure that is accessible to all.
Greater Geelong: A Clever and Creative Future (2017)	A Clever and Creative Future is a document that sets out what the community values about the region, how it rates against known success factors and shared ideas to address the current and future challenges. This is particularly relevant as Geelong moves towards a connected, sustainable, resilient, prosperous, and creative people centric city. This document provides a clear message on the outcomes the residents of Geelong want from their transport network. **Community Values:** • Sustainable, connected and networked walking, cycling and public transport services that allow all abilities access into and across the city-region • Fast access to Melbourne and other parts of Victoria. **Success will be achieved by:** • A pedestrian and cycling network that covers the whole municipality • Accessible transport options connecting people within the city-region • Diversion of road traffic around urban centres • Cycling becomes a credible and safe on-road commuter option. **The measure of success (amongst other things) are:** • 50 per cent of journeys to work are made by public transport, walking or cycling.

2.4 Shared Zones and Pedestrianisation

2.4.1 General Benefits

Pedestrianising streets offers numerous advantages, significantly enhancing safety by reducing vehicle-related accidents and promoting a more relaxed environment for pedestrians. Some of the other benefits include:

- Reduced carbon emissions, including better air quality due to reduced emissions and lowering noise pollution for a calmer urban soundscape.
- Increased economic activity through increased foot traffic, outdoor dining opportunities, and attracting more visitors.
- Increased public amenity, vibrant public spaces for social interaction and cultural activities, ultimately leading to aesthetic improvements through better landscaping and urban design.

In addition to these benefits, there's a considerable opportunity to activate laneways, making them more inviting places to explore and visit. Features such as street art, planting, street trees, seating, outdoor dining, and various other street activations can effectively enhance their appeal. However, the extent of potential laneway activation is subject to the specific parking, access, and servicing requirements (thus the resulting traffic volumes using them) of each individual laneway. Streets characterised by high levels of pedestrian activity, minimal motor vehicle access needs, and high amenity (e.g., absence of public or

residential parking, no loading docks) are particularly well-suited to become very successful pedestrianised areas.

Several best practice pedestrianisation examples are highlighted in Figure 2-9.

Figure 2-9. Best practise pedestrianisation examples



A pedestrianised street with access for authorised vehicles, The Hague, Netherlands

A street that is pedestrianised from 12–6pm daily, with bike access retained, Amsterdam, Netherlands

A pedestrianised street with access retained for local businesses, 's-Hertogenbosch, Netherlands

Pedestrianised zone with delivery vehicles permitted from 6–9am, The Rocks, Sydney, NSW

2.4.2 City of Melbourne Little Streets

The Little Streets in the Melbourne CBD were initially planned to provide service vehicle access for the buildings fronting the parallel main streets. Over time, many of these Little Streets have become destinations in their own right, with hospitality and retail businesses being established along them.

City of Melbourne's Transport Strategy 2030 identified an action to make the Little Streets more people-friendly by implementing shared zones to formally give pedestrians priority over vehicles. In 2020, multiple blocks along four Little Streets were converted to shared zones, with lower speed limits, the installation of street furniture (such as planters and outdoor dining), and new signage advising of their formal pedestrian priority.

Stantec was engaged to review the Little Streets in the Melbourne CBD, it was identified that motor vehicles are the biggest impediment to shared zones operating effectively. A common theme across all

areas was that people gave way to cars and generally only appeared comfortable crossing or walking along the street when no cars were present. Restricting motor vehicles from accessing certain blocks would dramatically increase the space available to people walking and make for a more attractive and inviting environment. Pedestrianising at least one segment of each street would also prevent the street from being used for through-traffic, reducing traffic volumes on other segments. A fully pedestrianised street should have the carriageway raised to be level with the footpath, to allow seamless transition across the street. Access can be controlled using unlockable or rising bollards if loading is still required at certain times of the day.

The review also provided a multitude of other design options to make the Little Streets safe and more pedestrian friendly. The review concluded with the recommendation that the treatments within the shared zone should be strengthened to further slowdown vehicles and reinforce pedestrian priority. Design responses to achieve this objective have been recommended, based on the existing conditions on each segment. These conditions were used to identify four street typologies, and designs have been developed for each typology. Due to the changing nature of land use and access demands in the city, these typologies and designs are expected to be regularly re-examined to ensure they align with the latest street conditions.

Figure 2-10. Little Streets Proposed Treatments



3 Access Options

3.1 Current Trialled Option (Since June 2024)

This is the option that the City has implemented as a trial since June 2024. It included the installation of retractable bollards on Little Malop Street between Dennys Place and McClarty Place. Bollards are retracted daily between 4:00 am and 10:00 am, enabling vehicles to freely access Little Malop Street and the connecting laneways. Vehicle access outside of these times requires an individual pin code to be entered to lower the bollards (they automatically lower when an exiting vehicle approaches through in-ground sensors). This option is shown in Figure 3-1.

Figure 3-1. Current Trailed Option (2024)



3.2 Previous Alternate Access Options (2020)

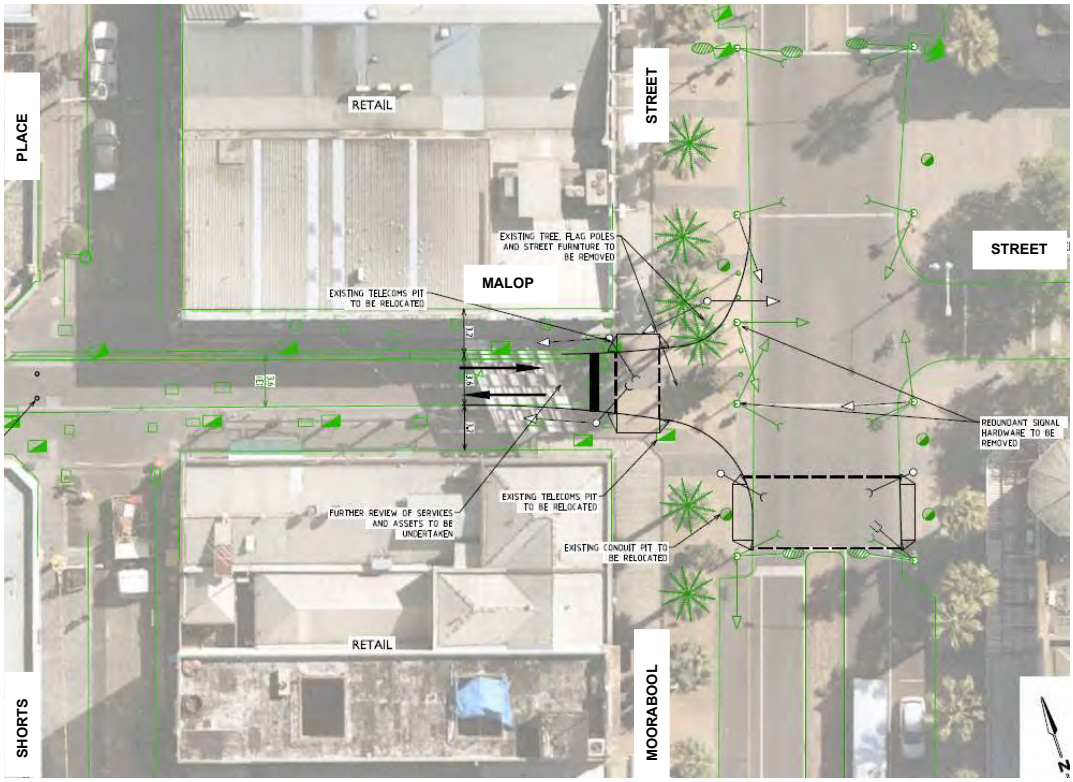
As part of the previous Access Options report from 2020, investigations were undertaken to identify vehicle access options to enable the reopening of Little Malop Street to traffic between Moorabool Street and Shorts Place. It resulted in the two options as outlined in Sections 3.2.1 and 3.2.2.

3.2.1 Option 1 – Single lane, Two-way Access to Moorabool Street

Option 1 provides a single width traffic lane (3.6m wide) catering for two-way vehicle access between Shorts Place and Moorabool Street. This option would largely maintain the existing carriageway width (3.6m) and pedestrian footpath widths on the north and south sides of Little Malop Street (i.e. a combined 6.4m wide footpath – 3.2m on either side). Vehicles would be required to "self-manage" movements through this section of Little Malop Street, including on approach to and from the Moorabool Street signalised intersection.

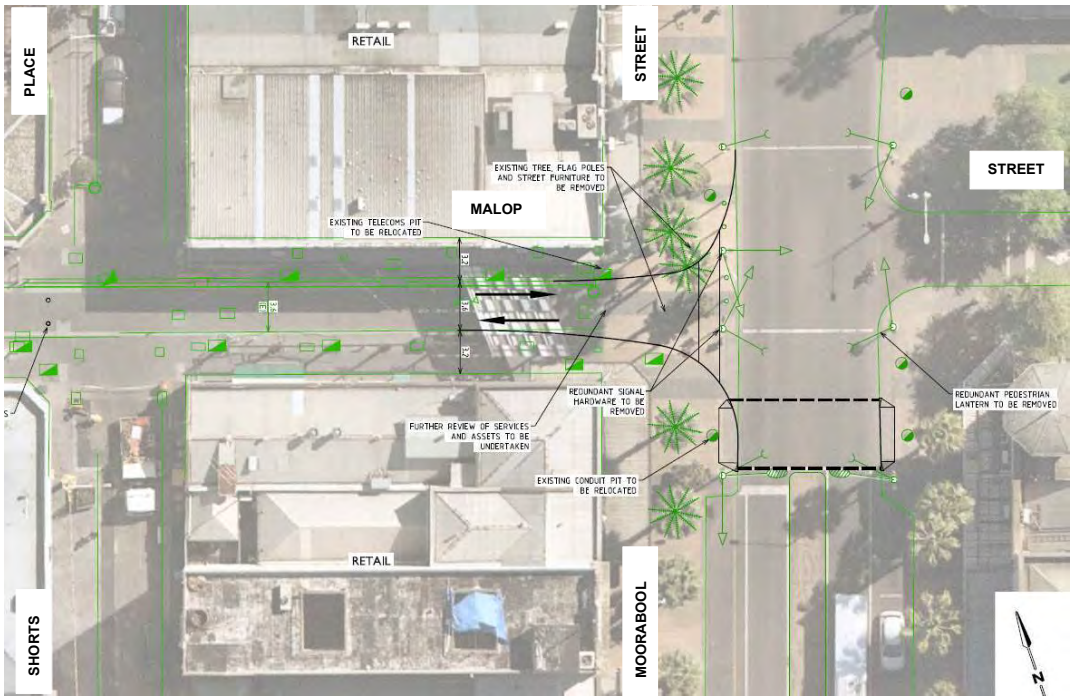
A concept layout plan of this option has been prepared and presented in Figure 3-4, including full integration into the existing signalised intersection on Moorabool Street. A variation of this option includes the Little Malop Street approach forming an unsignalised leg to the intersection, as presented in Figure 3-5 (consistent with the Traffix Group design). Vehicle access to Little Malop Street from Moorabool Street would be restricted to left turn in movements, and left and right turn out movements.

Figure 3-2. Single lane, two-way access to Moorabool Street – Concept Plan (Signalised Approach)



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3 Access Options

Figure 3-3. Single lane, two-way access to Moorabool Street – Concept Plan (Unsignalised Approach)



In order to visualise the outcome, a 3D visualisation of the option looking towards Moorabool Street and towards Shorts Place is presented in Figure 3-6 and Figure 3-7, respectively.

Figure 3-4. Single lane, two-way access to Moorabool Street – 3D Visualisation (looking east)

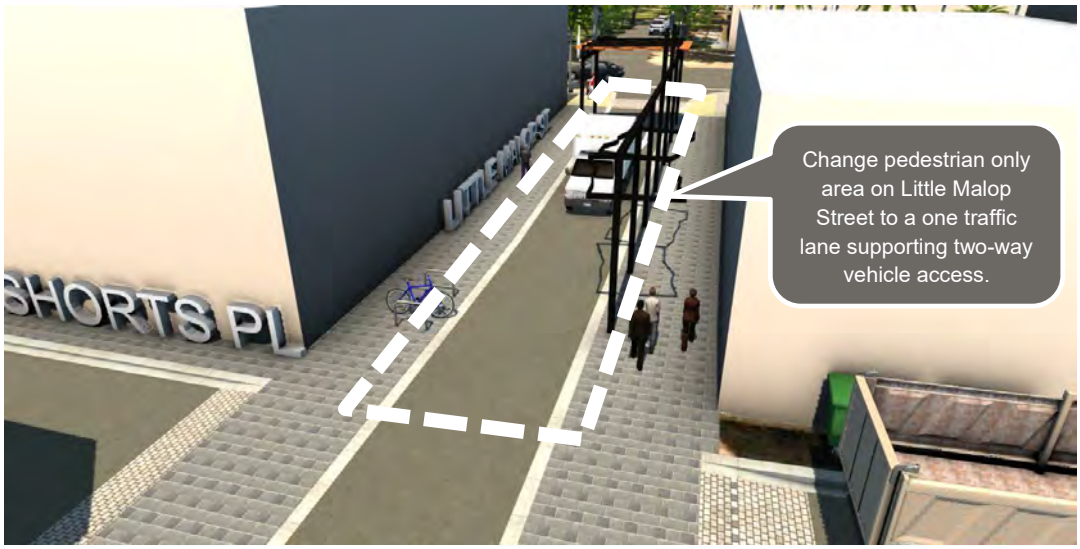


Figure 3-5. Single lane, two-way access to Moorabool Street – 3D Visualisation (looking west)



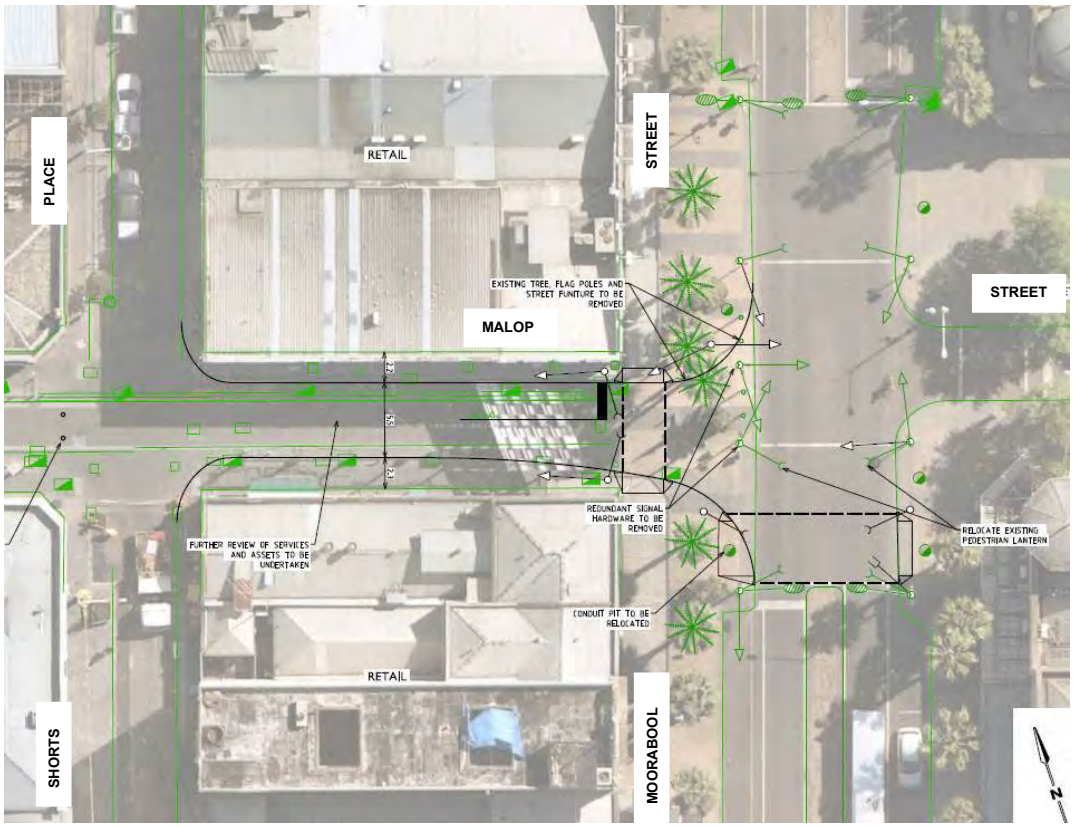
3.2.2 Option 2 - Two lane, Two-Way Access to Moorabool Street

Option 2 involves providing concurrent vehicle access via a two lane, two-way vehicle link between Shorts Place and Moorabool Street. This option would require the widening of the carriageway to 5.5m (plus 300mm clearance for vehicles), reducing the width of the footpaths to 2.2m (1.9m effective width) on the north side and 2.3m (2.0m effective width) on the south side. Vehicles would access the Moorabool Street signals in a conventional manner – i.e. enter the intersection under a green signal.

A concept layout plan of this option has been prepared and is presented in Figure 3-4. Vehicle access to Little Malop Street from Moorabool Street would be restricted to left turn in movements, and left and right turn out movements.

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
3 Access Options

Figure 3-6. Single lane, two-way access to Moorabool Street – Concept Plan



Once again, in order to visualise the outcome a 3D visualisation of the option looking towards Moorabool Street and towards Shorts Place is presented in Figure 3-9 and Figure 3-10, respectively.

Figure 3-7. Single lane, two-way access to Moorabool Street – 3D Visualisation (looking east)



Figure 3-8. Single lane, two-way access to Moorabool Street – 3D Visualisation (looking west)



3.3 New Alternate Access Options (2025)

The City is now investigating two further options that increase the level of vehicle restriction to that currently achieved with the endorsed option that is currently being trialled. These two new options are outlined in Sections 3.3.1 and 3.3.2.

3.3.1 Option 3 – Closure of Little Malop Street between Shorts Place and Denny's Place (inclusive of McClarty Place)

This option is the same as the trialled option that is currently in place, except that there wouldn't be any times the retractable bollards on Little Malop Street are automatically lowered allowing unrestricted vehicle access (currently occurs between 4:00 am and 10:00 am daily).

This will result in only authorised vehicles being able to gain access to Little Malop Street between Denny's Place and Moorabool Street from the James Street end. This will require the authorised users to activate and lower the retractable bollards through the use of individual pin codes, remotes, swipe cards, etc.

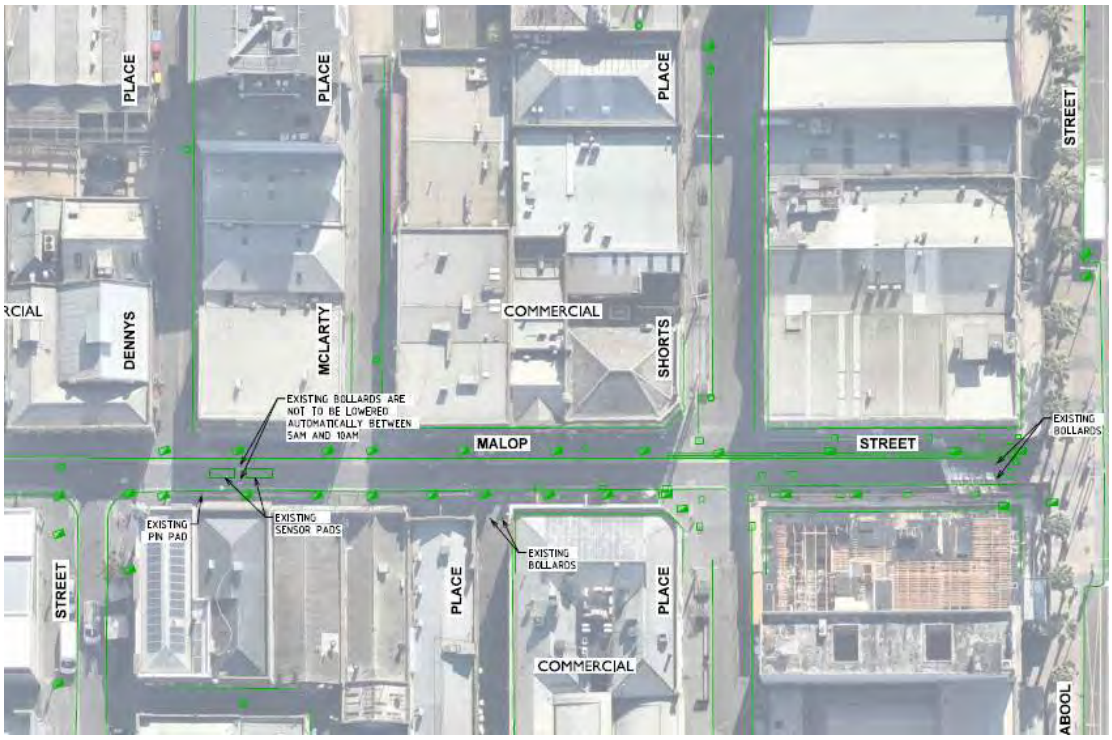
Sub-options have been developed for Option 3, relating to what and the number of vehicles that can gain access through the retractable bollards. The two sub-options for Option 3 are outlined as follows:

- **Sub-option (a): limits and controls vehicle access to the absolute minimum.**
  This sub-option only permits access by emergency vehicles and others as agreed with the City on a case-by-case basis (e.g. those needed for construction and maintenance activities).
- **Sub-option (b): allows for a limited number of vehicles with each tenancy to gain access.**
  Based on survey data and discussions with tenancies applying for vehicle access, a specific number of vehicles would be able to gain access between 4:00am–10:00am.

A concept layout plan of this option has been prepared and is presented in Figure 3-11.

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
3 Access Options

Figure 3-9. Option 3 concept layout plan



To help visualise the final outcome, a 3D visualisation has been provided, showing the option as seen in Figure 3-12 and Figure 3-13.

Figure 3-10. Option 3 from Dennys Place - 3D Visualisation (looking east)



Figure 3-11. Option 3 from McClarty Place - 3D Visualisation (looking east)



3.3.2 Option 4 - Permanently close off Little Malop Street to vehicles between Shorts Place and McClarty Place

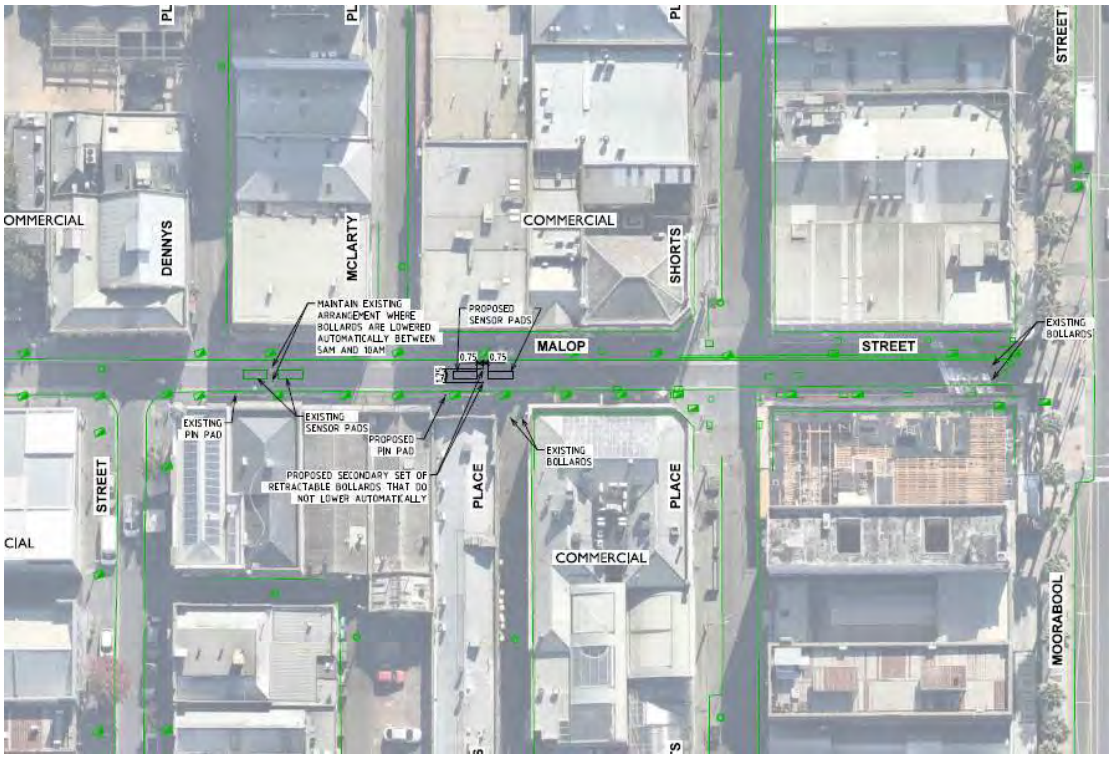
This will be similar to Option 3 but access to McClarty Place will be maintained through the continued daily lowering of the existing retractable bollards between 4:00 am and 10:00 am. To do this a second set of retractable bollards will be installed between McClarty Place and Minns Place that would not be lowered over any given period each day.

This will result in only authorised vehicles being able to gain access to Little Malop Street between McClarty Place and Moorabool Street from the James Street end. This will require the authorised users to activate and lower the retractable bollards through the use of individual pin codes, remotes, swipe cards, etc.

A concept layout plan of this option has been prepared and is presented in Figure 3-13.

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Figure 3-12. Option 4 concept layout plan



Finally, Figure 3-15 and Figure 3-16 displays the 3D visualisation of the proposed outcome for Option 4.

Figure 3-13. Option 4 from Dennys Place - 3D Visualisation (looking east)



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Figure 3-14. Option 4 from McClarty Place - 3D Visualisation (looking east)



4 Options Assessment

4.1 Assessment Criteria

There are several competing objectives when determining an appropriate approach to the future design and operation of Little Malop Street and the connecting laneway network. To help assess the options, a number of criteria have been considered, which are outlined in Table 4-1.

Table 4-1. Assessment criteria and definitions

Assessment criteria	Definition
1. Improve the amenity for people dwelling.	To enhance the place-making qualities of Little Malop Street, it should be a space where people choose to dwell, visit businesses and feel comfortable using the space provided for outdoor dining. These spaces are achieved by removing vehicles, increasing green space and providing local facilities to support everyday life to encourage social interaction.
2. Improve the experience for pedestrian movements.	To improve the safety, comfort, accessibility, and enjoyment of walking environments along Little Malop Street. This includes creating pedestrian-friendly streetscapes and fostering vibrant public spaces that encourage walking as a primary mode of movement and interaction with the community.
3. Improved safety for all transport modes.	Little Malop Street should provide a high level of safety for all transport modes. This also considers how the arrangement on Little Malop Street will affect the safety on Moorabool Street.
4. Benefits to surrounding businesses including outdoor dining, events, and potential to increase trade.	To transform streets and public spaces into pedestrian-priority zones that support local economic and vitality by creating safe, attractive, and accessible environments for walking. By enabling outdoor dining and hosting events, businesses can enhance visibility and trade opportunities.
5. Management of vehicle movements and access including waste, loading, deliveries, emergency services and construction.	Effective management of vehicle movements is essential to ensure the safe and efficient operation of pedestrian-priority areas while accommodating necessary access for essential services. Access will be required for certain vehicle and services with a varying degree of importance. This will assess how the design will cater to these access requitements.
6. Impact on the wider network including public transport services.	Changes to street access and vehicle movement patterns can have broader implications for the surrounding transport network, particularly in relation to public transport operations and traffic flow. This will consider how the configuration of Little Malop may impact the wider network and operation of public transport services, minimal impacts are desired.
7. Transport network planning alignment (DTP feedback).	DTP feedback is required due to the nature of the project, they will provide input into how the options align with network planning.
8. Existing and future developments access and parking requirements.	The Central Geelong Framework Plan identifies lower levels of car parking in the CBD as part of future developments and vehicle access associated with laneways like Little Malop Street. Access to existing and future developments has been considered as part of the assessment, noting it is expected that access to car parking via Little Malop Street is expected to be avoided where possible, with any vehicle access to ideally occur via the external non-pedestrianised roads in the area.
9. Cost of works (order of magnitude).	The option will be assessed based on the cost of the works.

It is acknowledged that the assessment criteria described above may not have the same weighting in their relative importance to determining an appropriate vehicle access strategy. Indeed, some are subjective, and different stakeholders may have different views on the levels of importance with each criterion. Whilst Stantec has not attempted to apply any weightings to the criteria, we have considered the long-term modal priorities set for the area, which favours active travel and creating a space for dwelling higher than private vehicles along Little Malop Street (and buses along Moorabool Street).

4.2 Options Assessment

An assessment of each option has been detailed in Table 4-2, each have been discussed in relation to the assessment criteria set out in Section 4.1. The subsequent Sections 4.2.1 to 4.2.4 provide further supplementary inputs to the assessment. Section 4.4 presents an overall “scorecard” and recommended option for the City to progress.

Table 4-2. Assessment of options

Assessment Criteria	Currently Trialled Option	Option 1	Option 2	Option 3		Option 4	Summary
				Sub-Option (a)	Sub-Option (b)		
Improve the amenity for people dwelling.	The current configuration of Little Malop Street has significantly reduced vehicle access, allowing businesses to capitalise on the low traffic volumes by extending outdoor dining areas into the wide footpaths adjacent the minimal carriageway width.	Reintroducing vehicles would diminish public amenity, as it would reduce the space available for outdoor dining, street furniture, and urban greening—elements that contribute to a vibrant and people-focused environment.	A two-lane, two-way traffic arrangement would further compromise pedestrian amenity, requiring the footpaths to be narrowed, limiting space for outdoor activity and reducing comfort for people dwelling in the area.	Option 3(a) offers the highest level of pedestrian amenity, maximising space for people to dwell and enabling greater opportunities for on-street activation, such as dining, events, and public seating.	Option 3(b) offers the second highest level of pedestrian amenity behind Option 3(a) for the same reasons, but noting the slightly higher number of accessing vehicles.	Option 4 maintains high amenity, it would require additional space to accommodate a second set of retractable bollards beyond McClarty Place, which may slightly impact the available pedestrian area.	**Option 3(a) provided the highest amenity for people dwelling.**
Improve the experience for pedestrian movements.	Time based bollards enable lower volumes of traffic between 10am-4am and therefore improves the pedestrian experience.	This option would require narrowing the footpaths along Little Malop Street, leading to a reduced level of service and comfort for pedestrians.	Introducing two-way traffic between Shorts Place and Moorabool Street would significantly degrade the pedestrian experience, due to increased vehicle movements.	A full-time closure to vehicles would provide the highest quality pedestrian environment, with minimal vehicle intrusion and optimal conditions for walking, dwelling, and street activation. There would be minor differences between 3(a) and 3(b), but to maximise user experience for pedestrians, the option resulting in the lowest vehicle numbers is considered better.		Allowing vehicle access to McClarty Place under this option would maintain similar traffic volumes being experienced under the current trialled option.	**Option 3(a) provided the best user experience for pedestrians utilising Little Malop Street.**

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
4 Options Assessment

Assessment Criteria	Currently Trialled Option	Option 1	Option 2	Option 3		Option 4	Summary
				Sub-Option (a)	Sub-Option (b)		
Improved safety for all transport modes.	In most areas, this arrangement provides a safe solution for all modes of transport. Restricting vehicle access during peak activity supports this. However, when access is allowed, pedestrian movement is reduced.	This does not result in a safest arrangement for vehicles pedestrians or bikes. Vehicles accessing the Moorabool Street signals. The risk is exacerbated for Option 1 where vehicles could be required to stop in the Moorabool intersection to wait for vehicles to exit Little Malop Street.	This does not result in a very safe arrangement for vehicles pedestrians and/ or cyclist due to the constrained footpath widths. Also, when considering the potential for two vehicles from opposing directions meeting under a single lane option, it will require one of the vehicles to reverse.	Safety for all modes is considered higher as conflict between them is reduced by creating a mostly pedestrianised space. Option 3(a) minimises the number of vehicles likely to access the area so considered the safest. Option 3(b) would be very similar but expected to see slightly more vehicles access, so not considered as safe.		Safety for all mode is consider relatively high, there is increase conflict between pedestrian and vehicle with the additional access requirement to McClarty Place when compared to Option 3.	**Option 3(a) provided the safest option for all modes. Consideration could be given to providing signage indicating no bikes allowed though pedestrianised area during peak times.**
Benefits to surrounding businesses including outdoor dining, events, and potential to increase trade.	The endorsed option has enabled a high number of businesses to utilise the space for outdoor dining, providing valuable additional space—particularly beneficial during warmer months.	Option 1 reduces the space available for outdoor dining, street activation. Vehicle conflict is also heightened with this option it is further detailed in Section 4.2.2.	Similar to option 1 This option further restricts space for outdoor dining, activation, and events, diminishing the flexibility and vibrancy of the street environment.	Maximum space is provided for activation under this option, supporting markets, events, and expanded outdoor dining. Increased foot traffic in such environments has been shown to boost local business spending.		This option delivers similar benefits to Option 3, though some space would be required for the installation of an additional set of retractable bollards.	**Options 3 and 5 provide the highest benefits to the surrounding businesses as they restrict vehicle movements and volumes the most.**
Management of vehicle movements and access	A time-based restriction east of Dennys Street uses automated	This option accommodates construction and waste collection.	Servicing and waste collection for Shorts Place are supported under	A full-time closure may present logistical challenges for	This option would support some limited morning loading and waste	A full-time closure beyond McClarty Place may present logistical	**The endorsed option, enables the best outcome for the**

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
4 Options Assessment

Assessment Criteria	Currently Trialled Option	Option 1	Option 2	Option 3		Option 4	Summary
				Sub-Option (a)	Sub-Option (b)		
controls including waste vehicles, loading, deliveries, emergency services and construction.	bollards, allowing vehicle access during designated hours. Emergency vehicle access is maintained at all times through use of a pin code. This arrangement also supports morning loading activities while the street remains fully open.	Emergency service access is preserved at all times through use of a pin code. Some adjustments to existing street furniture and awnings may be necessary to accommodate the turning movements of larger hook-lift trucks.	this option, with full-day access and emergency services maintained through use of a pin code. Modifications to street furniture and awnings may be required to facilitate the swept path of larger service vehicles.	deliveries and loading, as vehicles would need to park nearby and transport goods on foot to businesses. Emergency service access is preserved at all times through use of a pin code.	collection activities for those tenancies not able to transport goods on foot to businesses. Emergency service access is preserved at all times through use of a pin code.	challenges for deliveries and loading, as vehicles would need to park nearby and transport goods on foot to businesses. Emergency service access is preserved at all times through use of a pin code.	**management of vehicle movements and access controls. It should be noted that food delivery vehicles are not permitted to access at peak times. This should be monitored closely.**
Impact on the wider network including public transport services.	No impact to public transport services as the closure to Moorabool Street is retained.	Vehicles attempting to turn into Little Malop Street from Moorabool Street while another vehicle is exiting must give way, potentially causing queues and delays for both buses and private vehicles on Moorabool Street. This interaction could lead to upstream congestion, particularly at Ryrie Street during peak periods.	This option does not provide adequate storage for queuing vehicles accessing Little Malop Street, resulting in delays for buses and general traffic on Moorabool Street. Additionally, the requirement for vehicles to self-manage entry and exit movements would be a safety concern.	No impact to public transport services as the closure to Moorabool Street is retained.		No impact on public transport services as the closure to Moorabool Street is retained.	**The endorsed option as well as Options 3 & 4 perform highly in this option, noting they limit vehicle access and maintain the closure to Moorabool Street.**

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
4 Options Assessment

Assessment Criteria	Currently Trialled Option	Option 1	Option 2	Option 3		Option 4	Summary
				Sub-Option (a)	Sub-Option (b)		
Transport network planning alignment (Department of Transport and Planning feedback).	DTP were supportive of the endorsed option with no changes.	The proposal to introduce traffic into Little Malop Street only introduces conflict and confusion between all users of this corridor, resulting in decreased safety, loss of amenity, and a negative impact on the whole of transport within central Geelong, and is not supported by the DTP.	The proposal to introduce traffic into Little Malop Street only introduces conflict and confusion between all users of this corridor, resulting in decreased safety, loss of amenity, and a negative impact on the whole of transport within central Geelong, and is thus not supported by the DTP.	DTP has no objections to CoGG further restricting vehicle access into Little Malop Street through changes in the permitted hours or introduction of a secondary set of retractable bollards		This option facilitates access to McClarty Place, maintaining vehicle access for future developments during the designated window of 4 a.m. to 10 a.m.	**DTP are supportive of the endorsed option as well as Options 3 & 4 as they align with the network planning approach for the area.**
Existing and future developments access and parking requirements.	It is difficult to predict specific future vehicle access needs associated with potential developments, and these should be assessed individually based on their merits. To minimise impacts on the laneway network, it is recommended that any future car parking access be limited where	Option 1 allows unrestricted vehicle access to any future off-street car parking accessed via Shorts Place. It restricts access to the laneways off Little Malop Street between Denny's Place and Shorts Place, except those with authorised access via the retractable	Option 2 would provide unrestricted vehicle access to any potential future off-street car parking accessed from Shorts Place. It restricts access to the laneways off Little Malop Street between Denny's Place and Shorts Place, except those with authorised access	Under this option, access to laneways off Little Malop Street between Denny's Place and Moorabool Street would be fully restricted, except those with authorised access via the retractable bollards. Providing future off-street parking in this context is not desired and should be discouraged wherever possible.		This option facilitates access to McClarty Place, maintaining vehicle access for the existing and future developments between 4:00 am and 10:00 am, as discussed in Section 4.2.3. However, access to laneways off Little Malop Street between McClarty Place and	**Options 1 and 2 provide the highest levels of vehicle access to properties in the Little Malop Street precinct, noting future off-street parking in this context is not desired and should be discouraged wherever possible.**

Restricting Vehicle Access in Little Malop Street - Alternate Access Options
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Assessment Criteria	Currently Trialled Option	Option 1	Option 2	Option 3		Option 4	Summary
				Sub-Option (a)	Sub-Option (b)		
	possible, and only essential low-turnover parking provided. The endorsed option restricts vehicle access to designated hours, supporting this approach.	bollards. Providing future off-street parking in this context is not desired and should be discouraged wherever possible.	via the retractable bollards. Providing future off-street parking in this context is not desired and should be discouraged wherever possible.			Moorabool Street would be fully restricted, except those with authorised access via the retractable bollards. Providing future off-street parking in this context is not desired and should be discouraged wherever possible.	
Cost of works (order of magnitude).	The endorsed option involves the least capital works and associated costs as the infrastructure is also in place and only minor changes are required.	Costs associated with service relocation incur significant costs with high amounts of contingency and often affect the feasibility of intersection options.	Costs associated with service relocation incur significant costs with high amounts of contingency and often affect the feasibility of intersection options. This option involves the highest cost to the City due to the amount of work required to complete the works.	Small cost incurred for the changes to the time restrictions.	Small cost incurred for the tenancy application process and changes to the time restrictions.	Cost associated with the installation of a second set of bollards and associated infrastructure.	**The currently trialled option has the lowest associated cost, with Options 3 only requiring minor additional costs.** **A breakdown of the cost provided in Table 4-3.**

4.2.1 Vehicle Swept Paths

The detailed swept path assessments are provided in Appendix A, with extracts of the key swept paths highlighted below. Some modifications to the existing street furniture and awnings may be required to accommodate the swept path movement of the larger hook-lift truck. Alternatively, a smaller waste collection vehicle could be adopted to service the laneways to limit the additional impacts.

When considering emergency vehicle service access, the 8.8m service vehicle closely simulates larger response vehicles (i.e. fire trucks). Accordingly, both Moorabool Street access options have adopted widths to facilitate vehicles of this size.

Figure 4-1 and Figure 4-2 relate to Options 1 and 2, respectively. They highlight the required manoeuvring space to gain access via Moorabool Street and Shorts Place, which is currently fully pedestrianised and north of kerbside bus stops.

Figure 4-1. Option 1 Swept Paths

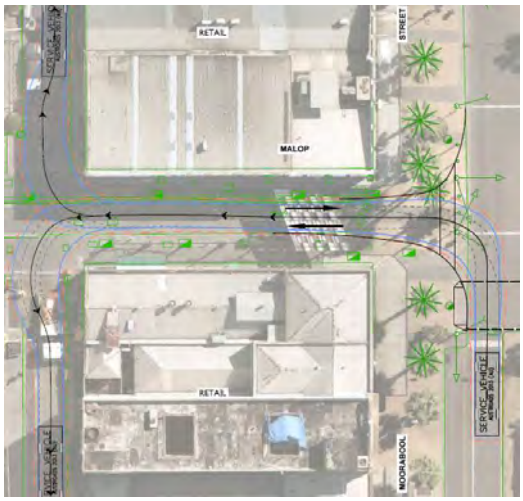


Figure 4-2. Option 2 Swept Paths

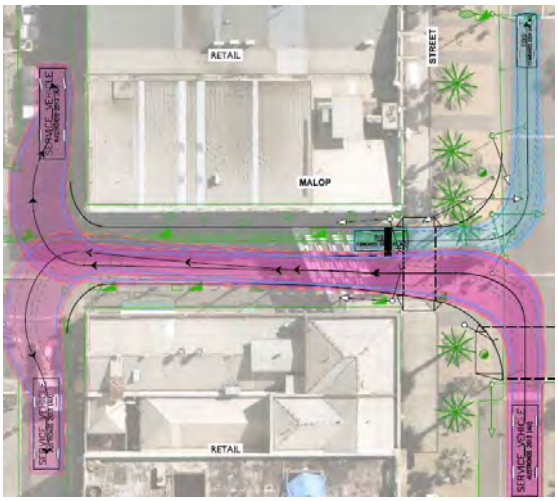
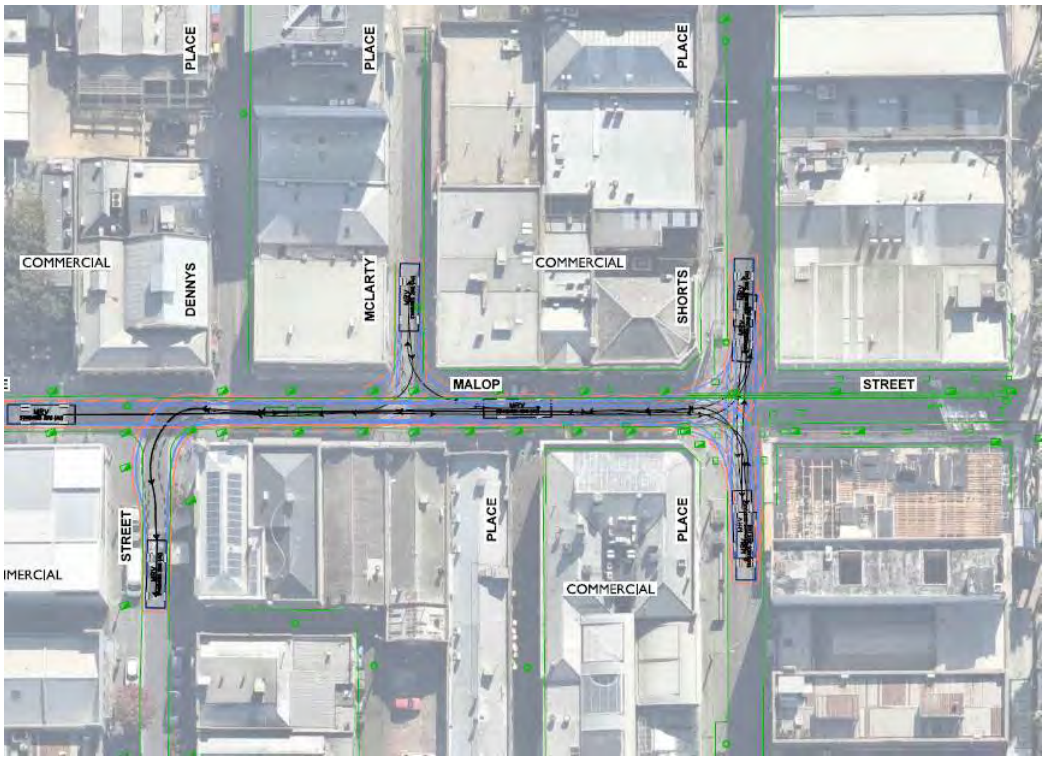


Figure 4-3 relates to both Options 3 and 4 (and the endorsed options), as it indicates the swept paths to access each intersecting laneway along Little Malop Street that could see vehicles need to access them.

Figure 4-3. Option 3 and 4 Swept Paths



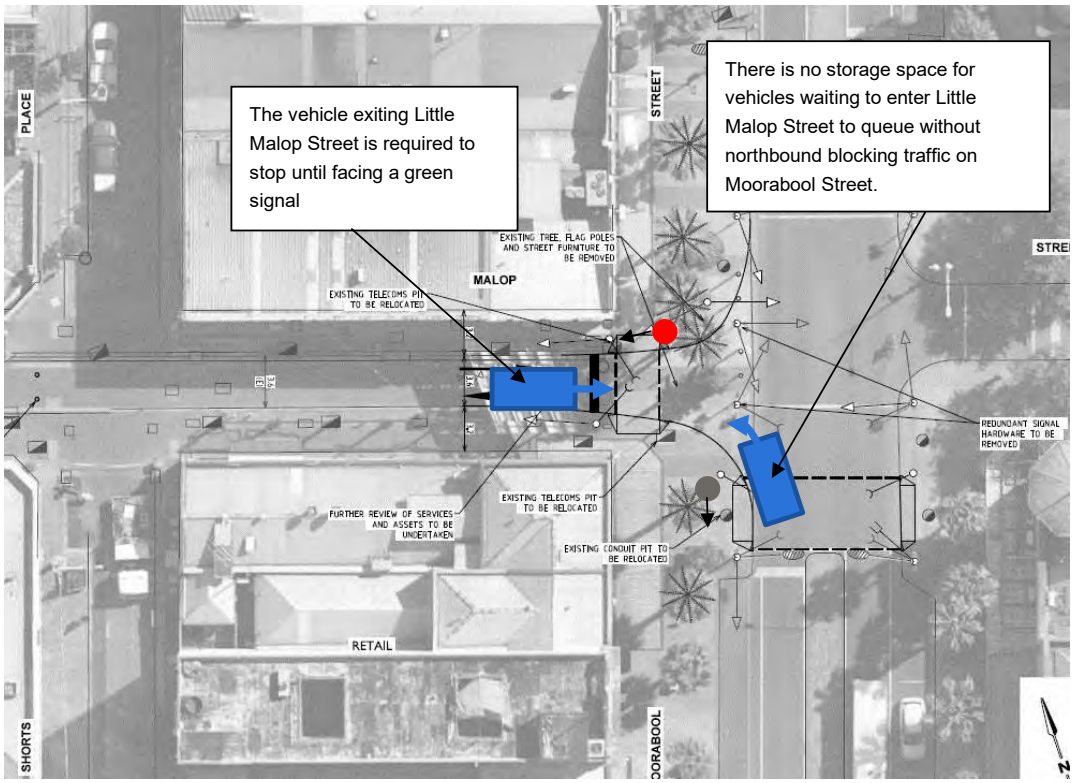
4.2.2 Vehicle Conflict

Options 1 and 2 present challenges for vehicle conflict to occur on Little Malop Street and Moorabool Street. As the State Road Authority under the Road Management Act, DTP is the responsible body for approving any changes to the Moorabool Street and Little Malop Street signalised intersection. With Moorabool Street being a significant bus corridor, there is emphasis on the performance of the corridor by the DTP.

While Geelong has some locations where vehicles are required to self-manage (such as the Queens Park Bridge), the combination of no direct line of sight of oncoming vehicles, no safe / legal storage area for vehicles and the one-lane section being bound by two intersections means this proposal cannot achieve the same functional operation. The potential conflict for vehicles accessing Little Malop Street from Moorabool Street under Option 1 is presented in Figure 4-5.

In addition, vehicles entering Little Malop Street from Moorabool Street will be required to give way to pedestrians. With Moorabool Street having one of the highest levels of foot traffic in the central Geelong, it is likely that vehicles will not be able to enter Little Malop Street until the end of the traffic cycle. This would result in public transport vehicles (buses) missing a cycle and its users being delayed by more than two minutes which will result in public transport becoming an even less attractive mode for travellers to and from the central Geelong.

Figure 4-4. Vehicle Conflict for Option 1



4.2.3 Car Park Access

The majority of properties that have off-street car parking and are accessed via Little Malop Street between Denny's Place and Moorabool Street is very low. This is consistent with the intent of the guiding policy and strategies outlined in Section 2.3 to make Little Malop Street between James Street and Moorabool Street a pedestrianised area.

The only exception to this is the car parking at the rear of 34 Malop Street, which has unrestricted access between 4:00 am and 10:00 am under the current trialled option. However, under Options 1, 2 and 3, this access via Little Malop Street would likely change and need to occur via the existing vehicle crossover to Malop Street. If access was to be maintained via Little Malop Street as part of these three options, it would require the associated vehicles to be authorised to gain access through the retractable bollards on Little Malop Street near James Street. Only Option 4 would maintain the existing unrestricted access between 4:00 am and 10:00 am under the current trialled option, which is the basis for the variation between Option 3 and 4.

Changing access to the car parking at the rear of 34 Malop Street is recommended regardless of the option ultimately adopted for the following reasons:

- It aligns with the policy and strategy intent outlined in Section 2.3 to make Malop Street between James Street and Moorabool Street a pedestrianised area.
- Reducing traffic volumes in this section of Little Malop Street enables the benefits outlined in Section 2.4.1 to be realised for all those that access it and spend time there.

- Reduces the exposure length over which vehicles accessing 34 Malop Street mix with pedestrian priority areas (existing access route via Little Malop Street is 65m in length between the existing retractable bollards and the car park access at the northern end of McClarty Place, when only the 4m wide footpath needs to be travelled if access occurred via Malop Street).
- Access via Malop Street provides a more direct and convenient connection to the arterial road network (access to Little Malop Street occurs via a one-way route between Gheringhap Street and Ryrie Street, with a left-out movement only possible onto Ryrie Street).

The main potential drawback from changing the access to the car parking at the rear of 34 Malop Street are potential safety issues with vehicles turning into and out of the property at a mid-block location along Malop Street. However, in this regard, the following is noted:

- The posted speed limit is 40km/h, which aligns well with the Safe System based safe speeds for the potential vehicle crash types, as outlined in Section 2.2.2 of the Austroads Guide to Road Safety Part 1: Introduction & The Safe System. Moreover, the speed at which vehicles would be crossing the Malop Street footpath would be much lower than 30km/h, which is the threshold speed based on the Safe System based safe speeds for conflicts between vehicles and pedestrians.
- There is various other existing mid-block vehicle cross-overs and give way controlled side streets along Malop Street over the block it is located in (between Gheringhap Street and Moorabool Street), which is common practice across Geelong and other Australian cities. Confirmation that suitable sight triangles exist with the access point to 34 Malop Street should be sort and/or use of convex mirrors, speed humps, lights / siren could be implemented to help manage any potential risks.
- Based on a review of the crash history for Malop Street between Gheringhap Street and Moorabool Street, there is only one recorded crash in the last 10 years, which was a rear-end 'Other Injury' type crash at the T-intersection with Clare Street in 2019. This number and level of severity crash history is considered very low for an inner urban road, so there is not considered to be an apparent safety issue for this section of Malop Street.

On the above basis, there are considered to be various benefits to changing the access to the car parking at the rear of 34 Malop Street from McClarty Place to Malop Street, with limited expected drawbacks.

4.2.4 Cost of works

As part of previous investigations, there have been assessments to estimate the total cost of works to provide vehicle access from Moorabool Street into Little Malop Street. These costs have been reproduced in Table 4 3. Due to the labour rate escalation since the 2020 report, updated cost estimates have been provided. The rate escalation is predicted to be between 35% to 37%.

Table 4-3. Estimate cost of works

Option	Estimated Cost (2020)	Estimated Cost 2025 (35% rate escalation) *	Source
Currently Trialled Option	$120,000	$162,000	Based on the actual costs to install in 2022
Option 1	$131,000	$176,850	Traffix Group
Option 2	$412,500	$556,200	Traffix Group
Option 3(a)	N/A	$5,000	General allowance for operational changes and implementation costs
Option 3(b)	N/A	$10,000	General allowance for tenancy application process, operational changes and implementation costs
Option 4	N/A	$162,000	Cost to install a second set of retractable bollards (same as the currently trialled option)

* Does not cover ongoing costs

4.3 Further Considerations

In additional to the assessment criteria this section discusses further considerations which play a role in the operation of Little Malop Street. They have not been directly included in the assessment scoring as they generally apply to all options.

4.3.1 Taxi and Rideshare

The trial period has highlighted some challenges with taxi and rideshare vehicles, particularly during the evening and early morning hours. Although none of the proposed options directly resolve these issues, several management strategies have been suggested:

- Implementation of geofencing with rideshare operators (occurred May 2025), supported by a dedicated, safe space for pick-up and drop-off (PUDO) activities.
- Collaborate with Safe Transport Victoria to provide group support services.
- Repurpose existing parking spaces on James Street as evening PUDO zones. Current restrictions end at 5:30p.m., allowing the space to be used for this purpose after hours.

All assessed options offer similar outcomes for taxi and rideshare operations.

4.3.2 Behaviour Change

The current trial has identified opportunities for minor improvements to the retractable bollards. Currently, the bollards are operated via a pin code system. However, the pin has been widely shared and is being misused, allowing a high volume of vehicles to access Little Malop Street. While behaviour change takes time, it is likely that without a more secure system, the pin will continue to be shared among businesses and visitors.

Potential enhancements to strengthen bollard access control and reduce the identified misuse of the current pin code system could include:

- Remote control clickers or Radio Frequency Identification (RFID) access cards that would activate the retractable bollards to be lowered could be issued only to essential users such as delivery and waste collection operators (emergency services would likely still require a pin).
- Automatic Number Plate Recognition (ANPR) technology that lowers the retractable bollards when a vehicle with a number plate that has been pre-entered into an authorised access user database. While ANPR technology is not yet widely used for public access in Australia, has proven effective in other contexts.

As behaviour change is already underway through the trial of the endorsed options, it is not recommended to reintroduce general traffic to Little Malop Street, as would occur under Options 1 and 2. While further restricting access under Options 3 and 4 may require an adjustment period for businesses and service vehicles, the long-term benefits for pedestrians and local trade are significant, so should be prioritised and enhanced where possible.

4.3.3 Food Delivery

Food delivery service has seen a significant growth over the last 5 years in particularly the growth in use of E-bikes for food delivery. This mode of delivery is particularly effective in cities where parking is limited, and congestion is present. Riders can navigate more freely, park closer to delivery points, and complete more deliveries in less time. Many of the food outlets on Little Malop Street operate a takeaway food service and are required to be accessed at both peak and off-peak times. Food delivery services are difficult to manage and there is little guidance and management techniques. However, it is recommended that food delivery vehicles are not permitted / restricted in Little Malop during peak periods. They will be required to walk through the pedestrianised space between their vehicle the food outlet. The City should continue to monitor the impacts of this over time.

4.3.4 HVM (Hostile Vehicle Mitigation)

While the vibrancy of Little Malop Street attracts many pedestrians, this can also present a significant safety concern in the form of hostile vehicles. These threats can arise from intentional attacks or accidental intrusions, both of which pose serious risks to public safety in such a confined and highly pedestrianised space.

A hostile vehicle refers to any vehicle used to cause harm, whether deliberately or due to negligence. In areas like Little Malop Street and the connecting laneways, where pedestrian density is high and escape routes are limited, the consequences of such an incident could be devastating.

To address this risk, effective access management is essential. Access management involves controlling and restricting vehicle entry to pedestrian-priority zones. On Little Malop Street, this is critical not only for preventing accidents but also for deterring potential attacks. By limiting vehicle access, the safety of pedestrians is significantly enhanced, and the integrity of the laneway's infrastructure is preserved. This is best achieved through Option 3 and to a lesser extent Option 4, as all the other options, including the Current Trialled Option, provide access to vehicles, if only over a limited period each day.

It is also recommended that a review of the ability for a vehicle to gain access to Little Malop Street from Moorabool Street. While there are currently various bollards and street furniture, there does seem to be sufficient space for a vehicle to gain access. As part of the review, consideration should also be given to the impact strength of the existing bollards and street furniture to ensure they provide a suitable level.

4.3.5 Retractable Bollard Operations

Retractable bollards provide a high level of access automation, as they can be programmed to raise and fall at certain times, as well as be linked to pressure pads and/or induction loops to detect when a vehicle approaches, is over the bollards and cleared them. Moreover, retractable bollards often have pressure sensors within them to stop rising if they hit something.

Through these various operational capabilities, retractable bollards should be able to safely operate within most typical environments, such as Little Malop Street. They also enable changes in their operations and ability to service specific events.

4.3.6 Loading, Waste and Construction Vehicles

Currently loading and waste collection vehicles occur along Little Malop Street and the connecting laneways during the period the retractable bollards are down and/or through the use of the pin code. In the event that Option 3 or 4 is adopted, this will only be possible through the use of the pin code (or similar) to lower the retractable bollards.

With the potential change in vehicle access restrictions to Little Malop Street, it provides an opportunity to consider how some, if not all, deliveries and waste could be transported without vehicles gaining access. This can include goods handling equipment or motorised tugs to transport the deliveries and waste between external loading areas and properties within the Little Malop Street precinct.

In terms of construction vehicles, these will relate to a specific property and period of time, often requiring access throughout the day, so would ideally occur via the surrounding non-pedestrianised roads. However, there will be specific properties and/or constriction activities that will require access via Little Malop Street. These construction events are expected to be managed on a case-by-case basis through an approved Construction Traffic Management Plan, with all reasonable efforts to avoid vehicles using Little Malop Street, especially during peak pedestrian activity periods, and suitable management measures to not unduly impact the safety and amenity of the Little Malop Street precinct.

4.3.7 Emergency Vehicles

Emergency vehicle access is expected to be maintained along the length of Little Malop Street and the connecting laneways, except through negotiation with emergency services and/or events. Emergency services are currently provided with a pin code to gain entry. This is possible to continue but should be an emergency vehicle only pin code, rather than any other authorised bollard users codes that could lead to misuse.

4.4 Assessment Summary

Table 4-4 provides a summary of the assessment of each of the vehicle access options against the criteria assessed throughout this report. The weighting of these criteria will have varying importance depending on the individual stakeholder. It is recommended that guidance on the weighting for each criterion be based on the modal hierarchy presented earlier in this report (which prioritises sustainable travel modes over private vehicles.

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4 Options Assessment

Table 4-4. Little Malop Street Multi-Criteria Assessment

Assessment criteria	Current Trial	Option 1	Option 2	Option 3(a)	Option 3(b)	Options 4
Improve the amenity for people dwelling.	✓	×	×	✓✓	✓✓	✓
Improve the experience for pedestrian movements.	✓	×	×	✓✓	✓✓	✓
Improved safety for all transport modes.	✓	××	×	✓✓	✓✓	✓
Benefits to surrounding businesses including outdoor dining, events, and the potential to increase trade.	✓	×	×	✓✓	✓✓	✓✓
Management of vehicle movements and access controls including waste vehicles, loading, deliveries, emergency services and construction.	✓✓	××	××	×	✓	×
Impact on the wider network including public transport services.	✓	××	××	✓	✓	✓
Transport network planning alignment (DTP feedback).	✓✓	××	××	✓✓	✓✓	✓✓
Existing and future developments access and parking requirements.	×	✓	✓	×	×	×
Cost of works (order of magnitude).	✓✓	××	××	✓✓	✓✓	×
Score	**29/36**	**14/36**	**15/36**	**31/36**	**32/36**	**26/36**

✓✓ (Very Good) = 4, ✓ (Good) = 3, × (Poor) = 2, ×× (Very Poor) = 1

Based on the assessment summarised in Table 4-4, Option 3(b) achieved the highest overall score. It offers the safest conditions, the most attractive streetscape, and the greatest amenity for both those dwelling in and passing through Little Malop Street. It also performs marginally better than Option 3(a) the management of vehicle movements, as it will still permit some very limited numbers to gain access for those movements that can't be transferred by hand. However, it is expected that moving forward the City will look to reduce the number of vehicles gaining access, so will move towards and ideally achieve the arrangements proposed as part of Option 3(a).

Consistent with the findings of the 2020 consultation report, Options 1 and 2 scored poorly, raising additional safety concerns and posing significant cost implications for the City. In contrast, the current trialled option and Option 4 also performed well, scoring notably higher than Options 1 and 2.

5 Summary

Pedestrian friendly spaces play a vital role in creating vibrant and active city streets by enhancing safety, comfort, and overall amenity. When people are provided with safer, more inviting environments to walk, they are more likely to spend time in these areas and choose walking over private vehicle use. This shift not only supports local businesses but also encourages greater use of public transport contributing to a more connected and people-focused urban environment.

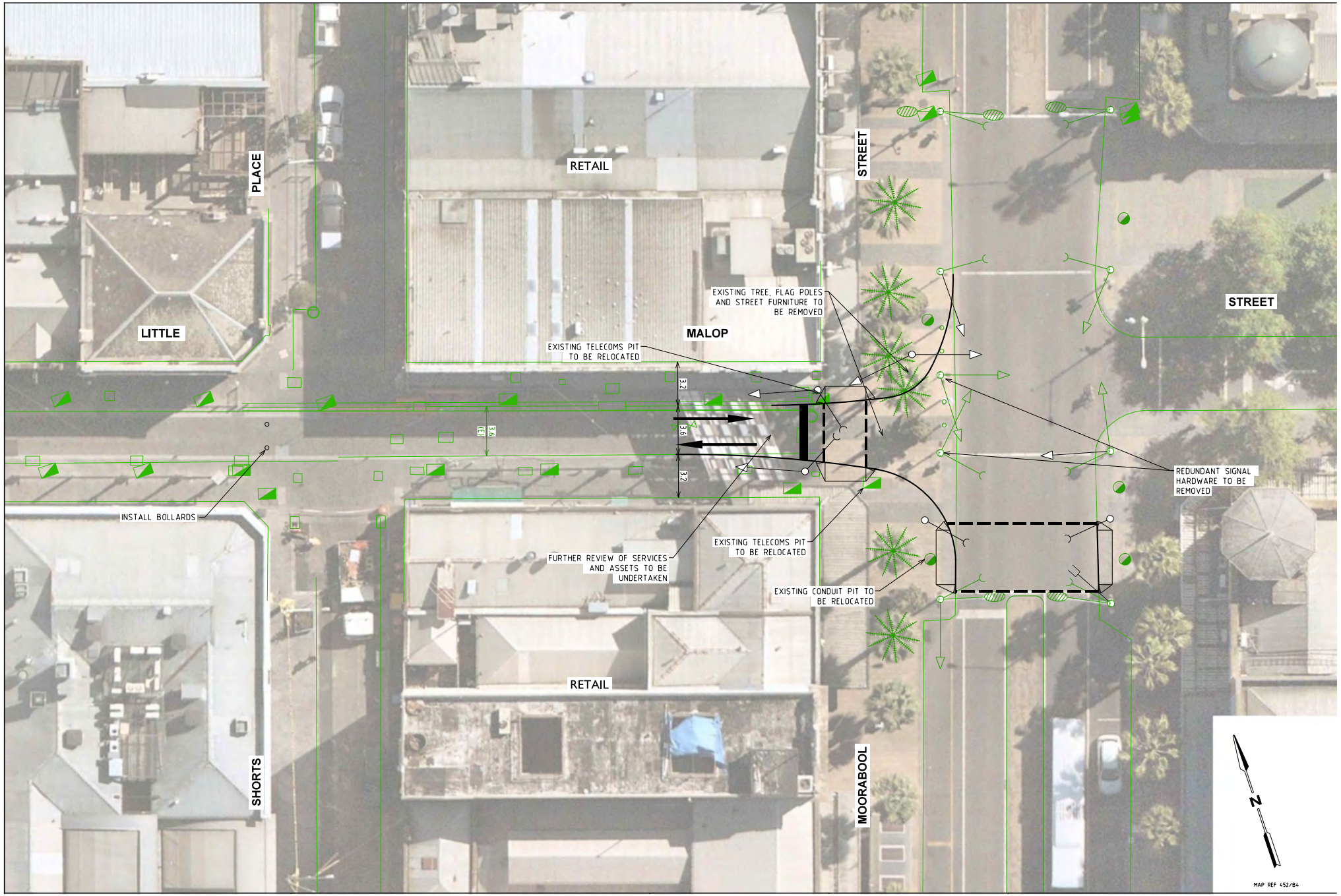
Although the current trialled option and Option 4 both presented significant benefits in this regard for Little Malop Street, Options 3(a) and 3(b) displayed the most positive outcome, performing best from a pedestrian experience, safety, public transport and wider network operations, cost, authority approval (DTP), the City strategy and best-practise urban design perspectives.

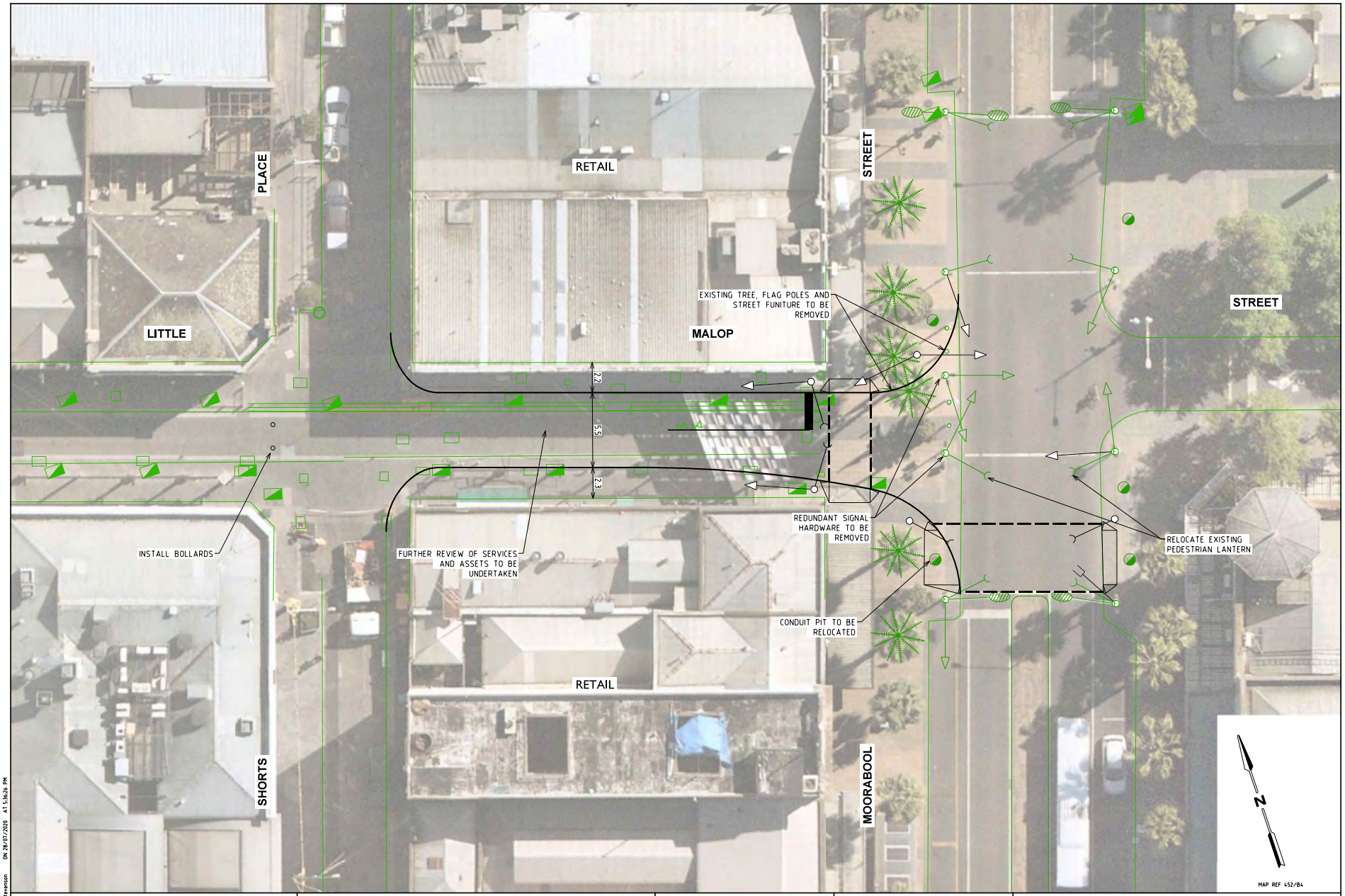
However, given the challenges around the transfer of goods with the operations of many existing tenancies in the area, Option 3(b) that allows some continued limited daily vehicle access between 4:00 am and 10:00am, performed best. Long-term it is expected that the City will look to progressively reduce the number of vehicles gaining access, so will move towards the arrangements proposed as part of Option 3(a) that only allows essential vehicle access.

Providing vehicle access to Little Malop Street via Moorabool Street, as shown in Options 1 and 2, does not align with the overall objectives of the Revitalising Central Geelong Action Plan, and is not endorsed by the Department of Transport.

Appendix A

Vehicle Swept Paths and Design


PLACE
LITTLE
RETAIL
STREET
MALOP
STREET
EXISTING TREE, FLAG POLES AND STREET FURNITURE TO BE REMOVED
EXISTING TELECOMS PIT TO BE RELOCATED
3.2
3.6
3.2
3.6
REDUNDANT SIGNAL HARDWARE TO BE REMOVED
INSTALL BOLLARDS
FURTHER REVIEW OF SERVICES AND ASSETS TO BE UNDERTAKEN
EXISTING TELECOMS PIT TO BE RELOCATED
EXISTING CONDUIT PIT TO BE RELOCATED
RETAIL
SHORTS
MOORABOOL
N
MAP REF 452/B4



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WARNING
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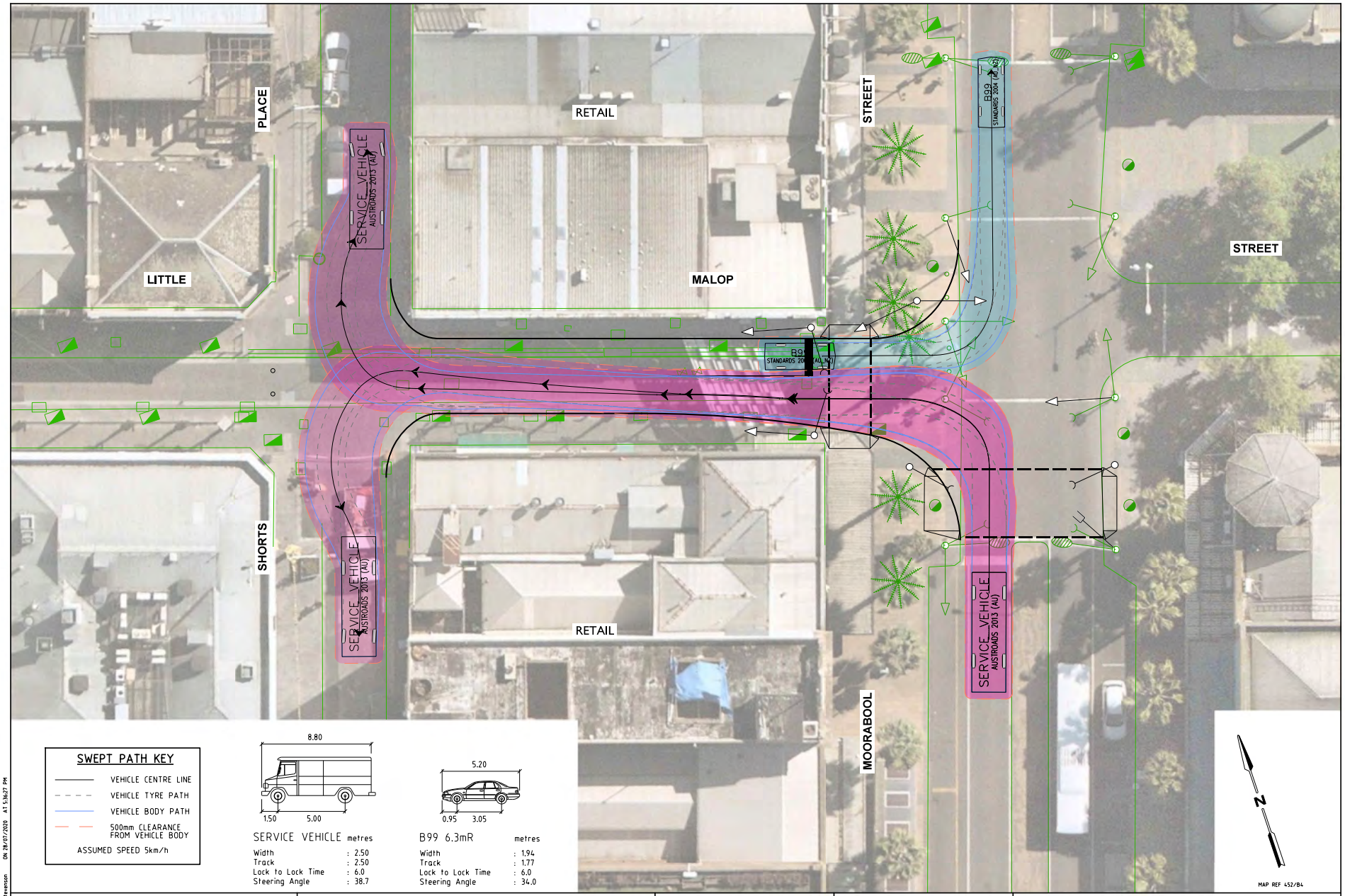
DESIGNED H. STEVENSON
DESIGN CHECK A. DELL'ISOLA
APPROVED BY A. FARRAN
DATE ISSUED 28 JULY 2020

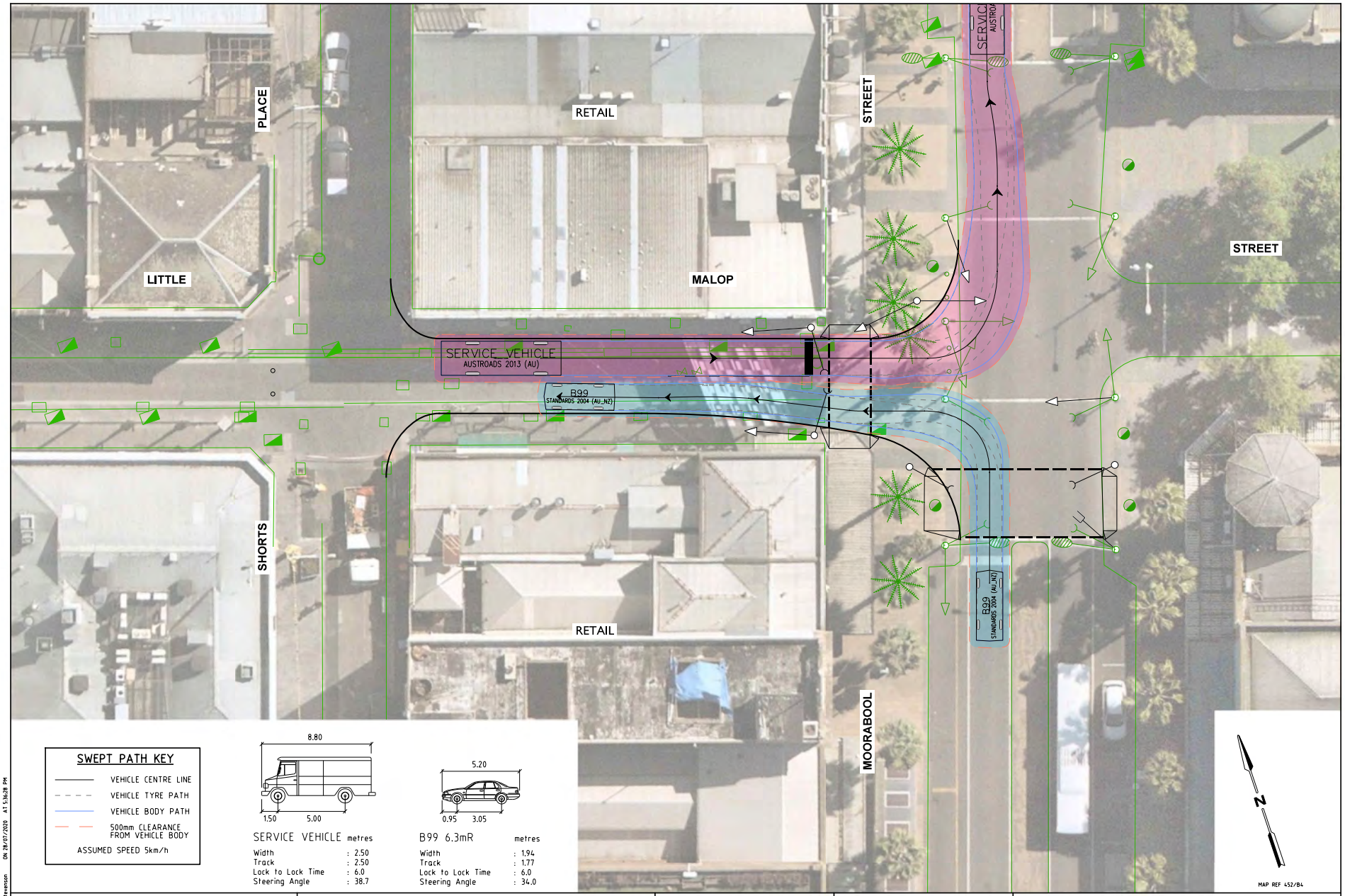
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CAD FILE NO. V195890-01-P1.dgn

LITTLE MALOP STREET, GEELONG

CONCEPT LAYOUT - OPTION 1

DRAWING NO. V195890-01 SHEET 01 OF 05 ISSUE P1


PLACE
LITTLE
SHORTS
RETAIL
MALOP
RETAIL
STREET
STREET
MOORABOOL
SERVICE VEHICLE AUSTROADS 2013 (AU)
SERVICE VEHICLE AUSTROADS 2013 (AU)
SERVICE VEHICLE AUSTROADS 2013 (AU)
B99 STANDARDS 2004 (AU)
B99 STANDARDS 2004 (AU)
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
8.80
1.50
5.00
SERVICE VEHICLE metres
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 38.7
5.20
0.95
3.05
B99 6.3mR metres
Width : 1.94
Track : 1.77
Lock to Lock Time : 6.0
Steering Angle : 34.0
N
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DESIGN CHECK A. DELL'ISOLA
APPROVED BY A. FARRAN
DATE ISSUED 28 JULY 2020
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CAD FILE NO. V195890-01-P1.dgn
LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT01 SHEET 02 OF 05 ISSUE P1



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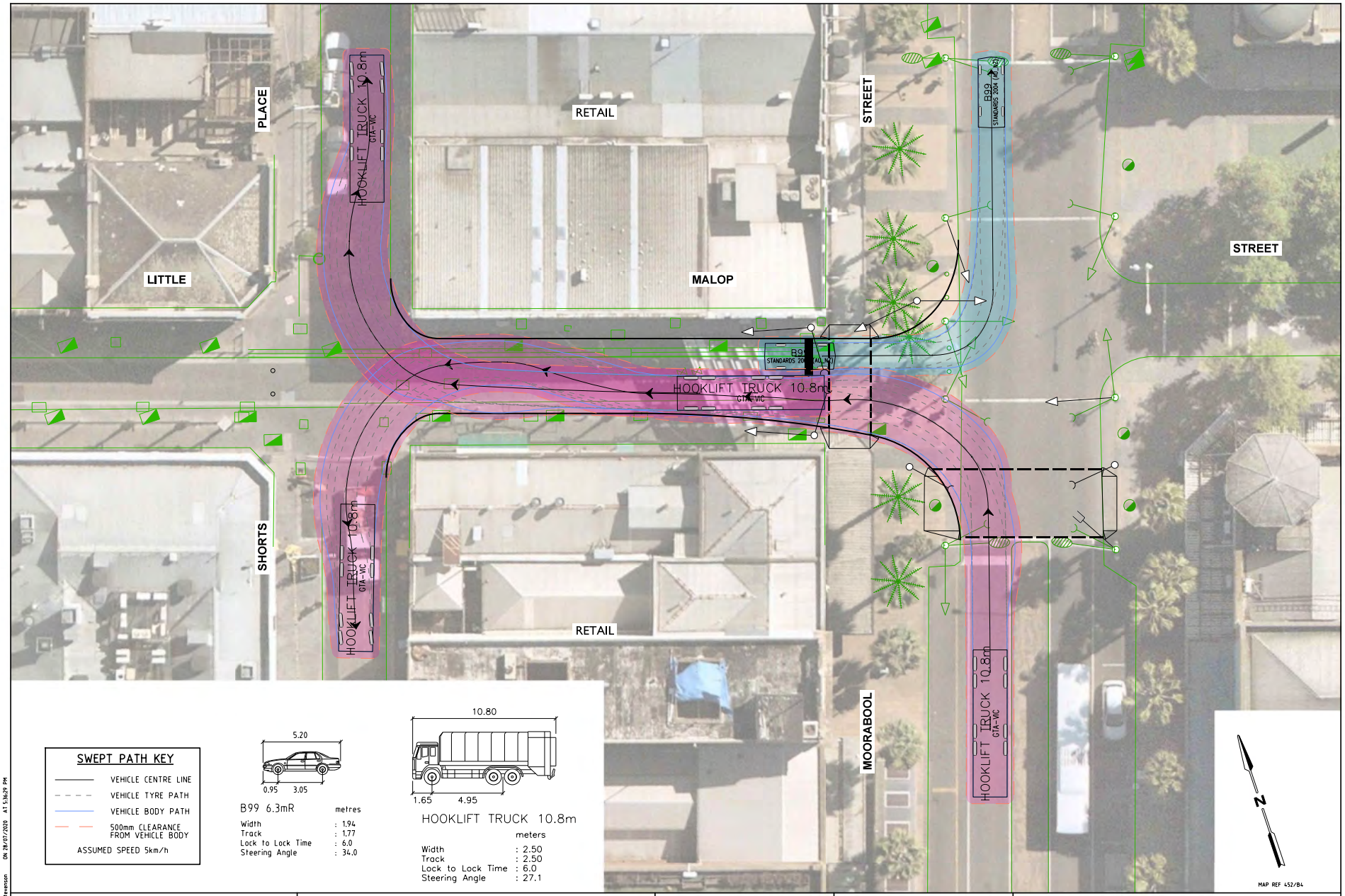
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APPROVED BY A. FARRAN
DATE ISSUED 28 JULY 2020
CAD FILE NO. V195890-01-P1.dgn

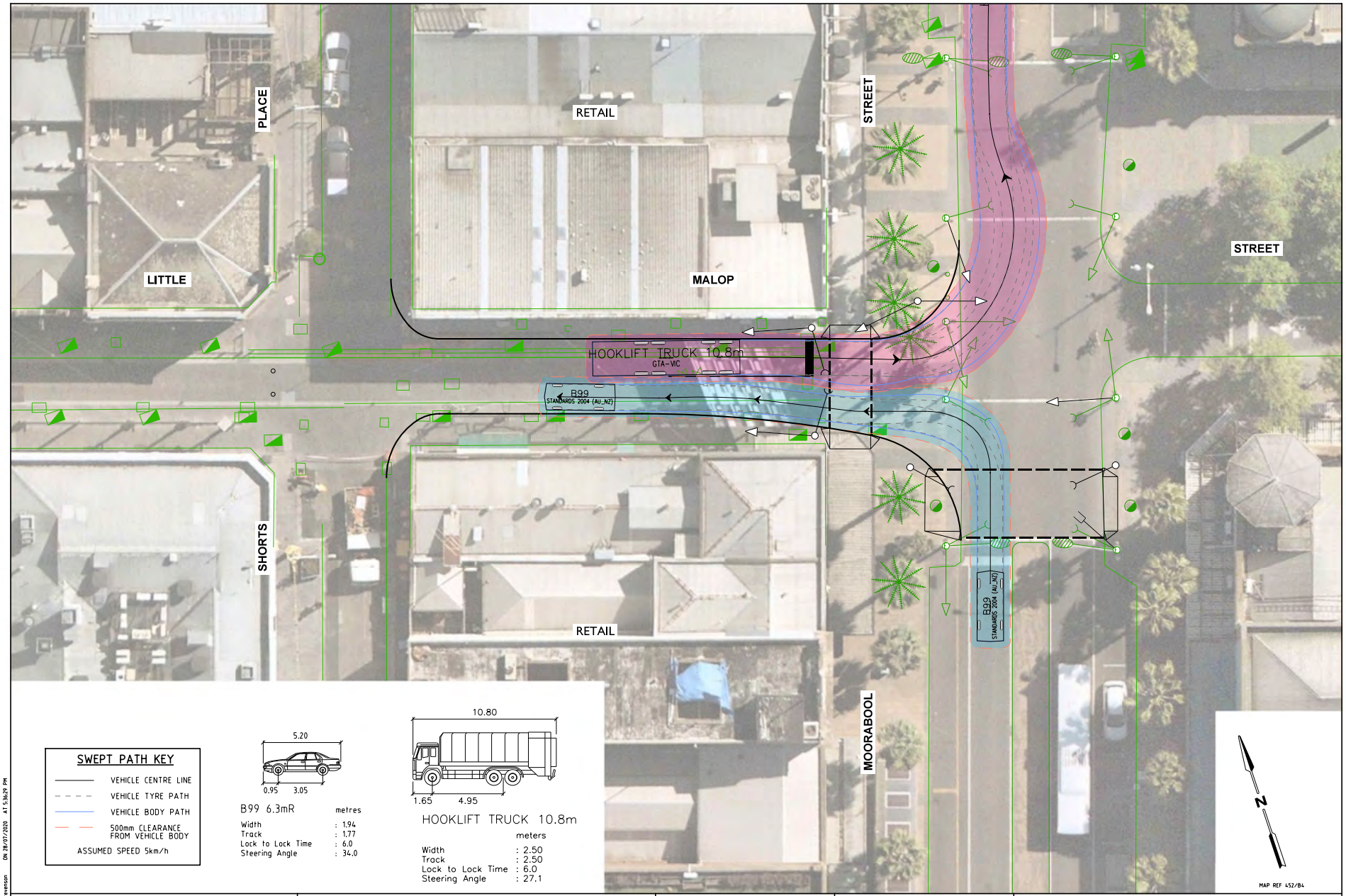
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LITTLE MALOP STREET, GEELONG

SWEPT PATH ASSESSMENT

DRAWING NO: V195890-01-AT02 SHEET 02 OF 05 ISSUE P1


LITTLE
PLACE
RETAIL
MALOP
STREET
STREET
SHORTS
RETAIL
MOORABOOL
HOOKLIFT TRUCK 10.8m
GTA-VIC
B99
STANDARDS 2004 (AS/NZS)
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
5.20
0.95
3.05
B99 6.3mR
metres
Width : 1.94
Track : 1.77
Lock to Lock Time : 6.0
Steering Angle : 34.0
10.80
1.65
4.95
HOOKLIFT TRUCK 10.8m
meters
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 27.1
N
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DESIGN CHECK A. DELL'ISOLA
APPROVED BY A. FARRAN
DATE ISSUED 28 JULY 2020
SCALE A3 1:250
CAD FILE NO. V195890-01-P1.dgn
LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
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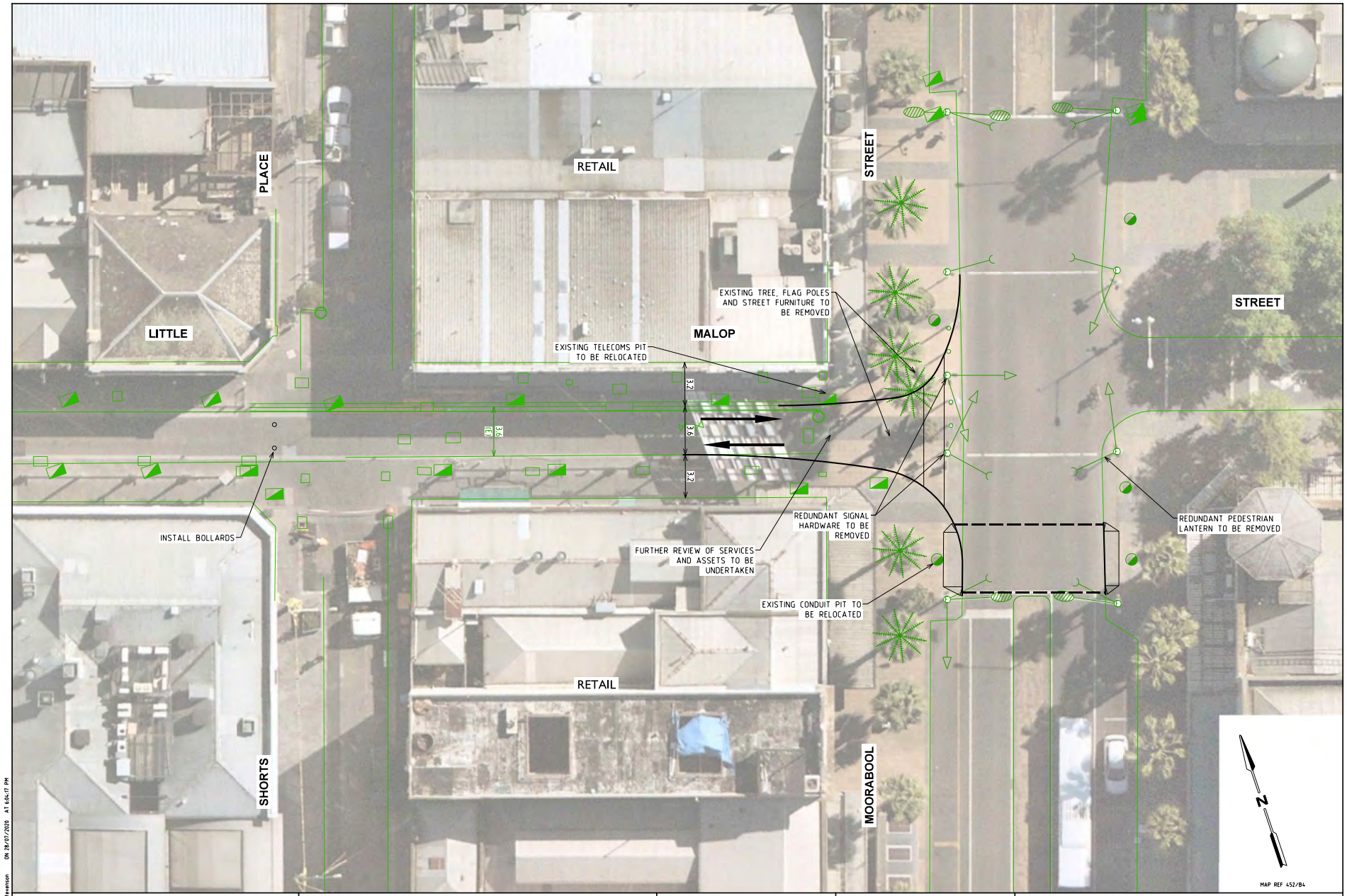
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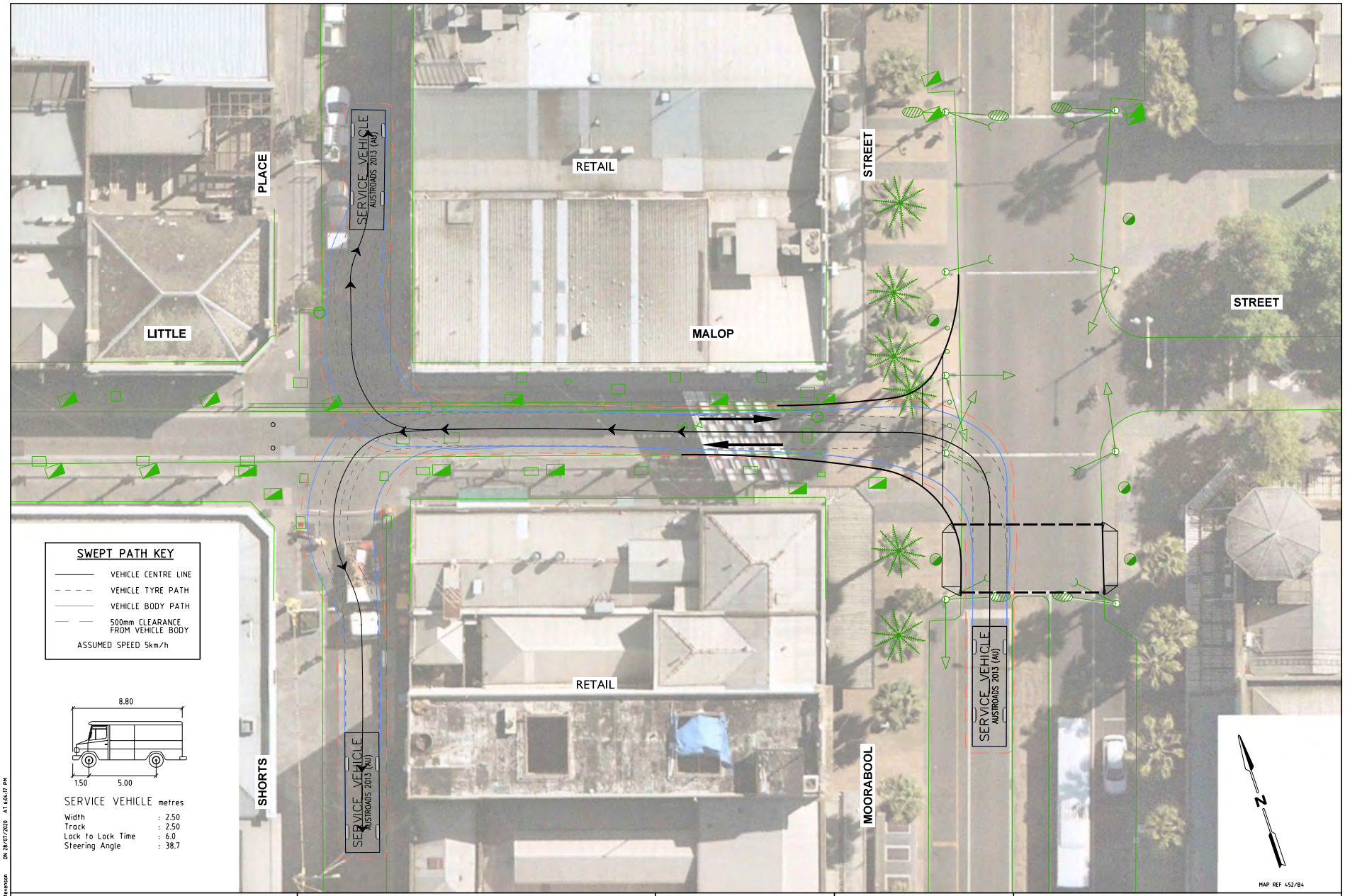
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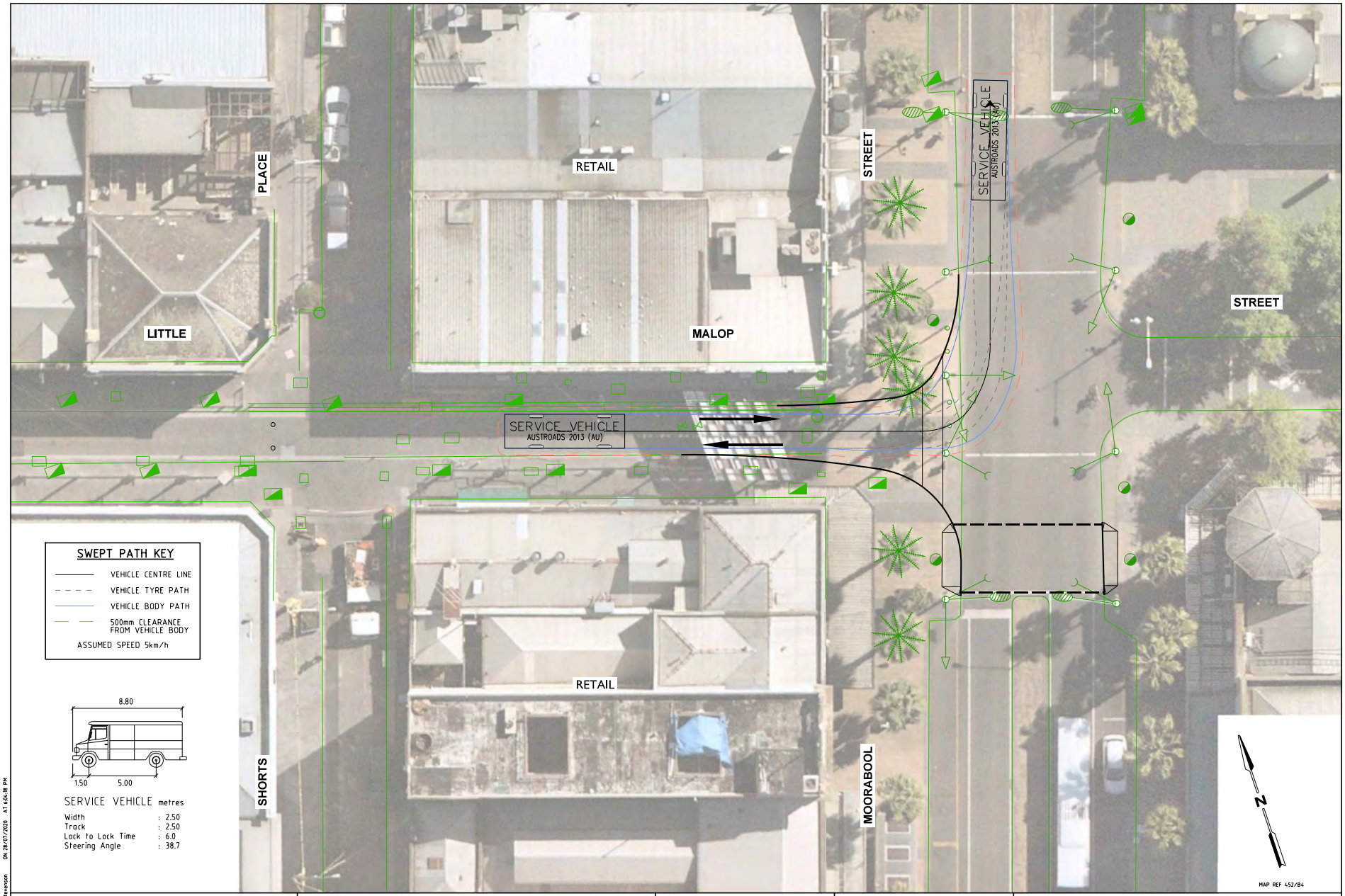
LITTLE MALOP STREET, GEELONG

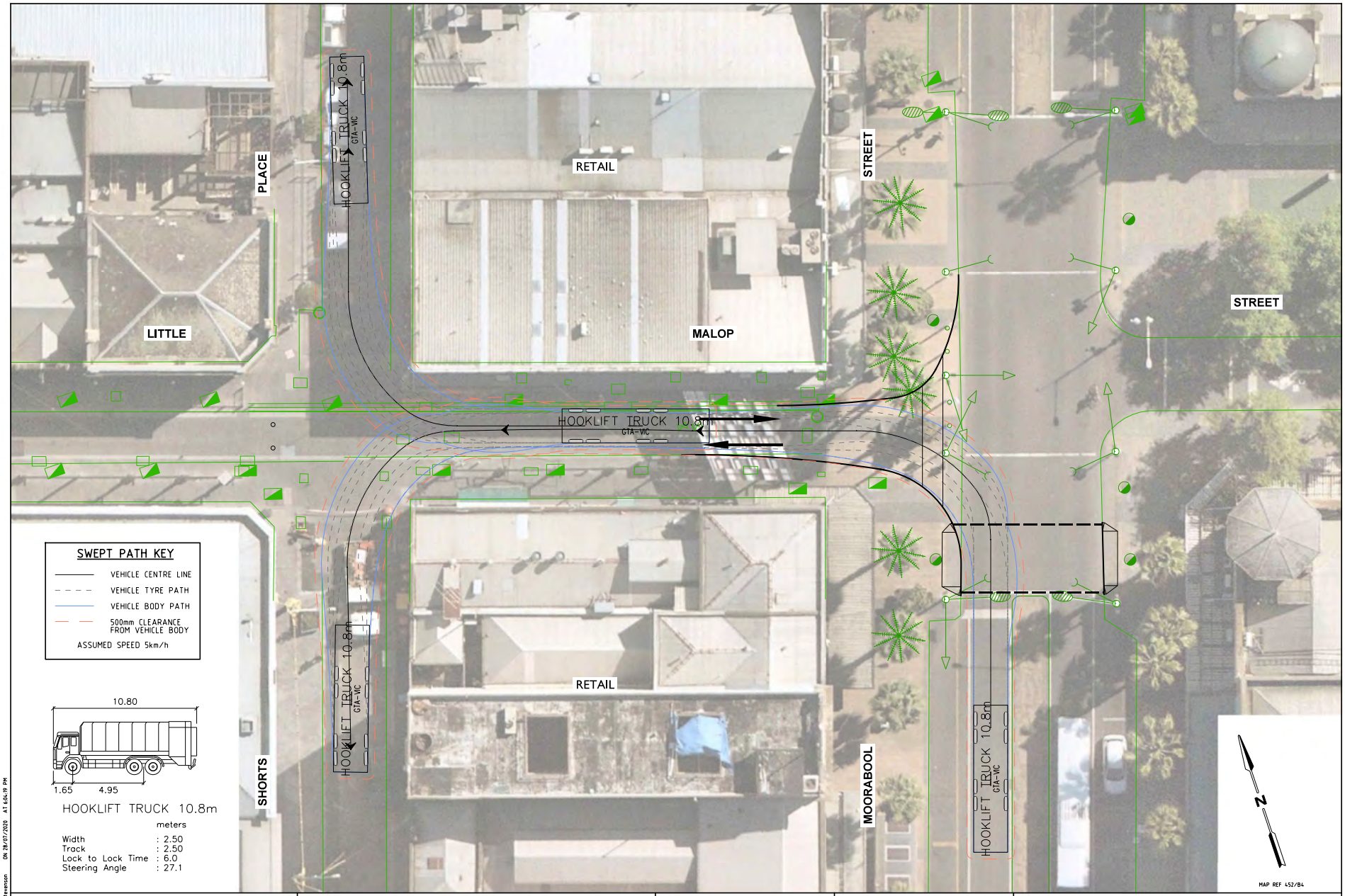
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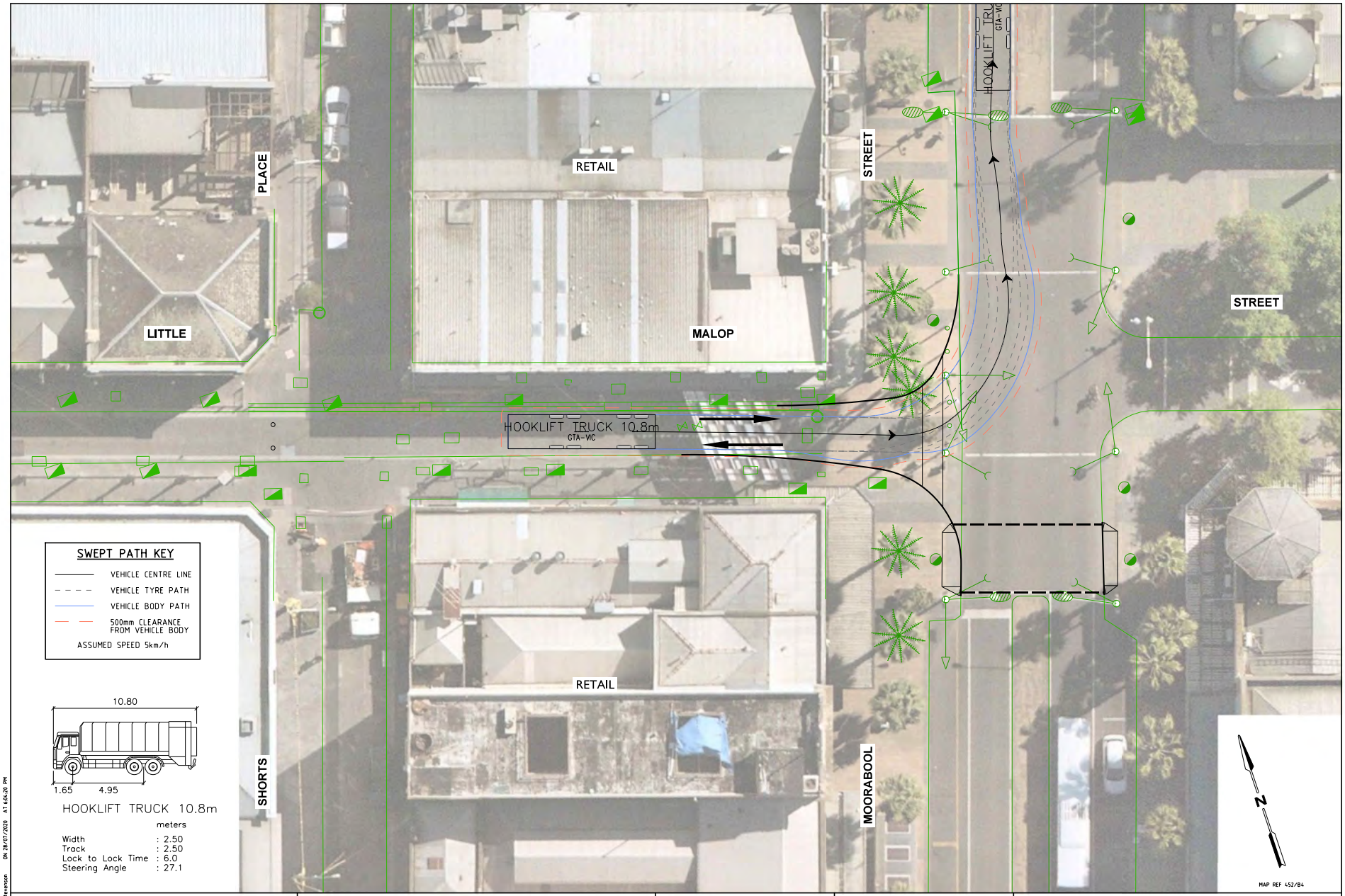
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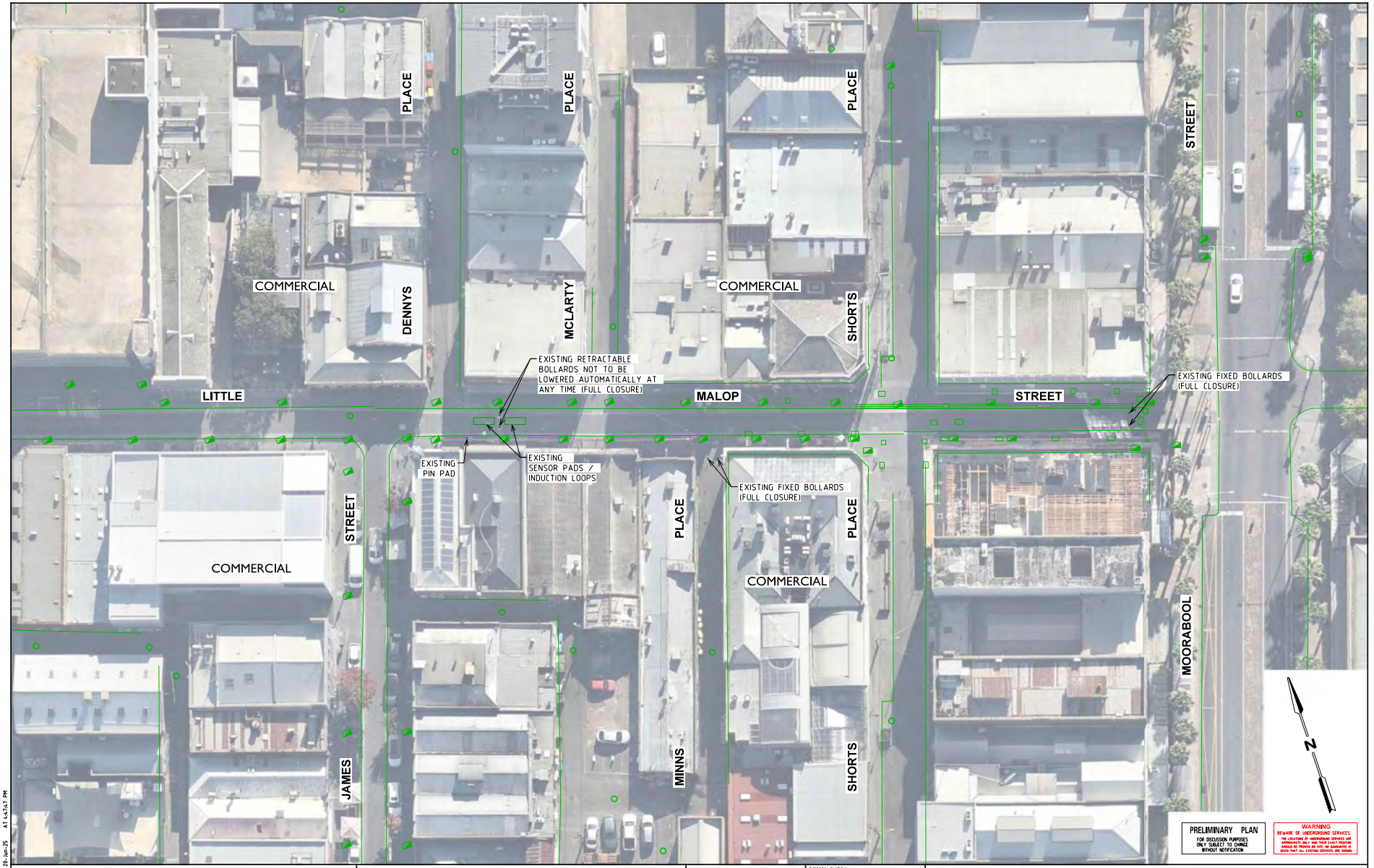

PLACE
RETAIL
STREET
LITTLE
MALOP
STREET
EXISTING TREE, FLAG POLES AND STREET FURNITURE TO BE REMOVED
EXISTING TELECOMS PIT TO BE RELOCATED
3.2
3.6
3.2
INSTALL BOLLARDS
REDUNDANT SIGNAL HARDWARE TO BE REMOVED
REDUNDANT PEDESTRIAN LANTERN TO BE REMOVED
FURTHER REVIEW OF SERVICES AND ASSETS TO BE UNDERTAKEN
EXISTING CONDUIT PIT TO BE RELOCATED
RETAIL
SHORTS
MOORABOOL
N
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SCALE A3 0 2.5 5 1:250
CAD FILE NO. V195890-02-P1.dgn
LITTLE MALOP STREET, GEELONG
CONCEPT LAYOUT - OPTION 2
DRAWING NO: V195890-02 SHEET 01 OF 05 ISSUE P1


PLACE
LITTLE
SERVICE VEHICLE AUSTROADS 2013 (AU)
RETAIL
MALOP
STREET
STREET
SERVICE VEHICLE AUSTROADS 2013 (AU)
RETAIL
SHORTS
SERVICE VEHICLE AUSTROADS 2013 (AU)
MOORABOOL
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
8.80
1.50
5.00
SERVICE VEHICLE metres
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 38.7
N
MAP REF 452/B4
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CAD FILE NO. V195890-02-P1.dgn
LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT01 SHEET 02 OF 05 ISSUE P1


PLACE
LITTLE
RETAIL
MALOP
STREET
SERVICE VEHICLE
AUSTROADS 2013 (AU)
STREET
SERVICE VEHICLE
AUSTROADS 2013 (AU)
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
8.80
1.50
5.00
SERVICE VEHICLE metres
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 38.7
RETAIL
SHORTS
MOORABOOL
N
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CAD FILE NO. V195890-02-P1.dgn
LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT02 SHEET 03 OF 05 ISSUE P1


PLACE
LITTLE
RETAIL
MALOP
STREET
STREET
HOOKLIFT TRUCK 10.8m
GTA-VIC
HOOKLIFT TRUCK 10.8m
GTA-VIC
HOOKLIFT TRUCK 10.8m
GTA-VIC
HOOKLIFT TRUCK 10.8m
GTA-VIC
RETAIL
SHORTS
MOORABOOL
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
10.80
1.65
4.95
HOOKLIFT TRUCK 10.8m
meters
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 27.1
N
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CAD FILE NO. V195890-02-P1.dgn
LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT03 SHEET 04 OF 05 ISSUE P1


PLACE
LITTLE
RETAIL
MALOP
STREET
HOOKLIFT TRUCK 10.8m
GTA-VIC
STREET
STREET
RETAIL
SHORTS
MOORABOOL
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
10.80
1.65
4.95
HOOKLIFT TRUCK 10.8m
meters
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 27.1
N
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DESIGN CHECK A. DELL'ISOLA
APPROVED BY A. FARRAN
DATE ISSUED 28 JULY 2020
SCALE A3 1:250
CAD FILE NO. V195890-02-P1.dgn
LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT04 SHEET 05 OF 05 ISSUE P1
PLOTTED BY : Hannah.Stevenson ON 28/07/2020 AT 4:44:20 PM



PLOTTED BY : rabraham ON 20-Jun-25 AT 4:47:47 PM

AMENDMENTS

ISSUE	DATE	DESCRIPTION	BY	CHK.	APP.
P1	20.06.25	INITIAL ISSUE	R.A.	A.B.	A.B.

GENERAL NOTES

1. BASE INFORMATION OBTAINED FROM NEARMAP AERIAL PHOTOGRAPHY DATABASE AND AS BUILT PLANS RECEIVED FROM CITY OF GREATER GEELONG IN JULY 2020.
STANTEC DOES NOT TAKE ANY RESPONSIBILITY FOR THE ACCURACY OF THE EXISTING CONDITIONS BASE (AERIAL PHOTOGRAPHY) ON WHICH THE SETOUT DETAIL IS BASED.
PRIOR TO COMMENCEMENT OF CONSTRUCTION, THE EXISTING CONDITIONS INCLUDING UNDERGROUND SERVICES SHOULD BE VERIFIED ON SITE.

2. ALL DIMENSIONS AND RADII ARE IN METRES AND ARE TO THE FACE OF KERB AND CHANNEL.

3. LOCAL ROAD - LITTLE MALOP STREET - SPEED ZONE 50KM/H

4. DESIGN VEHICLE - B99 CHECKING VEHICLE - 8.8m MRV

DESIGNED R. ABRAHAM	DESIGN CHECK A. BLACKETT
DRAWN R. ABRAHAM	DRAFTING CHECK A. BLACKETT
APPROVED BY A. BLACKETT	DATE APPROVED FOR INITIAL ISSUE 20 JUNE 2025
SCALE A3 Hor. 0 5 10 1:500	CAD FILE NO. 300305905_01_p1.dgn

Stantec

CLIENT CITY OF GREATER GEELONG

RESTRICTING VEHICLES IN LITTLE MALOP STREET

LITTLE MALOP STREET, GEELONG

CONCEPT LAYOUT PLAN - OPTION 3

MAP REF.	DRAWING NO.	SHEET	ISSUE
452/B3	300305905_01_01	01 OF 03	P1



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AMENDMENTS

ISSUE	DATE	DESCRIPTION	BY	CHK.	APP.
P1	20.06.25	INITIAL ISSUE	R.A.	A.B.	A.B.

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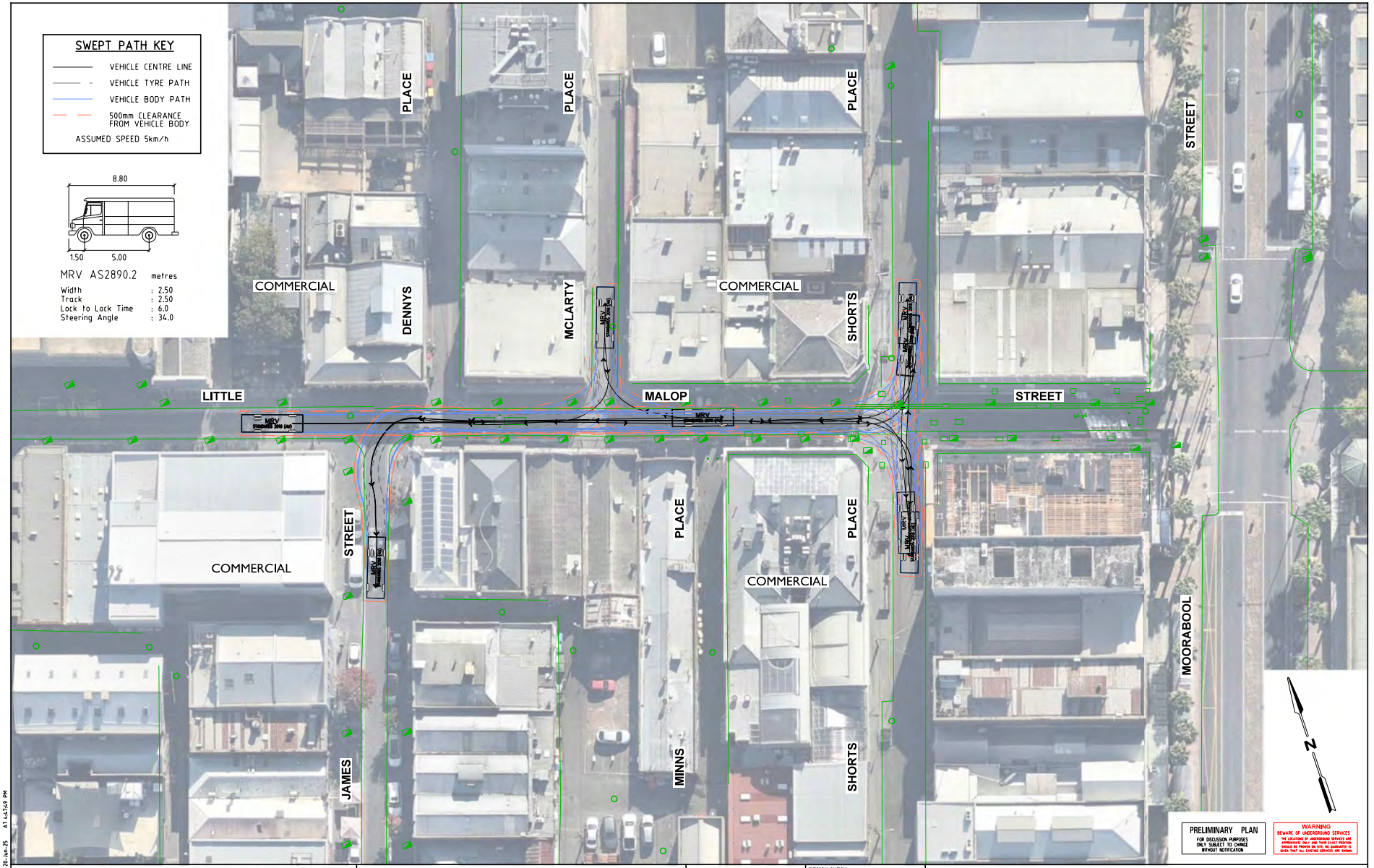
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LITTLE MALOP STREET, GEELONG

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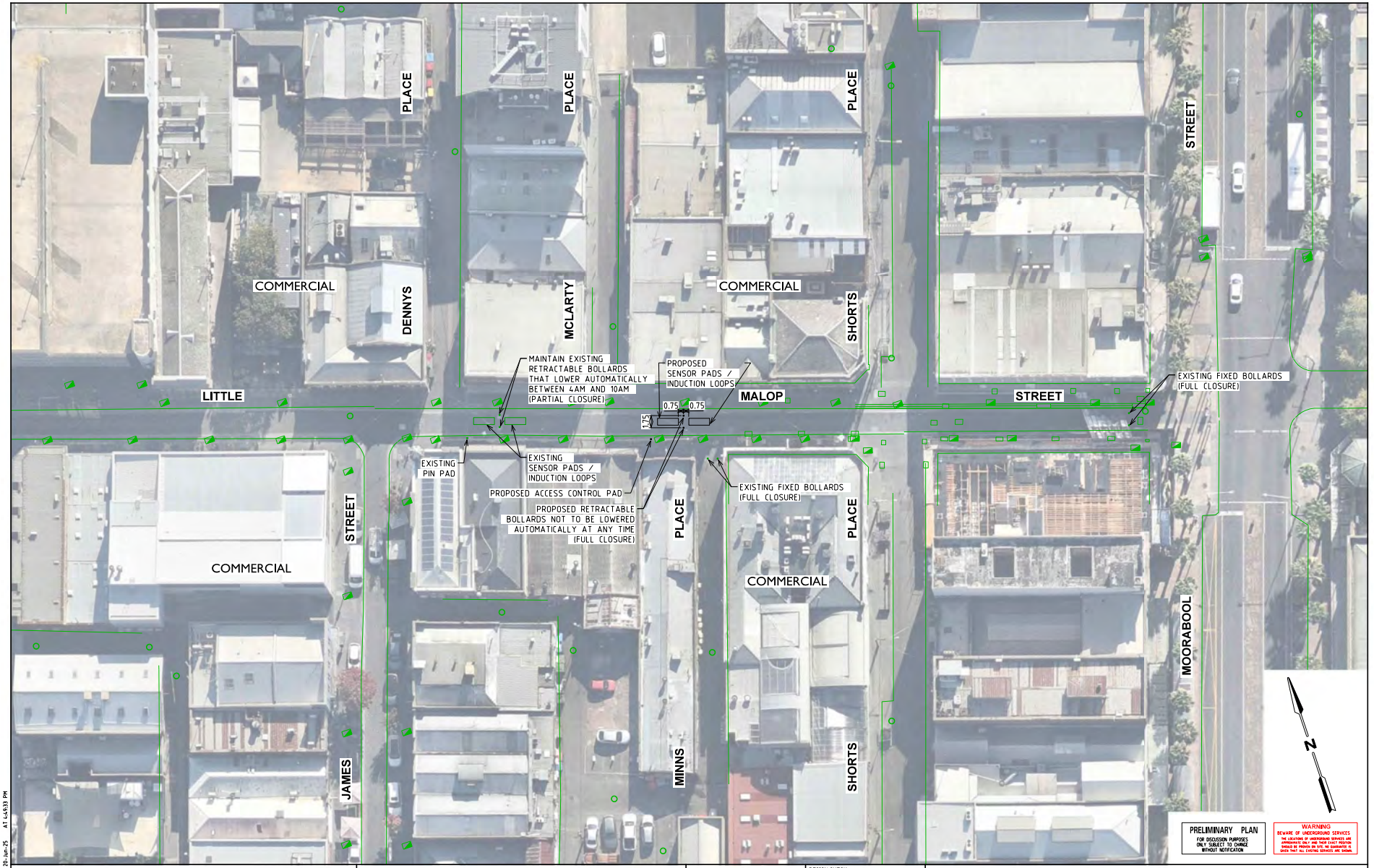
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CONCEPT LAYOUT PLAN - OPTION 4

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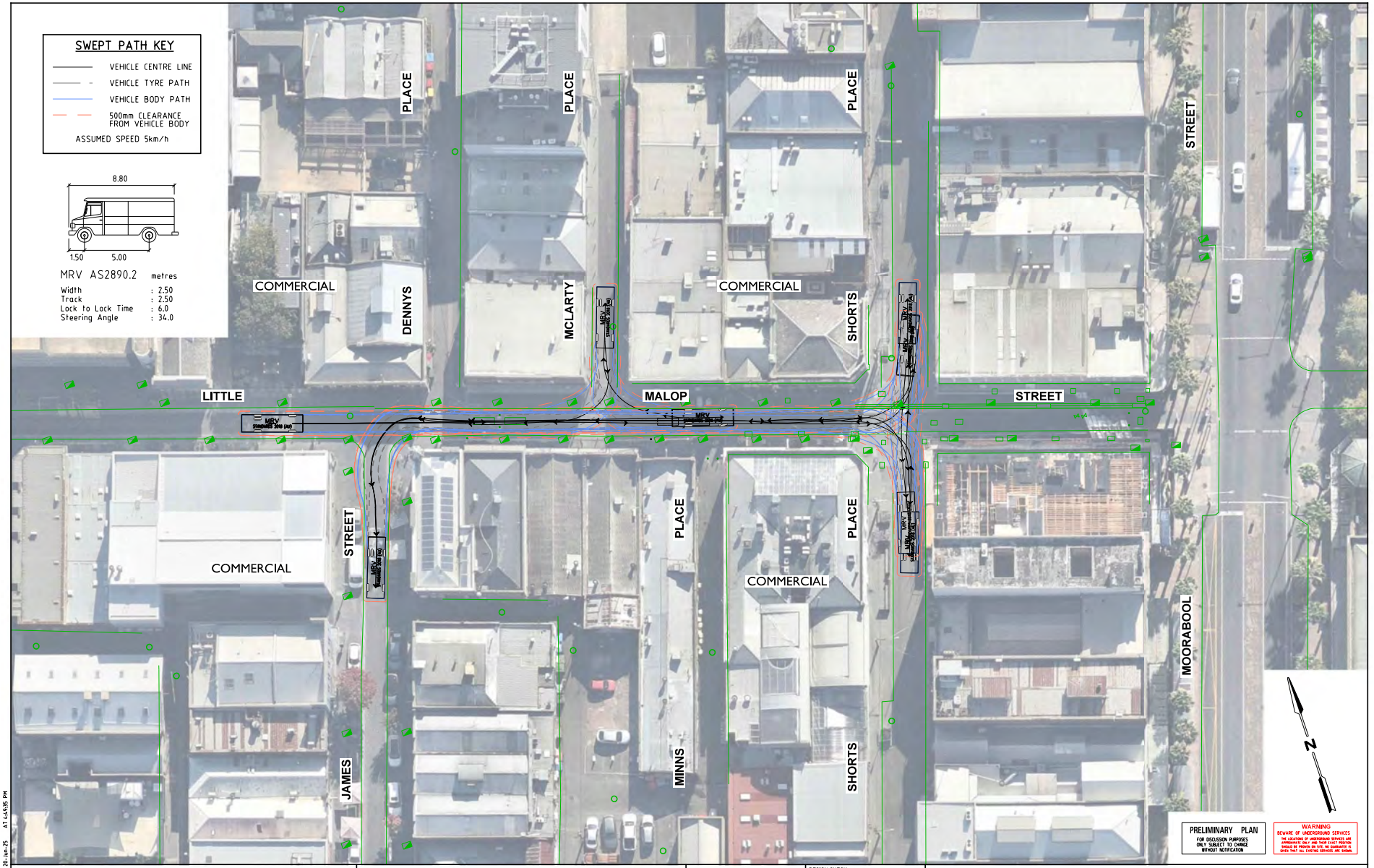
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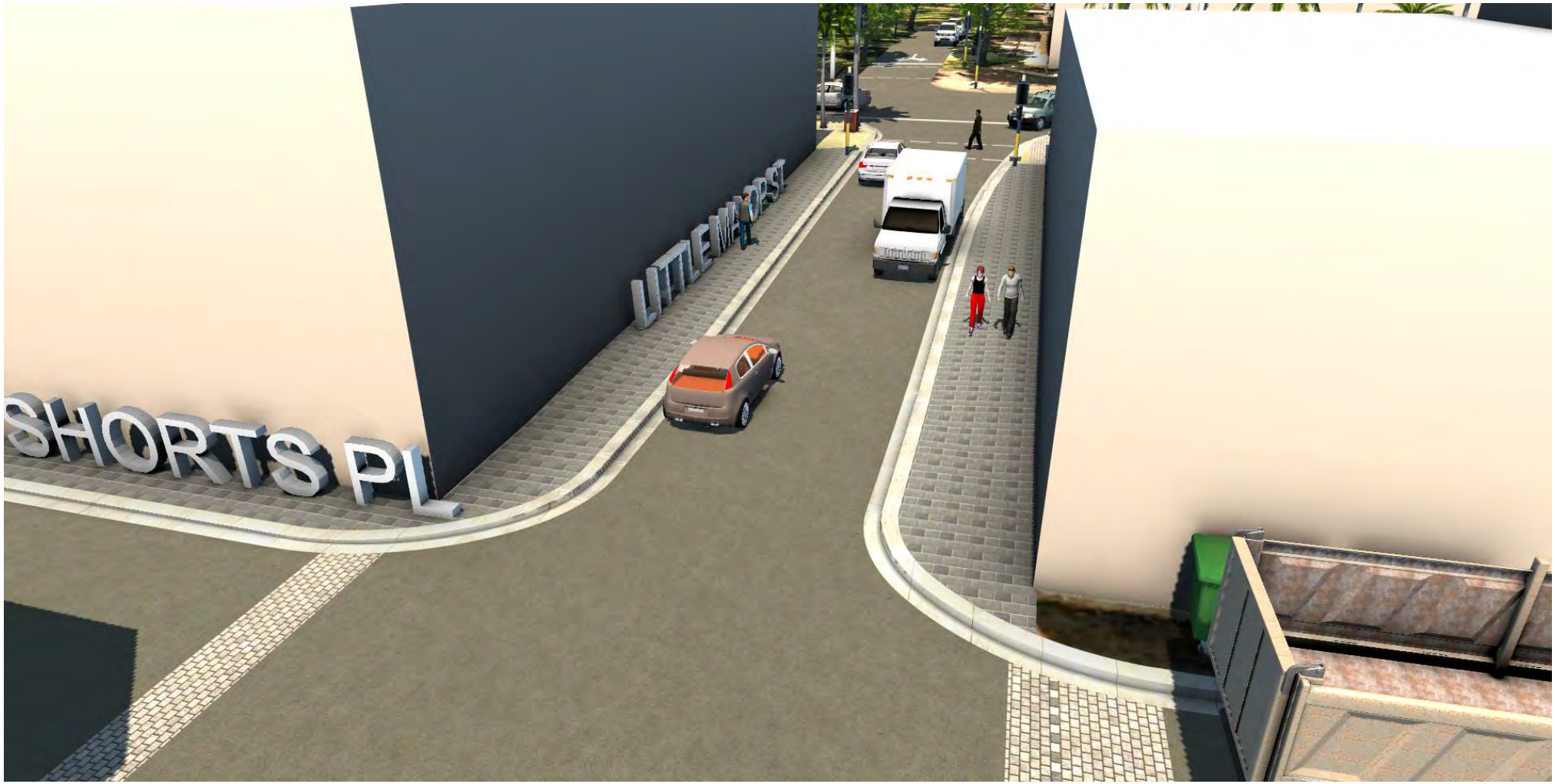
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Appendix B

Visualisations


MOORE BOOL ST


SHORTS PL


MOOR
BOOL ST


MOORABOOL ST


DENNYS PL
LT MALOP ST


MCLARTY PL
MINNS PL


DENNYS PL
LT MALOP ST


MCLARTY PL

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Restricting Vehicle Access in Little Malop – Alternate Access Options

City of Greater Geelong
Technical Review



Prepared by: GTA Consultants (VIC) Pty Ltd for City of Greater Geelong
on 01/09/2020
Reference: V195890
Issue #: A

GTAconsultants

Restricting Vehicle Access in Little Malop – Alternate Access Options

City of Greater Geelong
Technical Review

Client: City of Greater Geelong

on 01/09/2020

Reference: V195890

Issue #: A

Quality Record

Issue	Date	Description	Prepared By	Checked By	Approved By	Signed
A	01/09/20	Final	Jeremy Lis	Andrew Farran	Reece Humphreys	

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GTA Report

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EXECUTIVE SUMMARY

In response to local trader requests the City of Greater Geelong is exploring opportunities to further pedestrianise and activate Little Malop Street between James Street and Moorabool Street in the Geelong CBD. In this context, a proposal was initially presented to Council to introduce a part-time vehicle closure of Little Malop Street between Dennys Place and Moorabool Street.

At the request of Council, alternate access strategies to Moorabool Street have been explored, which would enable the closure for vehicles between Dennys Place and Shorts Place by reopening Little Malop Street to vehicles between Moorabool Street and Shorts Place. Further criteria for any future vehicle access options have been provided by Council, as follows:

1. Provide unrestricted vehicle access to Shorts Place from Moorabool Street; and
2. Continue to allow vehicle access restrictions (either permanent or timed) in Little Malop Street, between Dennys Place and Shorts Place.

With respect to these criteria, two vehicle access options (contained to within the existing available road reserves) have been identified:

- Option 1 – Two lane, two-way access on Little Malop Street between Moorabool Street and Shorts Place
- Option 2 – Single lane, two-way access on Little Malop Street between Moorabool Street and Shorts Place

This report is an independent assessment of the suitability of options identified for reopening Little Malop Street to vehicles between Moorabool Street and Shorts Place against the endorsed proposal which sought to restrict vehicle access to the precinct east of Dennys Place to certain hours.

A number of elements were considered in assessing the impact of the only two available options including the following:

1. Enhancement to pedestrian amenity between James Street and Shorts Place.
2. Enhancement to pedestrian amenity between Shorts Place and Moorabool Street.
3. Pedestrian safety between Shorts Place and Moorabool Street.
4. General road safety and functional operation.
5. Intersection operation and delays to public transport.
6. Catering for servicing and waste collection.
7. Potential future development vehicle access requirements.
8. Cost of works (order of magnitude).
9. Operation of the transport network (Department of Transport feedback).

The assessment identified the following:

- Both options result in an improved pedestrian amenity for Little Malop Street between James Street and Shorts Place when compared to the endorsed option.
- The endorsed option has superior pedestrian amenity for Little Malop Street between Shorts Place and Moorabool Street compared to Options 1 and 2.
- Option 2 results in a non-compliant and unsafe footpath width, whilst Option 1 and the endorsed option maintain an acceptable footpath width.
- Option 1 does not result in a safe arrangement for vehicles accessing the Moorabool Street signals. Option 2 compromises pedestrian safety due to the constrained footpath widths.

- Both options do not provide storage for queued vehicles trying to access Little Malop Street, resulting in delays to buses and vehicles on Moorabool Street.
- Both options can cater for the servicing and waste collection requirements of Shorts Place, with Options 1 and 2 providing unrestricted throughout the day.
- Both options cater for the vehicle access needs of Shorts Place for now and potential future developments (such as the Belchers Corner site).
- Both options provide unrestricted vehicle access to the short-term parking provided in Shorts Place. The endorsed option sought to relocate to the periphery of the laneways precinct.
- The endorsed option involves the least capital works and associated costs.
- The Department of Transport do not support Options 1 and 2 due to concerns regarding conflict, safety, operation and amenity.

On balance, the endorsed proposal is the most appropriate arrangement for Little Malop Street have regard to the current conditions as it is provides superior safety for pedestrians and is a relatively inexpensive intervention (i.e. low capital costs) whilst still catering for the current access needs of the laneway network (including servicing and car parking). It also does not eliminate potential future redevelopment opportunities should they require servicing from Shorts Place, including the Belchers Corner site, can be explored as part of the planning process.

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1. INTRODUCTION

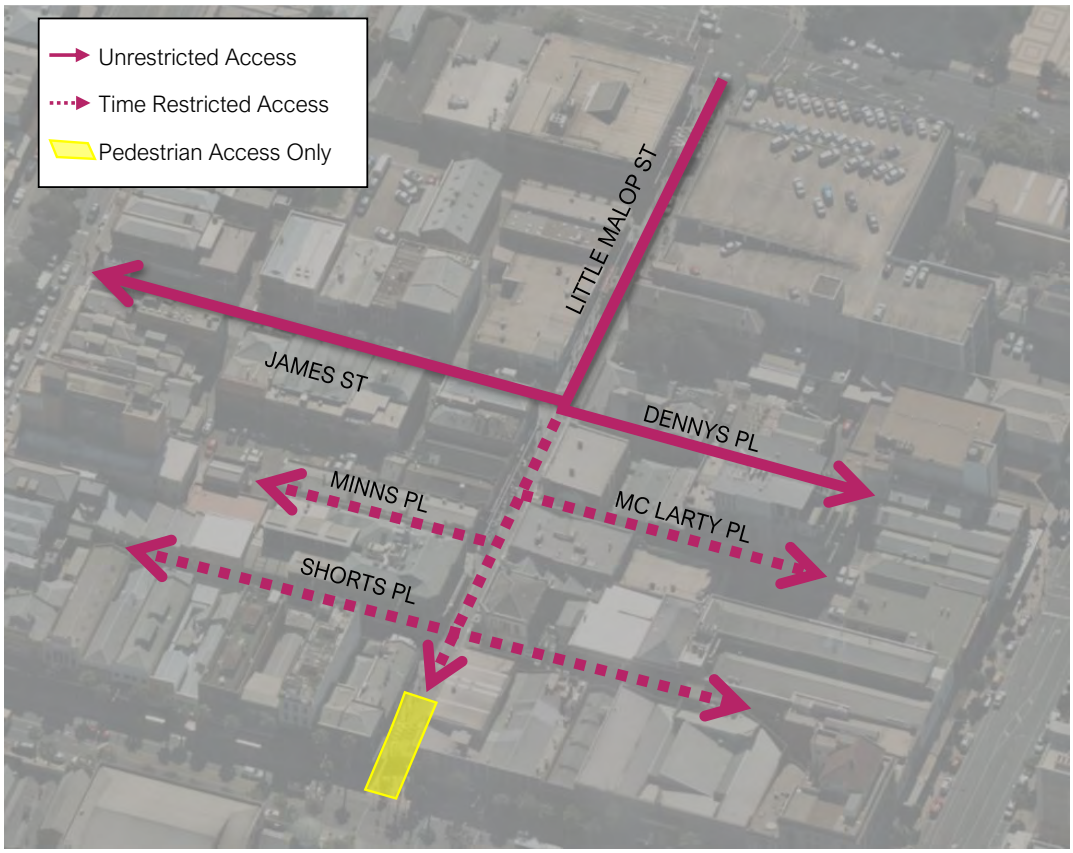
1.1. Project History

1.1.1. Endorsed Proposal

In April 2019, City of Greater Geelong Council approved a draft proposal as part of the 'Central Geelong Laneways' project which sought to restrict vehicle access on Little Malop Street between James Street and Moorabool Street. With vehicle access presently closed between Moorabool Street and Shorts Place, the proposal sought to extend the restriction to Dennys Place through the implementation of temporary time-based bollards. After the draft proposal, consultation was undertaken with the community and key stakeholders, with the proposal evolving to reflect the current design (i.e. restricting vehicle access to between 4:00am and 10:00am). In March 2020, the proposal was presented to Council which was subsequently endorsed.

An overview of the endorsed vehicle access strategy for the laneways precinct, including the part-time vehicle restriction between Dennys Place and Shorts Place, is presented in Figure 1.1.

Figure 1.1: Diagram of Endorsed Proposed Vehicle Access Option for Little Malop Street



INTRODUCTION

1.1.2. Council Meetings and Resolutions

The initial proposal was put forward to Council, with Table 1.1 showing the timeline of events as it relates to the Little Malop Street project.

Table 1.1: Lt Malop Street Councillor Meetings

Council Meeting	Summary of Events
9 April 2019	• Initial proposal was presented to Council. • Approval was sought to commence community engagement. • Councillors endorsed engagement with the community.
10 March 2020	• Presented the findings of the community engagements in the 'Little Malop – Engagement Findings' report, which analyses key issues raised by the community. • A more detailed proposal for the extended vehicle closure was prepared, which balanced the findings from the community engagement. • Council endorsed the amended proposal, but requested a report be prepared that simultaneously considers bi-directional vehicular access on Little Malop Street, between Moorabool Street and Shorts Place.
30 June 2020	• Presented a report that details the findings of vehicular access investigations ('*Restricting Vehicles in Little Malop Street – Alternative Access Options Report*', prepared by Traffix Group). • Prepare a further report that undertakes further consultation with key stakeholders and the community to investigate if there can be a balance between competing modal priorities on Little Malop Street

1.1.3. Community Engagement Outcomes

The community engagement report that was presented to Councillors on 10 March 2020, '*Restricting Vehicles in Little Malop Street: Engagement Findings Report*' summarises the findings of Little Malop Street community impacted by the project. Over the 21-day engagement period, 33 submissions were received. Across the 33 submission, six key themes and issues were identified:

1. Public safety and amenity.
2. Deliveries and loading / unloading.
3. Live music venues.
4. Access to private car parks.
5. Emergency service and other access.
6. Alternative proposal to open vehicle access to Moorabool Street.

A further stakeholder engagement process is about to commence, which includes consideration of the alternate options.

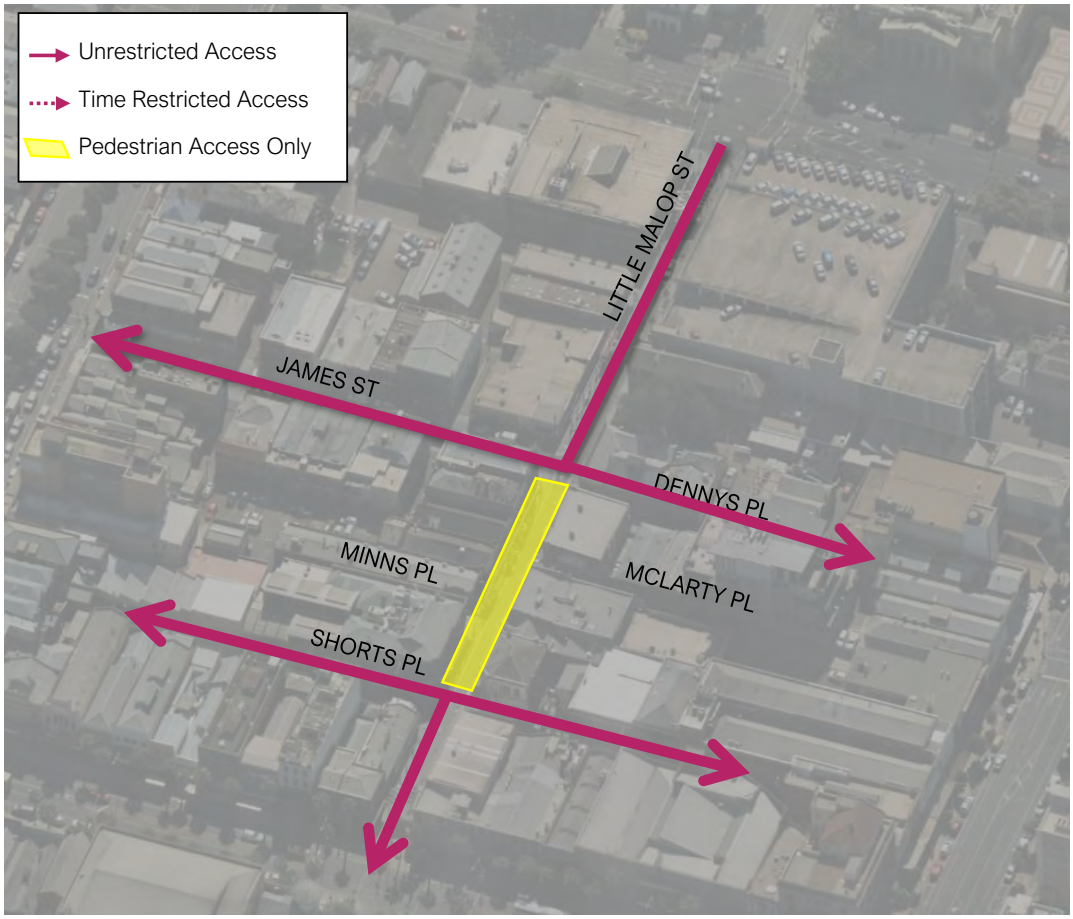
1.1.4. Alternate Access Investigations

The resolution from the 10 March 2020 Council Meeting effectively sought an amended proposal which investigated the reopening of traffic on Little Malop Street between Moorabool Street and Shorts Place. This outcome would enable unrestricted vehicle access to Shorts Place and enable the permanent closure of Little Malop Street to vehicles between Shorts Place and Dennys Place (rather than the previously proposed time based closure of Little Malop Street to vehicles east of Dennys Place).

INTRODUCTION

An overview of the alternate vehicle access strategy identified for further investigation, including the reopening of Little Malop Street between Moorabool Street and Shorts Place, is presented in Figure 1.2.

Figure 1.2: Diagram of Updated Vehicle Access Option



Traffix Group were subsequently engaged by City of Greater Geelong to investigate bi-directional vehicle access options on Little Malop between Shorts Place and Moorabool Street (i.e. to enable the above outcome to be realised). In their report, two primary options were identified and reviewed further, as follow:

- Option 1 - Single lane, two-way access to Moorabool Street: This option maintains a single width traffic lane (3.6m wide) catering for two-way access to Moorabool Street. This scenario would largely maintain the existing pedestrian footpath widths along this section of Little Malop Street, and require vehicles to self-manage priority through this section of the laneway on approach to, and departure from, the Moorabool Street intersection.
- Option 2 – Two lane, two-way access to Moorabool Street: This option involves providing concurrent vehicle access via a two lane, two-way vehicle link between Shorts Place and Moorabool Street.

The options to introduce two-way vehicle flow between Moorabool Street and Shorts Place are further discussed in Section 3 of this report.

INTRODUCTION

1.2. Purpose of this Report

In line with the 30 June 2020 Council Resolution, GTA Consultants have been engaged to provide an independent assessment of the implementation of a vehicular link from Moorabool Street to Short Place, via Little Malop Street.

This report outlines the findings of this independent assessment.

1.3. About the Project Team

In order to deliver this project GTA has assembled a team that has a mixture of strategic, policy, road safety and analytical experience. In addition to the various technical skillsets, each member of the project team has a connection to Geelong by currently or previously living within the municipality and as such have an appreciation of the local context.

1.4. References

In preparing this report, reference has been made to the following:

- Greater Geelong Planning Scheme
- City of Greater Geelong Council Meeting Minutes (dated 9 April 2019 and 10 March 2020)
- City of Greater Geelong Council Resolution (dated 30 June 2020)
- Traffix Report, 'Little Malop Street Traffic Analysis Review of Access to Moorabool Street', dated May 2020
- Australian Standard / New Zealand Standard, Parking Facilities (AS2890)
- an inspection of the site and its surrounds
- other documents as nominated.

2. CONTEXT

2.1. Road Network

2.1.1. Little Malop Street

Little Malop Street is a local laneway, aligned in an east-west direction in the centre of Geelong City, connecting LaTrobe Terrace to the west and Swanston Street to the east. With the subject section of Little Malop Street sitting within the heart of the central Geelong Activity Centre, the road is pedestrianised with flush footpaths and a carriageway width of below 3.0m. On-street activity is present with adjoining restaurants and venues utilising the road space for Al Fresco dining. Little Malop Street is presently closed to vehicles between Moorabool Street and Shorts Place.

Little Malop Street is shown in Figure 2.1 and Figure 2.2.

Figure 2.1: Little Malop Street (looking west)



Figure 2.2: Little Malop Street (looking east)



2.1.2. Shorts Place

Shorts Place is a north-south running laneway, with access provided via Little Malop Street. While the lane has some properties with frontages on Shorts Place, the laneway largely operates as a service road for properties fronting Moorabool Street. These properties utilise Shorts Place for waste collection and loading events. Shorts Place does not currently provide vehicle access to any notable off-street car parking.

Both the northern and southern extents are dead-end roads, with Little Malop Street being the only entry and exit point for vehicles. Various on-street short-term and loading zones are provided on Shorts Place.

Shorts Place north and south of Little Malop Street is shown in Figure 2.3 and Figure 2.4, respectively.

CONTEXT

Figure 2.3: Shorts Place (north of Little Malop St)



Figure 2.4: Shorts Place (south of Little Malop St)



2.1.3. Moorabool Street

Moorabool Street is a higher-order local road, aligned in a north-south direction, that provides a connection between Belmont / southern suburbs to Central Geelong and Waterfront. It is a two-lane carriageway with one-lane in each direction separated by a 2.75m semi-mountable concrete median. With the road offering Geelong's primary bus interchange, many bus services utilise the route. Consistent with an Activity Centre there are 6m wide footpaths with significant street furniture and bus shelters. Similarly, there is indented on-street short-term parallel car parking and bus bays.

Moorabool Street, at Little Malop Street, is shown in Figure 2.5 and Figure 2.6.

Figure 2.5: Moorabool Street (looking north)



Figure 2.6: Moorabool Street (looking south)



2.2. Transport Network

2.2.1. Walking and Cycling

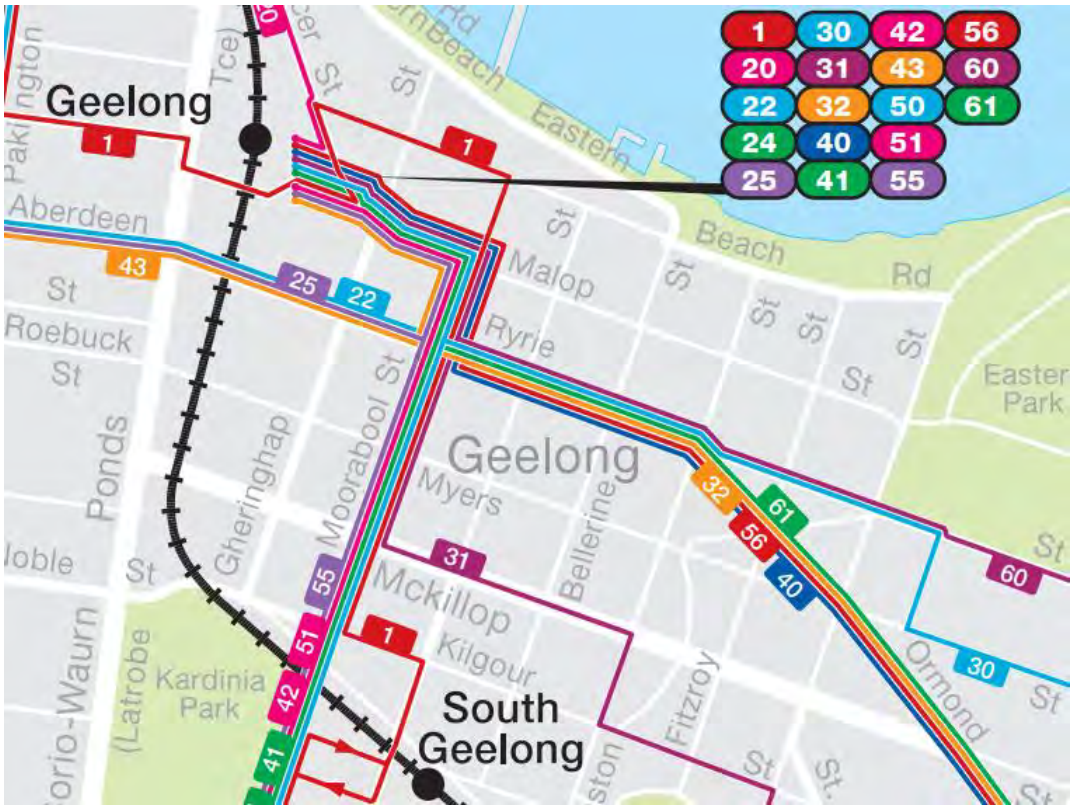
Little Malop Street is located in the heart of Central Geelong, with a well-connected walking network consistent with an Activity Centre. While Little Malop Street has not been identified as a cycling priority route, the adjacent section of Moorabool Street is identified within the Geelong Transport Network Operating Plan (Section 2.3.1 of this report) as a priority bicycle route.

CONTEXT

2.2.2. Public Transport Network

The subject section of Little Malop Street is located adjacent to the Geelong CBD bus "super stop" which his located on Moorabool Street. Seventeen bus services presently utilise the interchange, providing expansive connections from the centre of Geelong through to the outermost suburbs. Additionally, Geelong Station is a short walk away (approx. 5 to 10 minutes), which provides a rail connection to Metropolitan Melbourne. The public transport services running in the vicinity of the site are shown as Figure 2.7.

Figure 2.7: Geelong CBD Bus Map



Importantly, the bus routes along Moorabool Street travel through the intersection of Moorabool Street and Little Malop Street travelling in both a northbound and southbound direction.

2.3. Policy and Literature Review

2.3.1. Movement and Place

Movement and Place is based on the philosophy that transport links performs two functions: the movement of people and goods and serving as a place i.e. a destination in its own right. The movement function is about minimising travel time and maximising throughput whilst the place function is about the destination and people seeking to dwell and spend time in the location. These two functions are vying for the same amount of road space, and thus are in conflict with one another.

CONTEXT

For major highways and arterial roads, the movement function is paramount whereas the place function is all but irrelevant. In contrast, for activity centres and retail/dining precincts, the place function is paramount, and the movement function is a lesser consideration.

The Movement and Place framework seeks to provide a consistent methodology for designing streets that are best suited to balance the needs of places, for people to live, work and enjoy, with transport users that is appropriate for how the road and places used by communities. The types of streets that the Movement and Place framework seeks to identify are illustrated in Figure 2.8. The State Government (Department of Transport) has classified Little Malop Street as P1 for Place and M4 for Movement which translates to a 'City Place'.

Figure 2.8: Movement and Place Framework



Contemporary road network planning suggests that for 'City Places' in CBD environments that a model hierarchy that favours sustainable travel modes over private vehicle should be prioritised. Accordingly, the modal hierarchy presented in Figure 2.9 has been adopted for the assessment of the potential vehicle access options.

Figure 2.9: Modal Hierarchy



2.3.2. Geelong Transport Network Operating Plan (2019)

The Geelong Transport Network Operating Plans (TNOP) provides the framework for the road network for the City of Geelong, identifying modal priorities to best use the road system. The TNOP identifies Little Malop Street as a Key Place, where '*Walkability is critical to ensuring a vibrant city. The pedestrian network is developed to enhance walkability in the locations where high volumes of people are required to support existing and future land uses – surrounding high density employment, retail and commercial areas. This is done by focussing on improving the permeability and accessibility of the network for pedestrians*'.

2.3.3. Laneways Action Plan (2018)

The Laneways Action Plan forms part of the 'Revitalising Central Geelong Action Plan', which is a 10-year plan delivery new jobs, homes and services to Central Geelong. Little Malop Street is identified as an "active laneway", which should support walking safety, convenience and amenity.

The Plan also acknowledges that "service laneways", such as Shorts Place, will become more active as development in central Geelong intensifies and the importance of these lanes in keeping loading and servicing activity away from active frontages.

2.3.4. Other Relevant Documents

There are numerous other State and Local Government policy documents, and Engineering Design Standards that are relevant for consideration in the context of the proposal. An overview of the key documents is provided in Table 2.1. Further context is also provided in the previous material prepared by Council Officers and within the Traffix Group report.

CONTEXT

Table 2.1: Transport Policy and Standards Overview

Document	Key Messages
Transport Integration Act (2010)	• Victoria's principal transport statute • Establishes a framework for the provision of an integrated and sustainable transport system in Victoria • Six transport system objectives and eight decision-making principles • Establishes a triple bottom line approach – economic prosperity, social and economic inclusion, and being resource efficient and environmentally responsible
City of Greater Geelong Planning Scheme	• Sets strategic direction and vision for the Greater Geelong municipality • Provides a framework for decisions about the use and development of land • Provides guidance on the design of public infrastructure
Revitalising Central Geelong Action Plan	• Sets out initiatives for central Geelong to invigorate new jobs and growth. • Identifies projects backed by a $5.5m state government investment designed to encourage: o People living and working in the city o Permanent and construction job creation o Demand for retail and services o Creativity and vibrancy across the city day and night o New development opportunities o Private sector confidence to invest in Central Geelong
Greater Geelong: A Clever and Creative Future	A Clever and Creative Future is a document that sets out what the community values about the region, how it rates against known success factors and shared ideas to address the current and future challenges. This is particularly relevant as Geelong moves towards a connected, sustainable, resilient, prosperous, and creative people centric city. This document provides a clear message on the outcomes the residents of Geelong want from their transport network. **Community Values:** • Sustainable, connected and networked walking, cycling and public transport services that allow all abilities access into and across the city-region • fast access to Melbourne and other parts of Victoria. **Success will be achieved by:** • A pedestrian and cycling network that covers the whole municipality • Accessible transport options connecting people within the city-region • Diversion of road traffic around urban centres • Cycling becomes a credible and safe on-road commuter option. **The measure of success (amongst other things) are:** • 50 per cent of journeys to work are made by public transport, walking or cycling.
Movement and Place	• Department of Transport's approach to transport planning. • A liveable, productive and successful state needs a variety of road and street types that serve different roles and functions in different places and at different times of the day. • Recognising that streets perform multiple functions. Transport links not only move people from A to B, they also serve as key places and destinations in their own right.
Design Standards	• AustRoads Guide to Road Design • VicRoads Supplement to AustRoads Guide to Road Design • Australian Standards: Manual of Uniform Road Design (AS1742)
Hostile Vehicle Guidelines for Crowded Places	• Provides guidance to those responsible for crowded places to inform security design considerations and decisions to help protect crowded places from vehicles • Offer protection through attention vehicle management, urban design and architectural features at key hot spots (commercial hubs, shopping centres, special events, CBDs)

2.4. Summary

In the heart of Geelong's commercial district, Little Malop Street forms a key part of Geelong's central activity centre and has been identified in numerous strategies and policies. Much of this strategy and existing use supports Little Malop as a pedestrianised destination with significant on-street activation. It provides strong links to the public transport network connecting to broader Geelong and is in close proximity to Geelong Station for train access to Metropolitan Melbourne.

3. ACCESS OPTIONS

3.1. Options Assessed

Consistent with the outcomes of the 10 March 2020 Council meeting, investigations have been undertaken to identify vehicle access options to enable the reopening of Little Malop Street between Moorabool Street and Shorts Place.

Further to the above, Council has identified the following additional criteria that any alternate vehicle access option would need to meet:

1. Provide unrestricted vehicle access to Shorts Place from Moorabool Street; and
2. Continue to allow vehicle access restrictions (either permanent or timed) in Little Malop Street, between Dennys Place and Shorts Place.

The following two options, which are contained to the existing available road reserve, have been identified:

- Option 1 – Two lane, two-way access on Little Malop Street between Moorabool Street and Shorts Place
- Option 2 – Single lane, two-way access on Little Malop Street between Moorabool Street and Shorts Place.

Our investigations indicate that there are no other available vehicle access options which would meet the identified criteria.

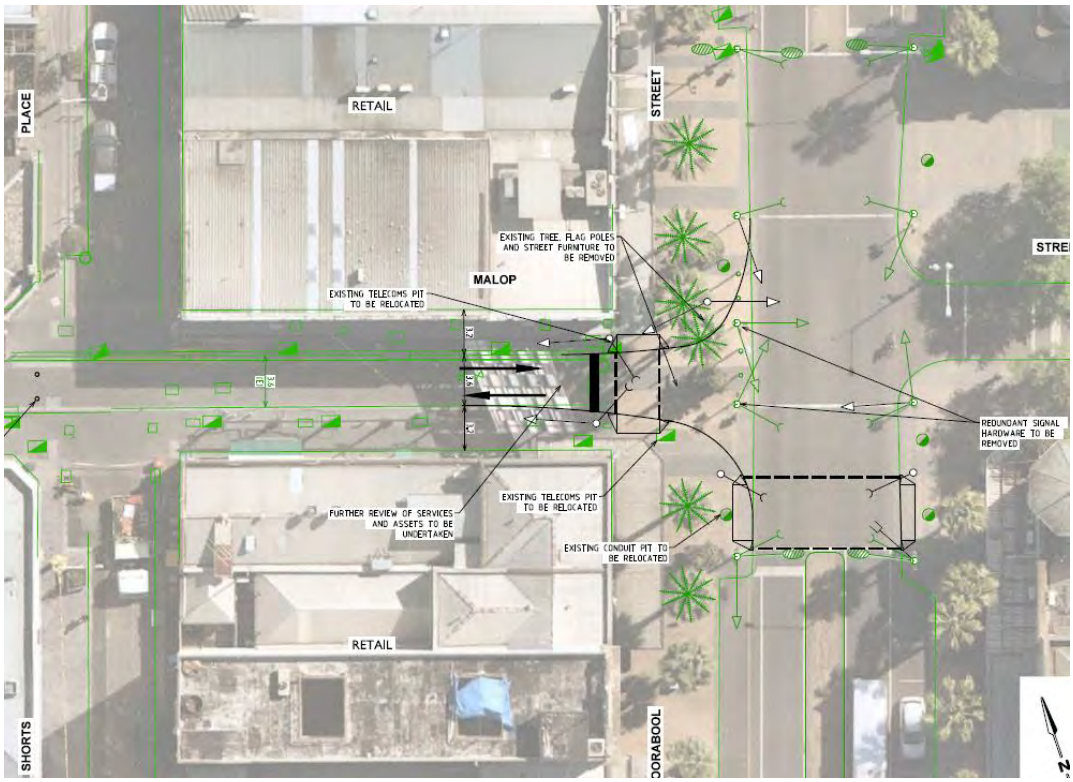
3.2. Option 1 – Single lane, Two-way Access to Moorabool Street

Option 1 maintains a single width traffic lane (3.6m wide) catering for two-way access between Shorts Place and Moorabool Street. This option would largely maintain the existing carriageway width (3.6m) and pedestrian footpath widths on the north and south sides of Little Malop Street (i.e. a combined 6.4m wide footpath – 3.2m on either side). Vehicles would be required to "self-manage" movements through this section of Little Malop Street, including on approach to and from the Moorabool Street signalised intersection.

A concept layout plan of this option has been prepared, including full integration into the existing signalised intersection, and is presented in Figure 3.1. A variation of this option includes the Little Malop Street approach forming an unsignalised leg of the intersection and is presented in Figure 3.2 (consistent with the Traffix Group design). Vehicle access to Little Malop Street from Moorabool Street would be restricted to left turn in movements and left and right turn out movements.

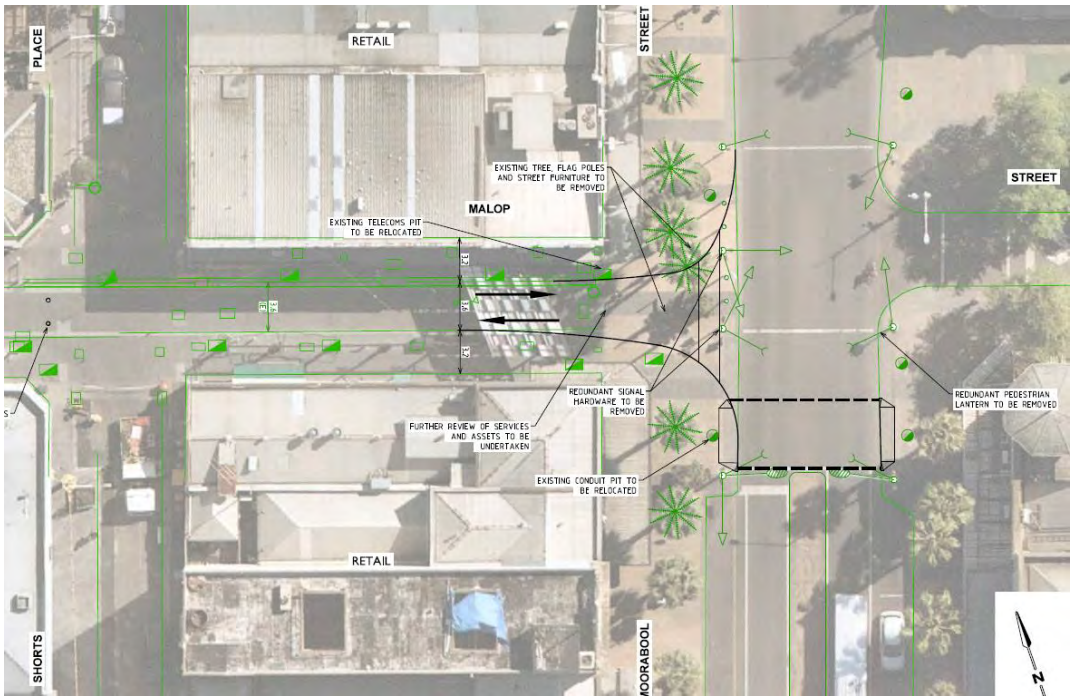
ACCESS OPTIONS

Figure 3.1: Single lane, two-way access to Moorabool Street – Concept Plan (Signalised Approach)



ACCESS OPTIONS

Figure 3.2: Single lane, two-way access to Moorabool Street – Concept Plan (Unsignalised Approach)



In order to visualise the end outcome a perceptive view of the option looking towards Moorabool Street and towards Shorts Place is presented in Figure 3.3 and Figure 3.4, respectively.

Figure 3.3: Single lane, two-way access to Moorabool Street – 3D Visualisation (looking east)



Figure 3.4: Single lane, two-way access to Moorabool Street – 3D Visualisation (looking west)



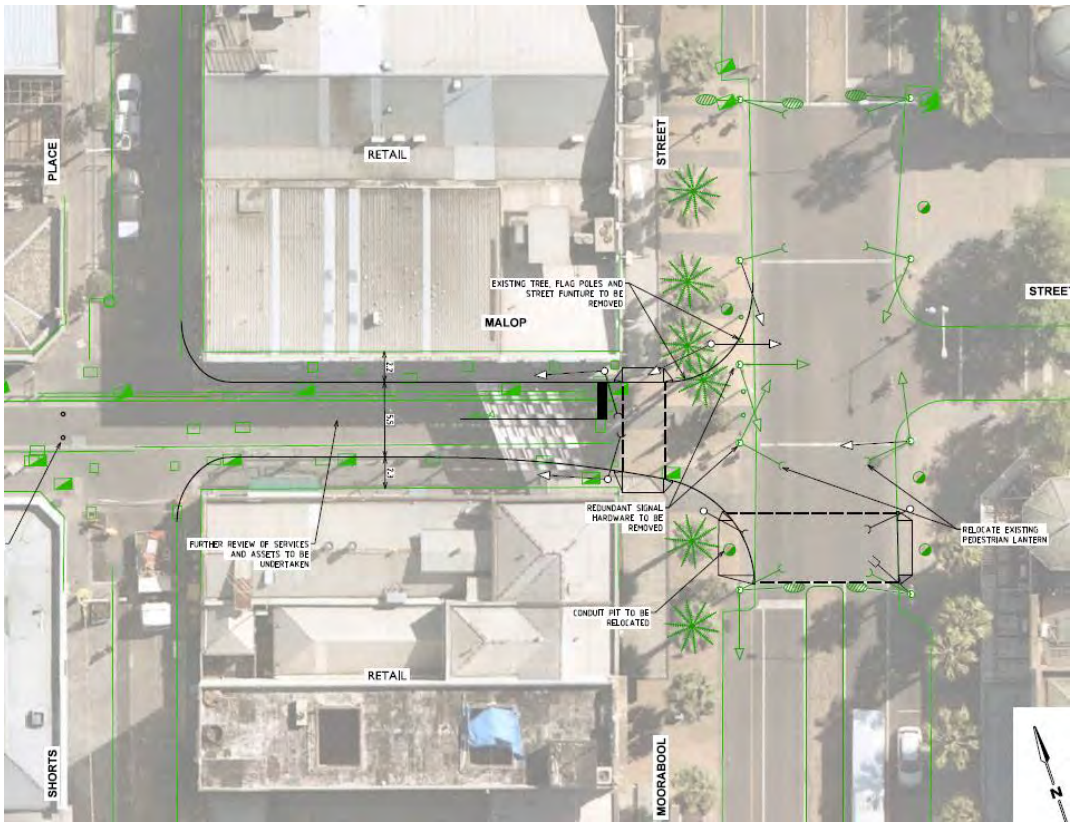
3.3. Option 2 - Two lane, Two-Way Access to Moorabool Street

Option 2 involves providing concurrent vehicle access via a two lane, two-way vehicle link between Shorts Place and Moorabool Street. This option would require the widening of the carriageway to 5.5m (plus 300mm clearance for vehicles), reducing the width of the footpaths to 2.2m (1.9m effective width) on the north side and 2.3m (2.0m effective width) on the south side. Vehicles would access the Moorabool Street signals in a conventional manner – i.e. enter the intersection under a green signal.

A concept layout plan of this option has been prepared and is presented in Figure 3.1. Vehicle access to Little Malop Street from Moorabool Street would be restricted to left turn in movements and left and right turn out movements.

ACCESS OPTIONS

Figure 3.5: Single lane, two-way access to Moorabool Street – Concept Plan



Once again, in order to visualise the end outcome a perceptive view of the option looking towards Moorabool Street and towards Shorts Place is presented in Figure 3.6 and Figure 3.7, respectively.

ACCESS OPTIONS

Figure 3.6: Single lane, two-way access to Moorabool Street – 3D Visualisation (looking east)



Figure 3.7: Single lane, two-way access to Moorabool Street – 3D Visualisation (looking west)



4. OPTION ASSESSMENT

4.1. Preamble

There are several competing objectives when determining an appropriate vehicle access strategy for the laneway network. To assess the impact of the options a number of criteria have been considered which include:

1. Enhancement to pedestrian amenity between James Street and Shorts Place.
2. Enhancement to pedestrian amenity between Shorts Place and Moorabool Street.
3. Pedestrian safety between Shorts Place and Moorabool Street.
4. General road safety and functional operation.
5. Intersection operation and delays to public transport.
6. Catering for servicing and waste collection.
7. Potential future development vehicle access requirements.
8. Cost of works (order of magnitude).
9. Operation of the transport network (Department of Transport feedback).

It is acknowledged that the assessment criteria described above may not have the same weighting in their relative importance to determining an appropriate vehicle access strategy. Indeed, some are subjective and different stakeholders may have different views on weightings for each criterion. Whilst GTA has not attempted to apply any weightings to the criteria, we have considered the recommended modal priority presented in Figure 2.9 in our assessment which favours sustainable travel modes over private vehicle.

An assessment of each of the criteria to each of the three identified options is presented in the section below, with the overall "scorecard" provided in Section 4.3.

4.2. Assessment Criteria

4.2.1. Enhancement to pedestrian amenity between James Street and Shorts Place

Options 1 and 2 result in an improved pedestrian amenity for Little Malop Street between James Street and Shorts Place when compared to the endorsed option.

Fruin Theory[1], as reproduced in the '*Transit Capacity and Quality of Service Manual – 3rd Edition – Part 10*'[2] involves evaluating the pedestrian capacity and Level of Service (LOS) of walkways, queues and stairways. LOS is a qualitative measure of pedestrian comfort and crowding tolerance level. In this instance, the LOS for Walkways Density can be broadly used to demonstrate the performance of pedestrian movements on Little Malop Street.

Table 4.1 presents the LOS criteria based on density for walkways, queues and stairways, with Figure 4.1 presenting a graphical representation of the queue LOS.

[1] Fruin, John J. 1987 *Pedestrian Planning and Design – Revised Edition*
[2] Transportation Research Board 2013, *Transit Capacity and Quality of Service Manual – 3nd Edition – Part 10*

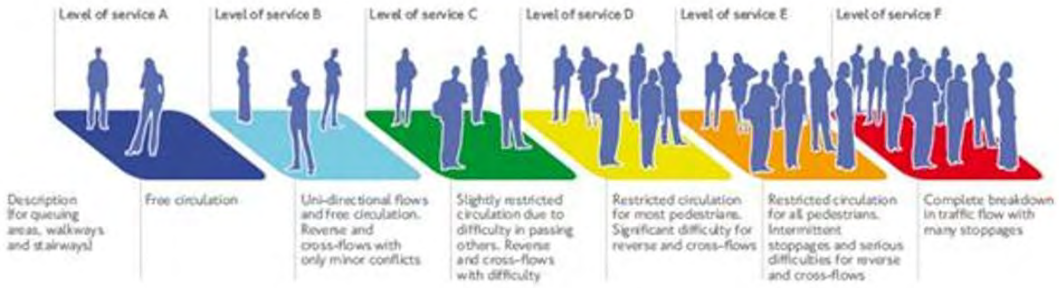
OPTION ASSESSMENT

Table 4.1: Pedestrian Level of Service

Level of Service (LOS)	Walkways Density (peds/m²)	Queues Density (peds/m²)	Stairways Density (peds/m²)
A	Less than 0.31	Less than 0.83	Less than 0.54
B	0.31 to 0.43	0.83 to 1.08	0.54 to 0.72
C	0.43 to 0.72	1.08 to 1.54	0.72 to 1.08
D	0.72 to 1.08	1.54 to 3.59	1.08 to 1.54
E	1.08 to 2.17	3.59 to 5.38	1.54 to 2.69
F	More than 2.17	More than 5.38	More than 2.69

Source: Pedestrian Planning and Design (JJ Fruin, 1971).

Figure 4.1: Illustration of Fruin Theory Pedestrian Levels of Service[3]



Source: London Underground Limited's (LUL) Station Planning Standards and Guidelines – 2012 Edition.

The Pedestrian LOS should be considered when assessing what a practical footpath width, particularly in the context of an Activity Centre.

Presently, the section of Little Malop Street (James Street to Shorts Place) is open to vehicles, with properties taking advantage of the low traffic volumes and offering a small amount of Al Fresco dining within the 4.0m footpaths, adjacent to the 3m carriageway. Under the endorsed proposal of introducing the time-based bollards, this cross-section will need to be retained, as vehicles will still be able to exit from the closed off area.

In providing vehicular access to Short Place by opening an intersection at Moorabool Street, Little Malop Street could permanently be closed to vehicles between James Street and Shorts Place. This would create a higher level of amenity for pedestrians and improve opportunities for more on-street activation by reclaiming the 3m carriageway currently used irregularly by vehicles.

Both Option 1 and Option 2 reduce the width of the walkways in Little Malop Street which would result in a lower level of service of pedestrians. The quantum of change is dependent on the volume of foot traffic which is unknown at this point in time.

[3] Fruin, John J. 1987 *Pedestrian Planning and Design – Revised Edition.*

4.2.2. Enhancement to pedestrian amenity between Shorts Place and Moorabool Street

The endorsed option has superior pedestrian amenity for Little Malop Street between Shorts Place and Moorabool Street compared to Options 1 and 2.

The section of Little Malop Street between Shorts Place and Moorabool Street is closed to vehicles, with 10m of property to property width current available to pedestrians. It serves as a pedestrian cut-through from the Little Malop laneway and Arts Precinct to Moorabool Street buses, Market Square and Westfield key destinations of Central Geelong. Presently the area is fully pedestrianised and has some street furniture for pedestrians (we would infer that this section currently operates with a LOS A).

With both vehicle access options reducing effective footpath width, the pedestrian LOS would be expected to deteriorate. During high activity times pedestrians could be required to walk on the carriageway due to a lack of footpath width (particularly for Option 2).

4.2.3. Pedestrian Safety between Shorts Place and Moorabool Street

Option 2 results in a non-compliant and unsafe footpath width, whilst Option 1 and the endorsed option maintain an acceptable footpath width.

There are various standards, guides and design practices that facilitate the movement of pedestrians. *Aust Roads Guide to Road Design (AGRD)* provides guidance to practitioners on the design requirements and is referred to by road authorities when designing and approving transport infrastructure. Part 6A of the Guide relates to paths for pedestrians and cyclists and identifies the width requirements of pedestrian paths (reproduced in Table 4.2).

It is noted that the dimensions presented should be interpreted as the absolute minimum width for each situation, with desirable footpath widths greater than those identified.

The VicRoads Supplement to AGRD states, '*provision of pedestrian paths need to comply with the objectives of an urban design strategy or existing Municipal standards*'. For example, the Greater Geelong Planning Scheme requires a minimum 1.5m wide footpath for low volume street types, which is 25% greater than the minimum 1.2m width suggested by AGRD.

Table 4.2: Width Requirements for Pedestrian Paths[1]

Situation	Suggested Minimum Width (m)	Comments
General low volume	1.2	• General minimum is 1.2 for most roads and streets. • Clear width required for one wheelchair • Not adequate for commercial or shopping environments
High pedestrian volumes	2.4 (or higher based on volume)	• Generally commercial and shopping areas
For wheelchairs to pass	1.8	• Refer also to AS 1428.1:2009

[1] Source: AustRoads Guide to Road Design Part 6A: Paths for Walking and Cycling - 2017)

Little Malop Street has a high volumes of pedestrian traffic and in accordance with Aust Roads requires a minimum width of 2.4m for a footpath. The guide further emphasises, '*wider than the minimum width (e.g. up to 5m) may also be necessary at locations where pedestrian flows are high or where pedestrians gather*'.

Option 2 results in an effective footpath width of 1.9m and 2.0m, which is below the minimum width outlined in the AGRD and is therefore non-compliant.

Under Option 1, the effective dedicated effective footpath width reduces to 2.9m on both sides (when considering clearance to vehicles). This approaches the minimum outlined by AGRD, with the effective clear path width is further reduced by street furniture and pedestrian protections measures, such as bollards.

4.2.4. General Road Safety and Functional Operation

Option 1 does not result in a safe arrangement for vehicles accessing the Moorabool Street signals. Option 2 compromises pedestrian safety due to the constrained footpath widths.

When considering the probability of vehicles from opposing directions meeting under a single lane option, vehicles approaching from opposing directions will be required to reverse. With access largely servicing loading vehicles, this introduces road safety risks. There is limited visibility for reversing heavy vehicles to pedestrians, where collisions have severe / fatal outcomes. It is noted that this risk presently exists with the current operation of Shorts Place, this option will result in an increased likelihood of vehicles reversing into pedestrians. The two-lane option largely mitigates this issue, but the same risk occurs for vehicles of opposing directions meeting at Shorts Place and Little Malop Street intersection (noting that this is a constraint under the endorsed option as well).

The risk is exacerbated for Option 1 where vehicles could be required to prop in the Moorabool intersection to wait for vehicles to exit Little Malop Street (refer discussion below in intersection operation).

When considering the location of Little Malop within an activity centre, the number of pedestrians experienced increases the exposure to collisions occurring. With adopted road safety principles, such as Safe System - which prioritises elimination of such conflicts, the high level of exposure and likelihood leads to an unacceptable outcome from a road safety perspective.

4.2.5. Intersection operation and delays to public transport

Options 1 and 2 do not provide storage for queued vehicles trying to access Little Malop Street, resulting in delays to buses and vehicles on Moorabool Street.

As the State Road Authority under the Road Management Act, Department of Transport is the responsible body for approving any changes to the Moorabool Street and Little Malop Street signalised intersection. With Moorabool Street being a significant bus corridor, there is emphasis on the performance of the corridor by the Department of Transport (as reflected in their comments reproduced in Section 4.2.9).

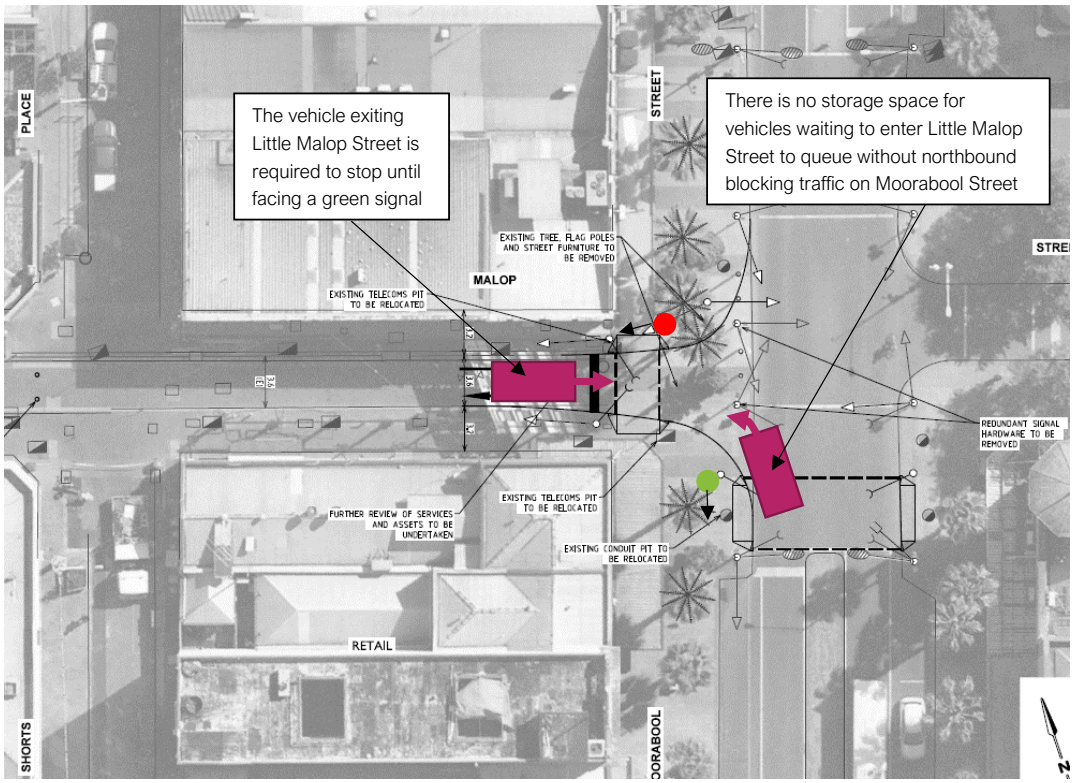
For Option 1, vehicles looking to turn into Little Malop Street from Moorabool Street while another vehicle is exiting will be required to giveway until Little Malop Street is clear. This creates a situation where a vehicle looking to turn will create queues and induce delays for both buses and private vehicles travelling northbound on Moorabool Street. While further traffic analysis is required to definitively assess the likely impacts, this could create upstream operational issues at Ryrie Street during peak hour periods.

OPTION ASSESSMENT

While Geelong has some locations where vehicles are required to self-manage (such as the Queens Park Bridge), the combination of no direct line of sight of oncoming vehicles, no safe / legal storage area for vehicles and the one-lane section being bound by two intersections means this proposal cannot achieve the same functional operation.

The potential conflict for vehicles accessing Little Malop Street from Moorabool Street under Option 1 is presented in Figure 4.2.

Figure 4.2: Vehicle Conflict for Option 1



For both Options 1 and 2, as a result of the new approach to the Moorabool Street signals (and associated green time) there will be less green time given to vehicles on Moorabool Street. This will result in increased delays to buses and private vehicles along the Moorabool Street corridor.

In addition, vehicles entering Little Malop Street from Moorabool Street will be required to give way to pedestrians. With Moorabool Street having one of the highest levels of foot traffic in the Geelong CBD, it is likely that vehicles will not be able to enter Little Malop Street until the end of the traffic cycle. This would more than likely result in public transport vehicles (buses) missing a cycle and its users being delayed by more than two minutes which will result in public transport becoming an even less attractive mode for travellers to and from the Geelong CBD.

Phasing and safe operation will need to be considered under both options due to the staggered nature of the eastern and western legs of Little Malop Street.

OPTION ASSESSMENT

4.2.6. Cater for Servicing and Waste Collection

Both options can cater for the servicing (including food pick up activities) and waste collection requirements of Shorts Place, with Options 1 and 2 providing unrestricted access throughout the day.

To ensure functional vehicle access, the carriageway cross-section was determined by simulating the swept path requirements of an 8.8m service vehicle. In addition, a 10.8m hook-lift truck has also been checked to confirm whether or not this vehicle can access Shorts Place from the reconfigured Little Malop Street.

The detailed swept path assessments are provided in Appendix A, with extracts of the key swept path movements presented in Figure 4.3 and Figure 4.4. Some modifications to the existing street furniture and awnings may be required to accommodate the swept path movement of the larger hook-lift truck. Alternatively, a smaller waste collection vehicle could be adopted to service the laneways to limit the additional impacts.

Figure 4.3: Single Lane Access Option

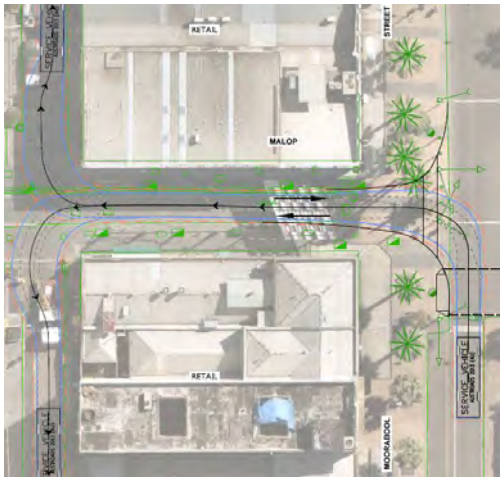
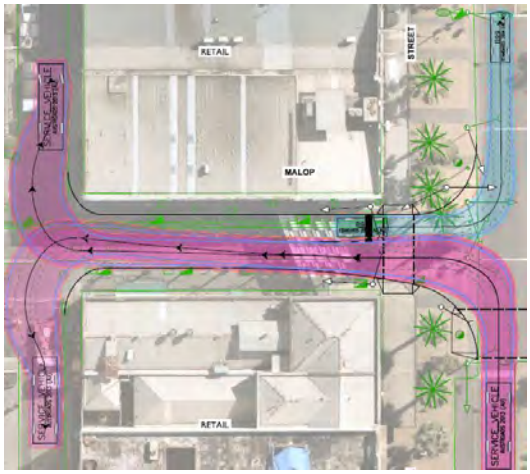


Figure 4.4: Two Lane Access Option



When considering emergency vehicle service access, the 8.8m service vehicle closely simulates larger response vehicles (i.e. fire trucks). Accordingly, both Moorabool Street access options have adopted widths to facilitate vehicles of this size. It is noted that under the endorsed proposal of a time-based restriction vehicles east of Dennys Street using automated bollards, emergency vehicle access is retained via measures such as a universal key to retract.

Further consultation should be conducted with emergency services but is noted that this type of arrangement is typical of other vehicle-restricted environments in metropolitan areas.

Options 1 and 2 provide unrestricted vehicle access to the short-term parking provided in Shorts Place. The endorsed option sought to relocate to the periphery of the laneways precinct.

With the time-based bollards restricting access to the limited short-term parking on Shorts Place, concerns were raised via the community consultation previously undertaken by Council regarding access to these spaces. With some businesses relying on pick-up / drop-off activity (such as food delivery services) and short delivery or loading events, these vehicles will be displaced outside of the allocated hours.

Providing access via Moorabool Street would alleviate these specific issues, but to the detriment of other criteria outlined in this section, including additional reversing movements in Shorts Place compromising pedestrian amenity and safety. Other short-term car parking opportunities could be provided on the higher order road network surrounding the laneways precinct.

Food delivery services are evolving in Australia where there is a greater reliance on bikes and scooters for these services which would have greater level of accessibility to the precinct.

4.2.7. Potential future development vehicle access requirements

Both options cater for the vehicle access needs of Shorts Place for now and potential future developments (such as the Belchers Corner site).

Shorts Place provides loading access to a number of properties fronting it and Moorabool Street. It is also noted that there is currently no off-street car parking accessed directly from Shorts Place and there is currently no live planning permit applications or pre-application discussions relating to the introduction of off-street car parking to any of the properties accessed from Shorts Place.

As such, it is difficult to anticipate any specific future vehicle access needs for any potential developments and these should be assessed on their merits. In order to minimise amenity impacts to the laneway network it is recommended that any future car parking accessed from Shorts Place be minimised and limited to low turnover spaces (i.e. resident parking rather than high turnover customer car parking).

Options 1 and 2 would provide unrestricted vehicle access to any potential future off-street car parking accessed from Shorts Place. The endorsed option would restrict vehicle access to certain hours of the day.

To retain strong pedestrian connections and a high level of amenity, a future alternative vehicle access option to Ryrie Street could be considered as part of the future redevelopment of the Belchers Corner building.

4.2.8. Cost of Works

The endorsed option involves the least capital works and associated costs.

As part of previous investigations, there have been assessments to estimate the total cost of works to provide vehicle access from Moorabool Street into Little Malop Street. These costs have been reproduced in Table 4.3.

Table 4.3: Estimated Cost of Works

Option	Estimated Cost	Source
Endorsed Option	$90,000	City of Greater Geelong
Option 1	$131,000	Traffix Group
Option 2	$412,500	Traffix Group

While this assessment has some provision considering the costs of utilities and services, it is noted that there are significant telecommunications and drainage infrastructure that may be impacted by works for Options 1 and 2. Costs associated with service relocation incur significant costs with high amount amounts of contingency, and often affect the feasibility of intersection options.

4.2.9. Department of Transport Feedback

The Department of Transport do not support Options 1 and 2 due to concerns regarding conflict, safety, operation and amenity.

To proceed with any changes to the Moorabool Street and Little Malop Street intersection, Department of Transport approval is required under the Road Management Act. The options were referred to DOT to provide comment on opening an access from Moorabool Street into Little Malop, with a response provided on 29 July 2020. Their response states:

"the proposal to introduce traffic into Little Malop Street only introduces conflict and confusion between all users of this corridor, resulting in decreased safety, loss of amenity, and a negative impact on the whole of transport within central Geelong, and is not supported by the Department of Transport."

In providing this recommendation, DOT offered the following rationale:

- *"negatively impact upon the current Moorabool Street traffic signal phasing*
- *introduce further conflicts with the existing bus stop operations on Moorabool Street*
- *likely require the installation of left and right turn lanes to allow access into Little Malop Street to allow for safe entry and exit for heavy vehicles*
- *further increase delays to priority bus movements on Moorabool Street*
- *introduce conflict between vehicles seeking to enter Little Malop Street and the priority bus movements (in scenario two)"*

4.3. Summary

Table 4.4 provides a summary of the assessment of each of the vehicle access options against the criteria assessed throughout this report. The weighting of these criterion will have varying importance depending on the individual stakeholder. It is recommended that guidance on the weighting for each criteria be based on the modal hierarchy presented earlier in this report (which prioritises sustainable travel modes over private vehicles).

OPTION ASSESSMENT

Table 4.4: Little Malop Street Multi-Criteria Assessment

	Endorsed Option	One-Lane Access	Two-Lane Access
Pedestrian Amenity (James to Shorts)	✓	✓✓	✓✓
Pedestrian Amenity (Shorts to Moorabool)	✓✓	-	×
Pedestrian Safety	✓✓	✓	××
Road Safety and Operation	✓	××	×
Intersection Operation	✓✓	××	×
Servicing and Waste Collection	-	✓	✓
Future Development Access	×	✓	✓✓
Cost of Works	✓	-	×
Department of Transport	-	××	×

✓✓ = Very Good, ✓ = Good, - = average, × = poor, ×× = very poor

Based on the assessment summarised in Table 4.4, the endorsed option which maintained the permanent closure of Little Malop Street between Moorabool Street and Shorts Place provides the best outcome.

5. SUMMARY

Pedestrian dominated spaces help created vibrant spaces in Activity Centres, with pedestrian safety, amenity and supporting public transport all contributing factors to enabling and encouraging the movement or people in vibrant places. The assessment of the endorsed option showed that the time-restricted bollards with no access via Moorabool Street lends itself to better outcomes for pedestrians and public transport users in the space. The outcomes achieved with this option are typically what are prioritised in Activity Centre planning.

Other projects in Little Malop Street, such as streetscaping works planned by the Revitalising Central Geelong Ministerial Coordination Committee and G21 Regional Alliance, all seek the improve the district for pedestrians and public transport. These projects benefit Geelong as an Activity Centre by facilitating and encouraging the movement of sustainable transport modes. In compromising permeability by creating a vehicle access from Moorabool Street, Little Malop Street could lose benefits from these aforementioned projects in the surrounding area increasing activity.

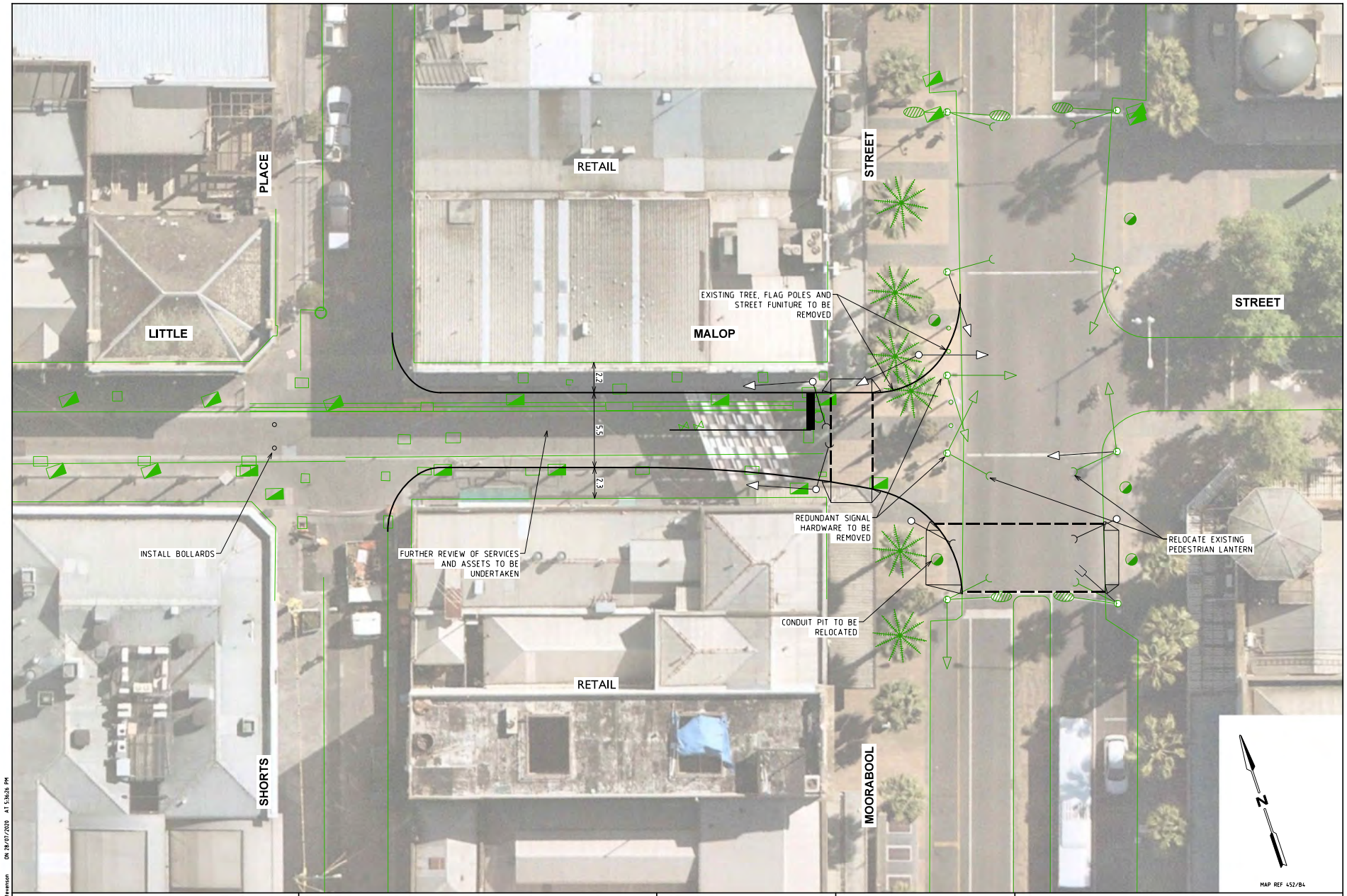
This assessment identifies that there are two available options that meet the Council criteria, however, when compared to the endorsed option, they perform worse from a pedestrian amenity and safety, road safety, intersection operation, cost and authority approval (DOT) perspective.

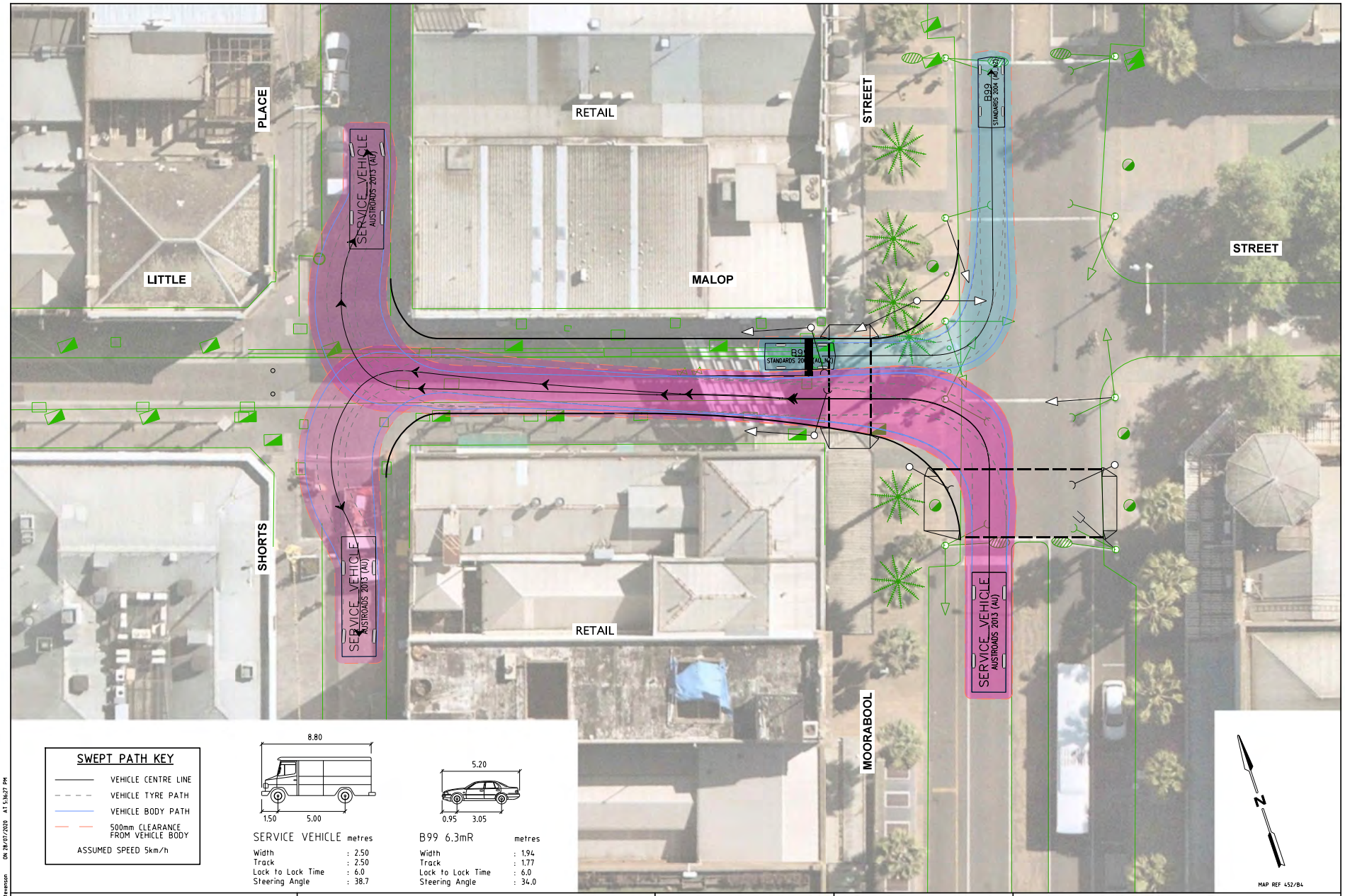
On balance, providing vehicle access to Little Malop Street via Moorabool Street does not align with the overall objectives of the Revitalising Central Geelong Action Plan.

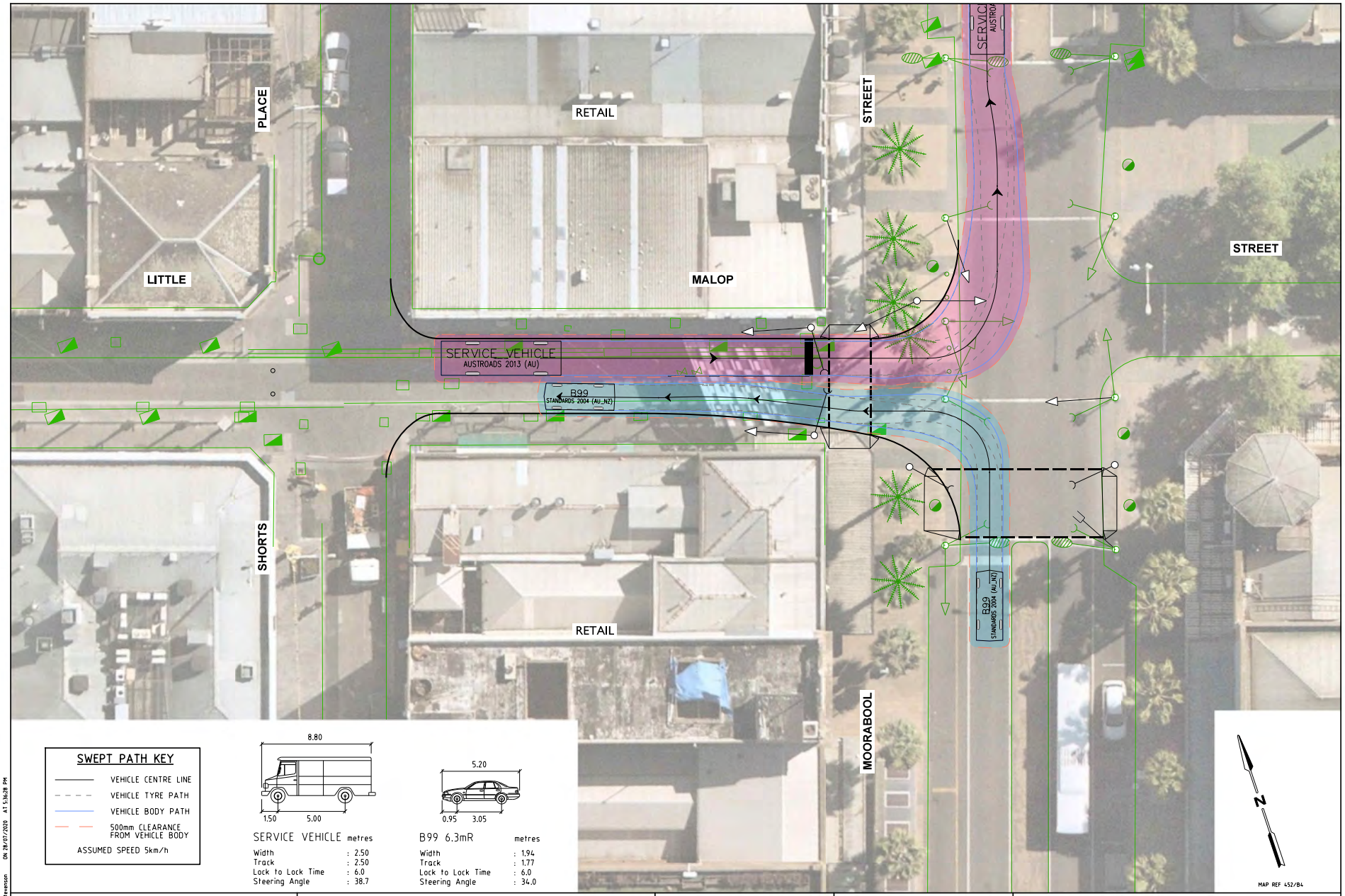
APPENDIX: VEHICLE SWEPT PATHS AND DESIGN

A. VEHICLE SWEPT PATHS AND DESIGN

A


PLACE
LITTLE
RETAIL
STREET
MALOP
STREET
EXISTING TREE, FLAG POLES AND STREET FURNITURE TO BE REMOVED
2.2
5.5
2.3
INSTALL BOLLARDS
FURTHER REVIEW OF SERVICES AND ASSETS TO BE UNDERTAKEN
REDUNDANT SIGNAL HARDWARE TO BE REMOVED
RELOCATE EXISTING PEDESTRIAN LANTERN
CONDUIT PIT TO BE RELOCATED
RETAIL
SHORTS
MOORABOOL
N
MAP REF 452/B4
PLOTTED BY : Hannah Stevenson ON 28/07/2020 AT 5:36:26 PM
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BEWARE OF UNDERGROUND SERVICES
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APPROVED BY A. FARRAN
DATE ISSUED 28 JULY 2020
SCALE A3 0 2.5 5 1:250
CAD FILE NO. V195890-01-P1.dgn
LITTLE MALOP STREET, GEELONG
CONCEPT LAYOUT - OPTION 1
DRAWING NO: V195890-01 SHEET 01 OF 05 ISSUE P1


PLACE
LITTLE
SHORTS
RETAIL
MALOP
STREET
STREET
MOORABOOL
RETAIL
SERVICE VEHICLE AUSTROADS 2013 (AU)
SERVICE VEHICLE AUSTROADS 2013 (AU)
SERVICE VEHICLE AUSTROADS 2013 (AU)
B99 STANDARDS 2004 (AU)
B99 STANDARDS 2004 (AU)
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
8.80
1.50
5.00
SERVICE VEHICLE metres
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 38.7
5.20
0.95
3.05
B99 6.3mR metres
Width : 1.94
Track : 1.77
Lock to Lock Time : 6.0
Steering Angle : 34.0
N
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SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT01 SHEET 02 OF 05 ISSUE P1



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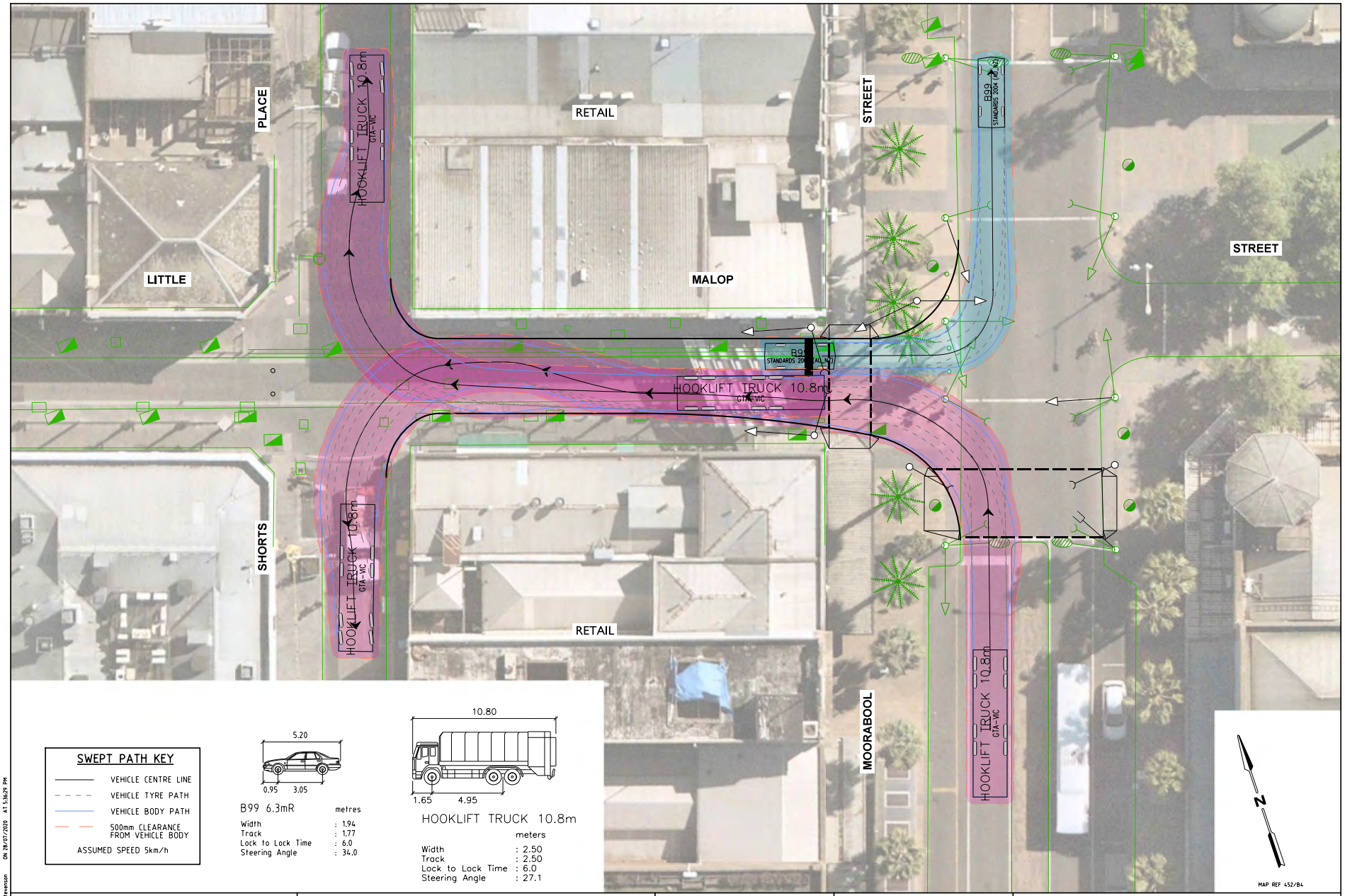
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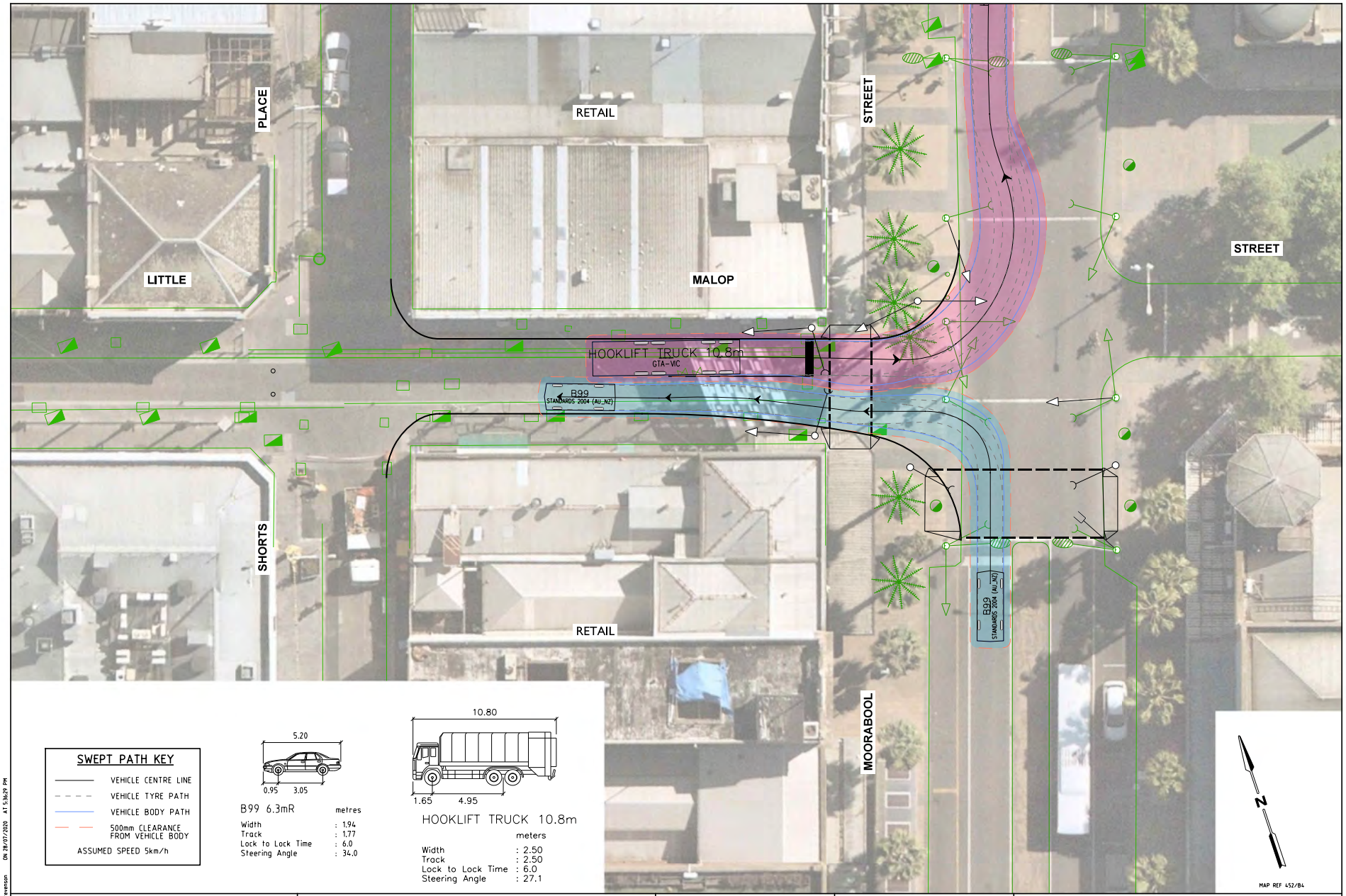
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CAD FILE NO. V195890-01-P1.dgn

LITTLE MALOP STREET, GEELONG

SWEPT PATH ASSESSMENT

DRAWING NO: V195890-01-AT02 SHEET 02 OF 05 ISSUE P1


PLACE
LITTLE
RETAIL
MALOP
STREET
STREET
SHORTS
RETAIL
MOORABOOL
HOOKLIFT TRUCK 10.8m
GTA-VIC
B99
STANDARDS 2004 (AS NZS)
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
5.20
0.95 3.05
B99 6.3mR
metres
Width : 1.94
Track : 1.77
Lock to Lock Time : 6.0
Steering Angle : 34.0
10.80
1.65 4.95
HOOKLIFT TRUCK 10.8m
meters
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 27.1
N
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LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-01-AT03 SHEET 04 OF 05 ISSUE P1



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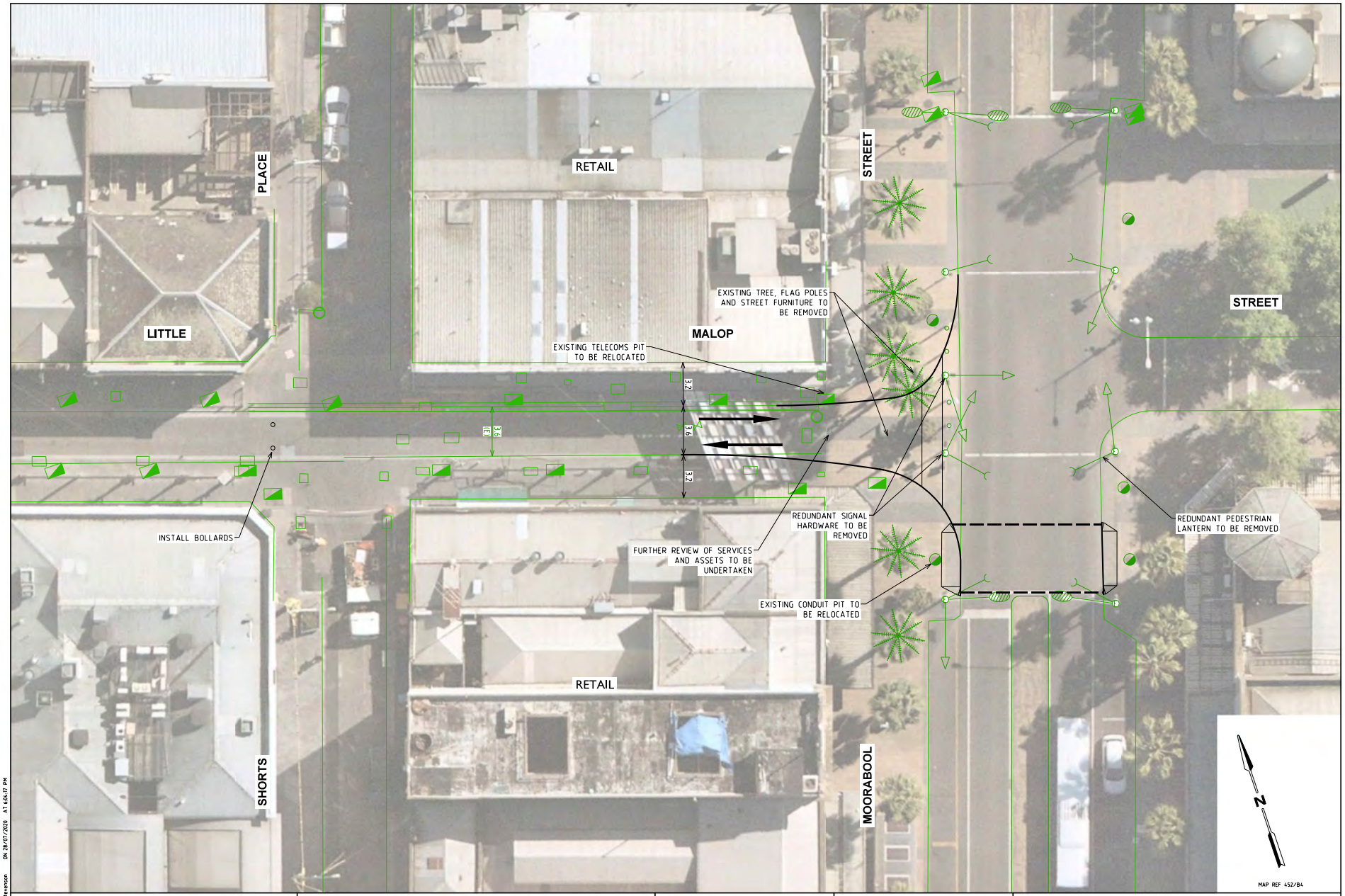
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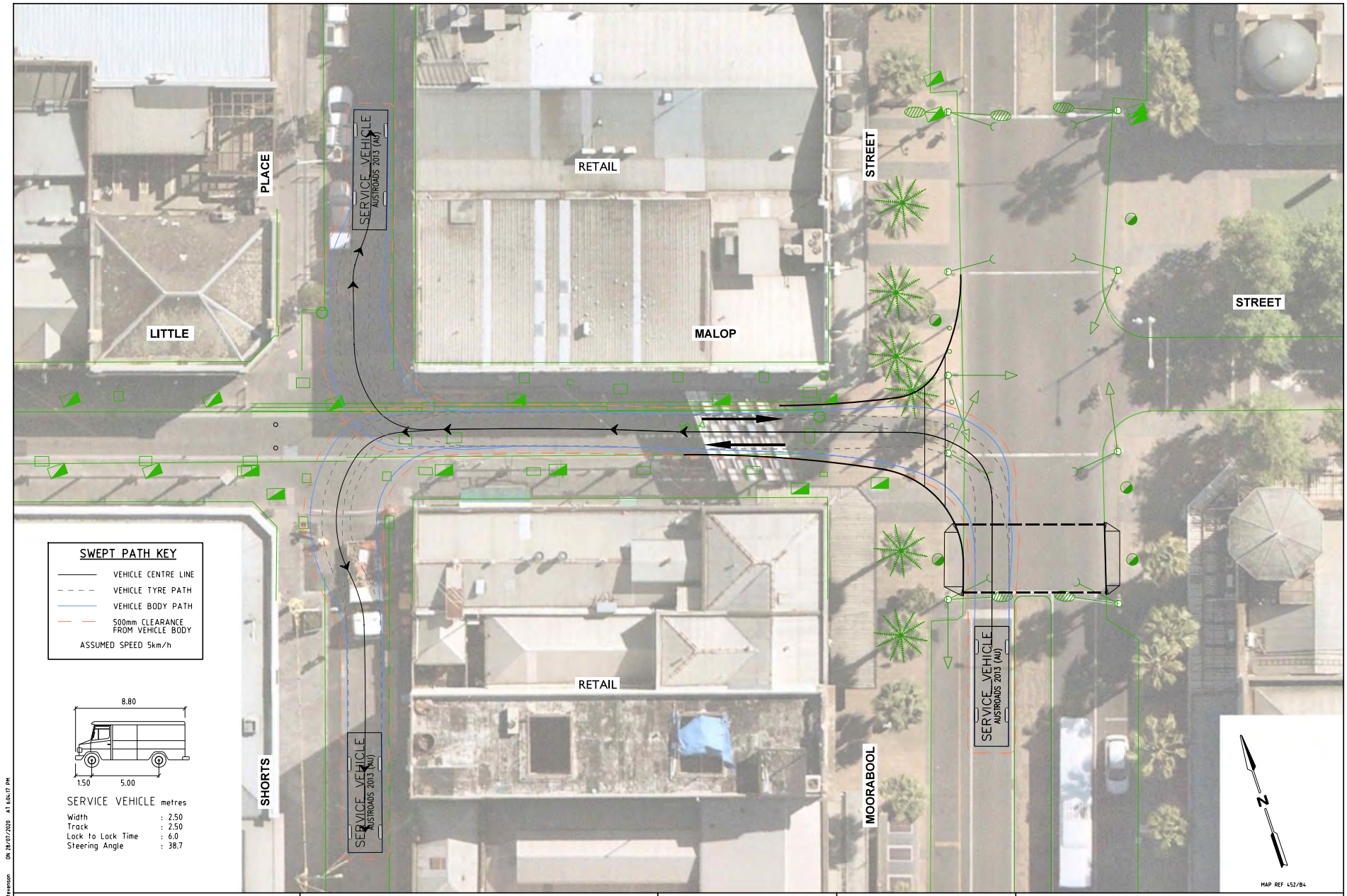
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CAD FILE NO. V195890-01-P1.dgn

LITTLE MALOP STREET, GEELONG

SWEPT PATH ASSESSMENT

DRAWING NO: V195890-01-AT03 SHEET 04 OF 05 ISSUE P1


PLACE
RETAIL
STREET
LITTLE
MALOP
STREET
EXISTING TREE, FLAG POLES AND STREET FURNITURE TO BE REMOVED
EXISTING TELECOMS PIT TO BE RELOCATED
3.2
3.6
3.2
INSTALL BOLLARDS
REDUNDANT SIGNAL HARDWARE TO BE REMOVED
REDUNDANT PEDESTRIAN LANTERN TO BE REMOVED
FURTHER REVIEW OF SERVICES AND ASSETS TO BE UNDERTAKEN
EXISTING CONDUIT PIT TO BE RELOCATED
RETAIL
SHORTS
MOORABOOL
N
MAP REF 452/B4
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CAD FILE NO. V195890-02-P1.dgn
LITTLE MALOP STREET, GEELONG
CONCEPT LAYOUT - OPTION 2
DRAWING NO: V195890-02 SHEET 01 OF 05 ISSUE P1



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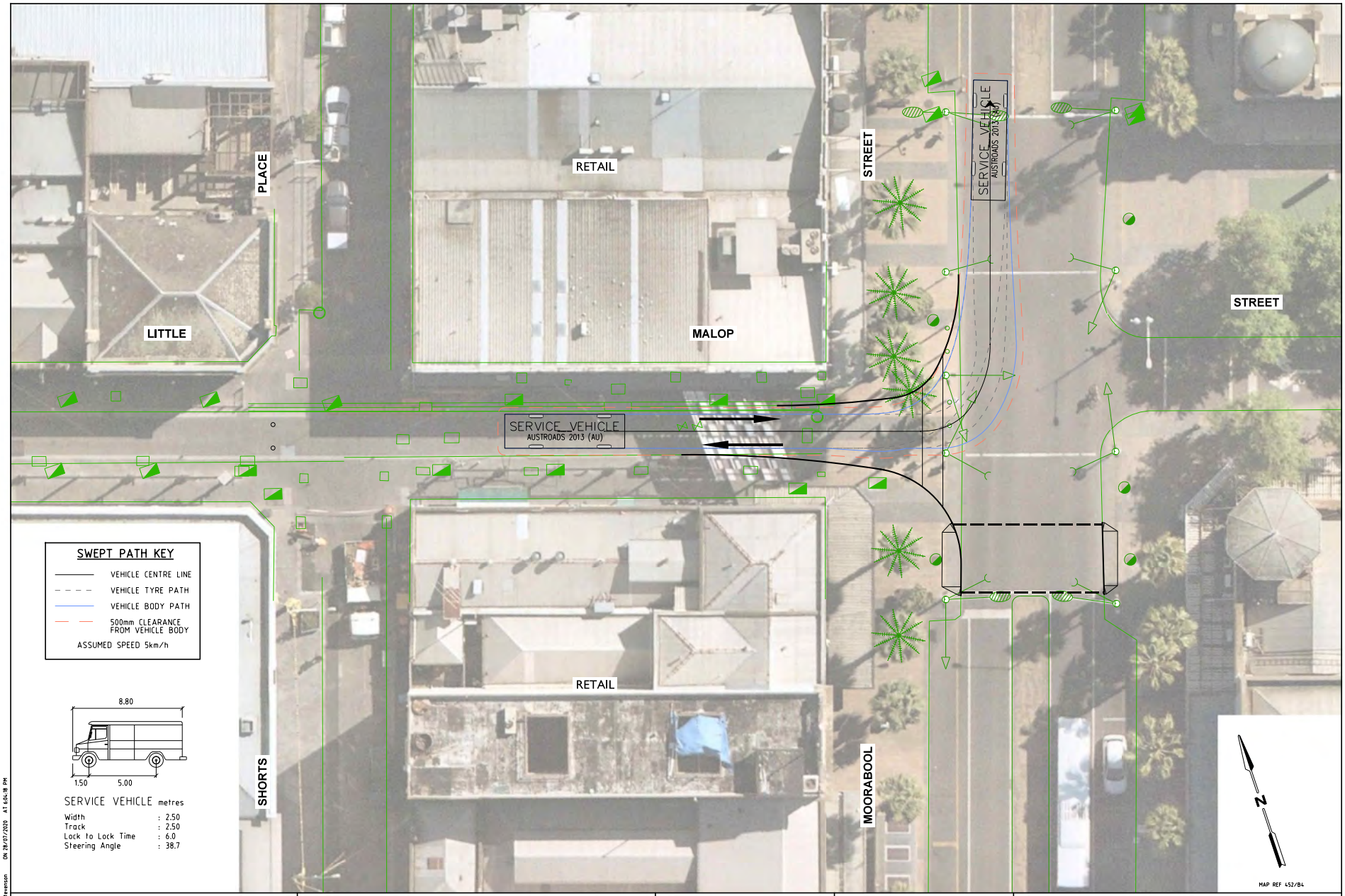
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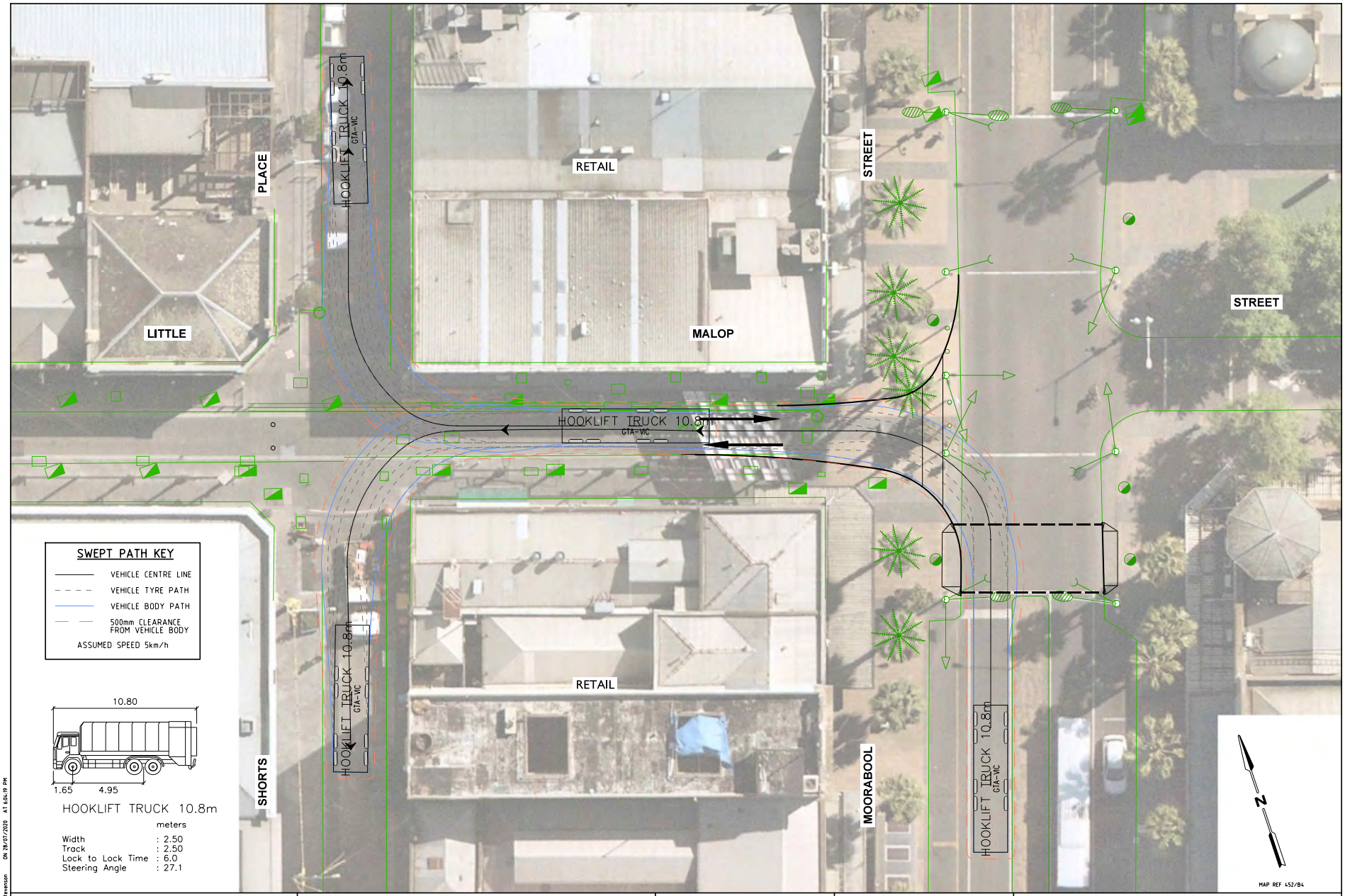
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LITTLE MALOP STREET, GEELONG

SWEPT PATH ASSESSMENT

DRAWING NO: V195890-02-AT01 SHEET 02 OF 05 ISSUE P1


PLACE
LITTLE
RETAIL
MALOP
STREET
SERVICE VEHICLE
AUSTROADS 2013 (AU)
STREET
SERVICE VEHICLE
AUSTROADS 2013 (AU)
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
8.80
1.50
5.00
SERVICE VEHICLE metres
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 38.7
RETAIL
SHORTS
MOORABOOL
N
MAP REF 452/B4
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SCALE A3 1:250
CAD FILE NO. V195890-02-P1.dgn
LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT02 SHEET 03 OF 05 ISSUE P1
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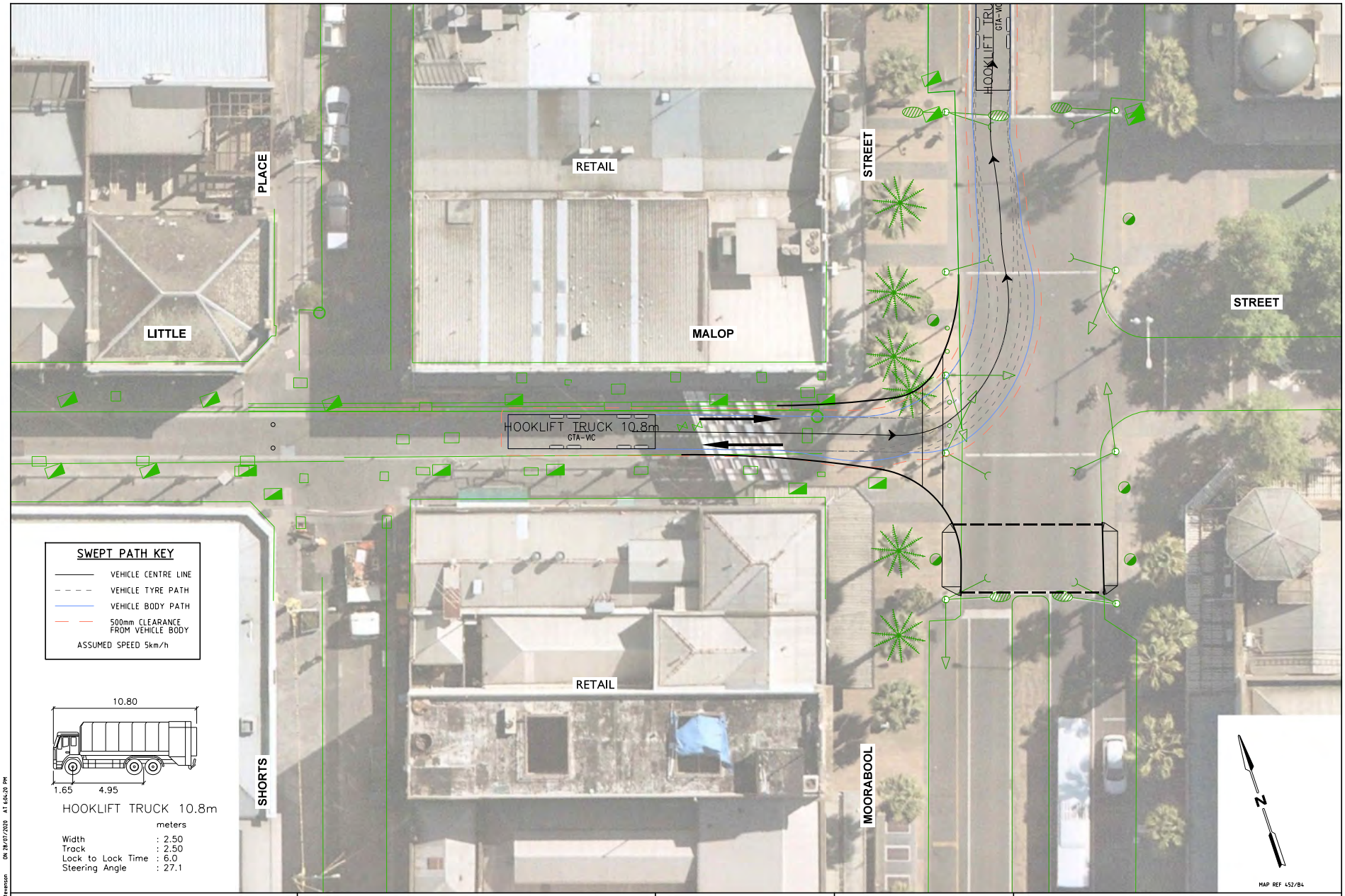
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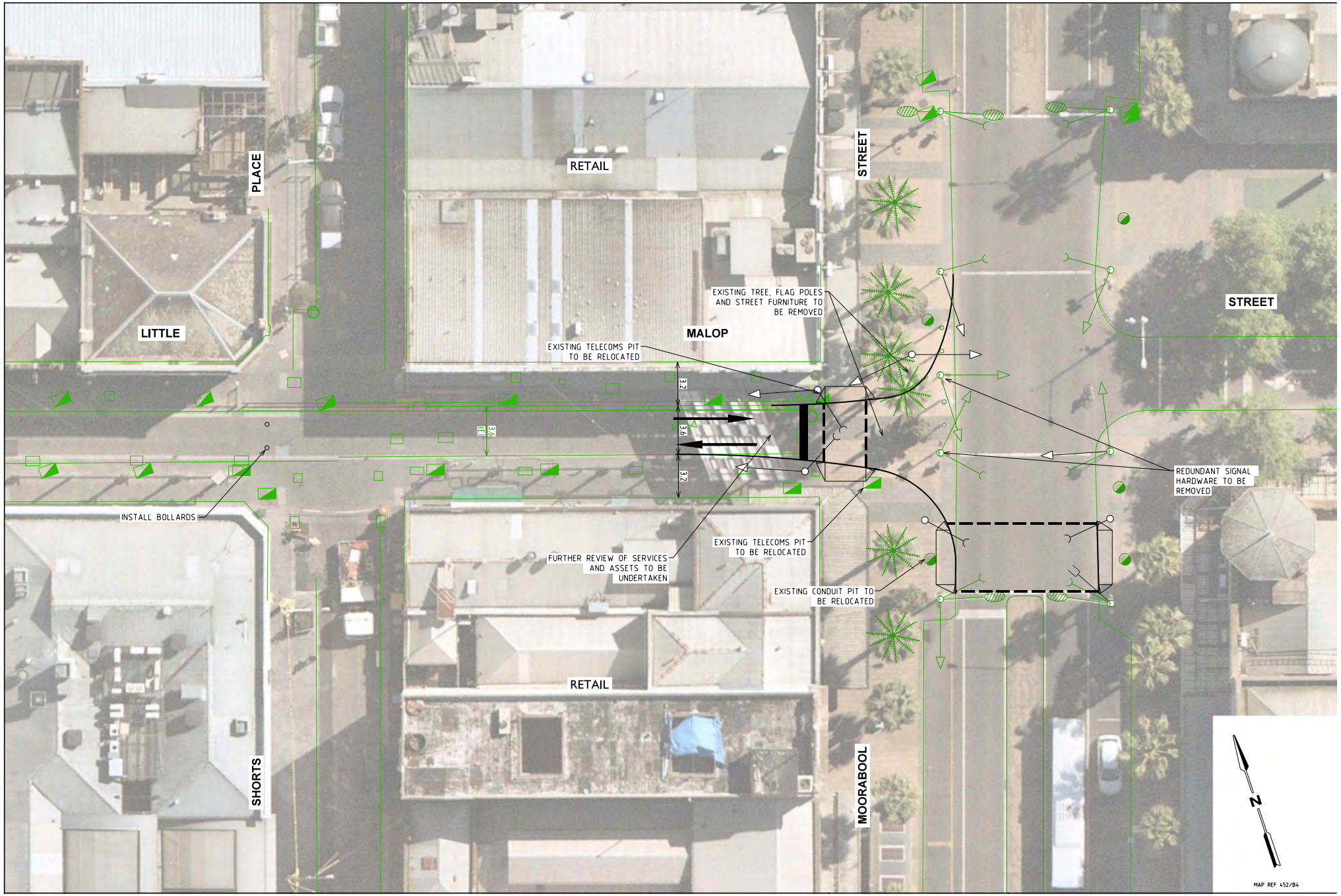
DESIGNED	H. STEVENSON
DESIGN CHECK	A. DELL'ISOLA
APPROVED BY	A. FARRAN
DATE ISSUED	28 JULY 2020
SCALE	A3 1:250
CAD FILE NO.	V195890-02-P1.dgn

LITTLE MALOP STREET, GEELONG

SWEPT PATH ASSESSMENT

DRAWING NO: V195890-02-AT03 SHEET 04 OF 05 ISSUE P1


PLACE
LITTLE
RETAIL
MALOP
STREET
HOOKLIFT TRL
GTA-VC
STREET
HOOKLIFT TRUCK 10.8m
GTA-VC
RETAIL
SHORTS
MOORABOOL
SWEPT PATH KEY
VEHICLE CENTRE LINE
VEHICLE TYRE PATH
VEHICLE BODY PATH
500mm CLEARANCE FROM VEHICLE BODY
ASSUMED SPEED 5km/h
10.80
1.65
4.95
HOOKLIFT TRUCK 10.8m
meters
Width : 2.50
Track : 2.50
Lock to Lock Time : 6.0
Steering Angle : 27.1
N
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LITTLE MALOP STREET, GEELONG
SWEPT PATH ASSESSMENT
DRAWING NO: V195890-02-AT04 SHEET 05 OF 05 ISSUE P1


PLACE
RETAIL
STREET
LITTLE
MALOP
STREET
EXISTING TREE, FLAG POLES AND STREET FURNITURE TO BE REMOVED
EXISTING TELECOMS PIT TO BE RELOCATED
3.2
3.6
3.2
3.6
REDUNDANT SIGNAL HARDWARE TO BE REMOVED
INSTALL BOLLARDS
EXISTING TELECOMS PIT TO BE RELOCATED
FURTHER REVIEW OF SERVICES AND ASSETS TO BE UNDERTAKEN
EXISTING CONDUIT PIT TO BE RELOCATED
RETAIL
SHORTS
MOORABOOL
N
MAP REF 452/B4

APPENDIX: VISUALISATION

B.VISUALISATION

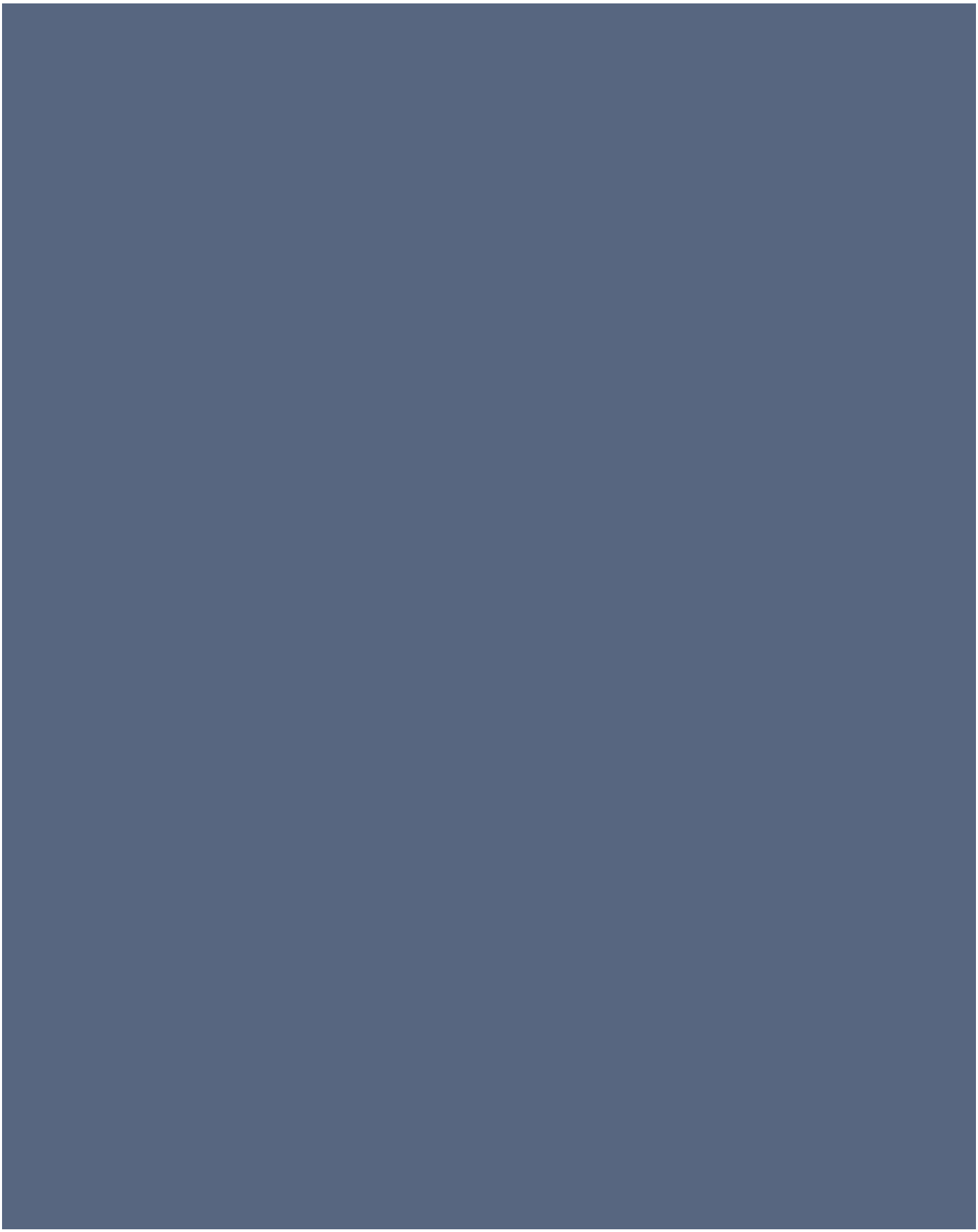
B


MOORABOOL ST
LITTLE MALOP ST


SHORTS PL


MOOR BOOL ST


SHORTS PL



THE CITY OF
GREATER GEELONG

Attachment 4 – Survey Questions

Little Malop Street, Automated Bollard Trial Review Report, October 2025

CITY OF GREATER GEELONG

Survey Questions, Little Malop Street Automatic Bollard users, 2023

1. What is the nature of your premises?
   a) Professional services
   b) Accommodation
   c) Hospitality
   d) Services i.e. drycleaning
   e) Retail
   f) Health and Beauty
   g) Residential
   h) Property Owner
   i) Other, please specify

2. What are your business hours?

3. How many deliveries or collection services do you generally received each week?

   a) Under 5
   b) 5-10
   c) 11-20
   d) 21-30
   e) 31-50
   f) More than 50

4. How many of these weekly deliveries occur before 10am?
   a) Under 5
   b) 5-10
   c) 11-20
   d) 21-30
   e) 31-50
   f) More than 50

5. After 10am how are your deliveries managed?

6. Have you needed access to your premises after 10am for urgent repairs or maintenance such as plumbers etc?

7. Do you or your staff require vehicle access to your premises after 10am?

8. Can you tell us why?

9. Have you had the need to share your access code with anyone?

10. For what purpose?

11. In your opinion, have the automatic bollards been successful in;
    a. Improving safety?
    b. Improving the amenity of the street?
    c. Enabling activation i.e. alfresco, events etc?

	Very successful	Successful	Neither	Unsuccessful	Very unsuccessful	Count	Score
Improving safety?	33.33% 4	41.67% 5	8.33% 1	0% 0	16.67% 2	12	2.25
Improving the amenity of the street?	45.45% 5	27.27% 3	9.09% 1	9.09% 1	9.09% 1	11	2.09
Enabling activation i.e. alfresco, events etc?	45.45% 5	9.09% 1	18.18% 2	9.09% 1	18.18% 2	11	2.45

12. Have you observed or are you aware of any incidents with the automatic bollards?

13. Do you have any suggestions about the operation of the automatic bollards or parking arrangements?

14. Do you believe Lt Malop Street should keep the automatic bollards after the trial?

15. Can you expand on your response?

16. About you:
    Business name
    First Name
    Last Name
    Email

Survey questions- Little Malop Street Automatic Bollard users- 2025

1. Check this box to indicate that you have read and agree to the privacy statement provided for this consultation.

2. Your business name:

3. Which of the following best describes your business or premises?
   a. Professional services
   b. Accommodation
   c. Hospitality Services (dry cleaning)
   d. Retail
   e. Health and beauty
   f. Residential
   g. Property owner
   h. Other

4. How has pedestrian activity changed since the automated bollards were installed?
   a. Increased
   b. No change
   c. Decreased
   d. Other

5. In your opinion, how has the atmosphere changed since the automated bollards were installed?
   a. More vibrant and welcoming
   b. Safer for pedestrians
   c. Easier to navigate
   d. No change
   e. Other

6. How have the automated bollards affected your experience on Little Malop Street?
   a. Positive
   b. Neutral
   c. Negative

7. Would you like to expand on your response?

8. What type of improvements would you support regarding the automated bollards?
   a. Limit vehicle access
   b. Restrict access at certain times
   c. Modify the infrastructure to reduce vehicle access
   d. Manage construction vehicle access
   e. Enhance access restrictions (e.g. PIN codes)
   f. Other

9. What challenges do you face with the automated bollards?
    a. Unauthorised parking
    b. Delivery access
    c. Sharing PIN codes
    d. Safety concerns
    e. No challenges
    f. Other

10. Do you have any additional comments or feedback you'd like to share?

LITTLE MALOP STREET

AUTOMATED BOLLARD TRIAL CHEAT SHEET

This cheat sheet summarises key findings from the Automated Bollard Trial on Little Malop Street to aid decision-making. It includes pedestrian counts from CCTV footage with smart analytics, usage patterns from automated bollard access data, and insights from stakeholder surveys. Pedestrians are counted each time they enter the frame, providing an overview of movement patterns rather than individual counts.

TOP TRENDS

- Over **9** months, **5,825** vehicles were recorded including **3,255** from bollard accesses and **2,570** from CCTV vehicle counts.
- **620** average monthly access events combined with vehicle counts.
- **149** average weekly access events, combined with vehicle counts.
- **21** average daily access events combined with vehicle counts.
- Peak days for bollard access **Thursday** and **Friday**.
- Pedestrian counts between **5,000** and **28,000** per day.
- Peak pedestrian count month **December**.
- Peak pedestrian count hours are **1.00pm**, **7.00pm** and **8.00pm**.
- **2 per cent** emergency services, **13 per cent** private stakeholders and **85 per cent** businesses.
- High bollard access events **1** to **2** days before high pedestrian counts.

BOLLARD ACCESS USERS SURVEY SENTIMENTS 2025

User Experience: How have the automated bollards impacted your experience on Little Malop Street?

60%	30%	10%
POSITIVE	NEUTRAL	NEGATIVE

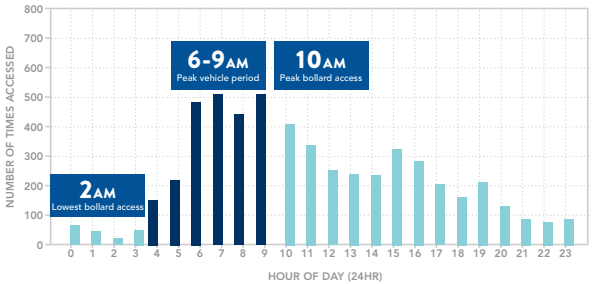
BOLLARD ACCESS USER SURVEY SENTIMENTS 2023

77%

Survey respondents rated the trial as successful in achieving key goals

75%	73%	55%
Improved Safety	**Enhanced Amenity**	**Enabled Activation**
75 per cent rated the trial successful or very successful.	73 per cent rated the trial successful or very successful.	55 per cent rated the trial successful or very successful.

VEHICLE COUNT BY HOUR OF DAY



Bollards are raised - Authorised access only

Bollards are lowered - Public access

21

Highest daily access count: 21 (in December)

12

Lowest daily access count: 12 (in September)

BOLLARD ACCESS USER TRENDS

User Category: Business Stakeholders

85% of all accesses come from business stakeholders (2698 total).

27% of all accesses come from the top business stakeholder user (841 total).

17% of all accesses come from the second top business stakeholder user (545 total).

User Category: Private Stakeholders

13% of all accesses come from private stakeholders (406 total).

10% of all accesses come from the top private stakeholder user (325 total).

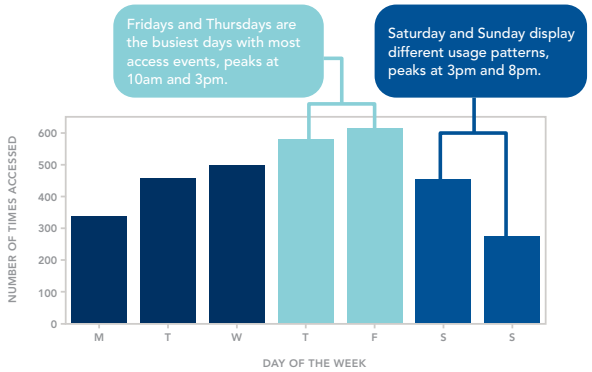
User Category: Emergency and Utility Stakeholders

2% of all accesses come from emergency services, utility providers and the City (53 total).

Typically accessed anytime of day and night.

CITY OF GREATER GEELONG

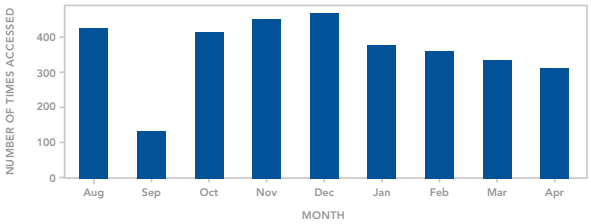
WEEKLY BOLLARD ACCESS



Data shows routine delivery and business-related access during weekdays, with entertainment or late-shift access on weekends.

83 Average weekly access events

MONTHLY BOLLARD ACCESS



3,255 Over 9 months the Bollards were accessed 3,255 times.

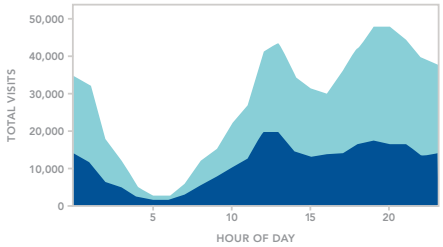
Highest activity in November (450) and December (466), with the highest daily average accesses.

129 Lowest activity was in September (129) with the lowest daily average accesses.

363 Average monthly access events: 363

Patterns reflect seasonal business cycles, public events, or public holidays.

HOURLY PEDESTRIAN INSIGHTS, PRE AND POST OUTDOOR DINING TRIAL

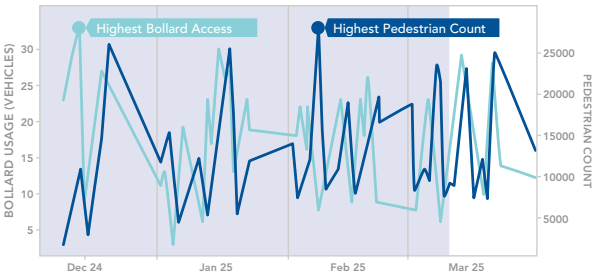


Pre Trial Trial Period

PEAK HOURS: PRE–TRIAL
12pm | 1pm

PEAK HOURS: TRIAL PERIOD
1pm | 7pm | 8pm

PEDESTRIAN COUNTS CORRELATED WITH BOLLARD ACCESS USAGE

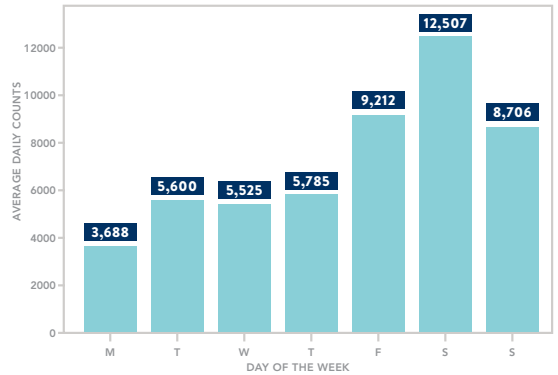


Bollard Access Events

Trial Period
5 December 2024 to 11 March 2025

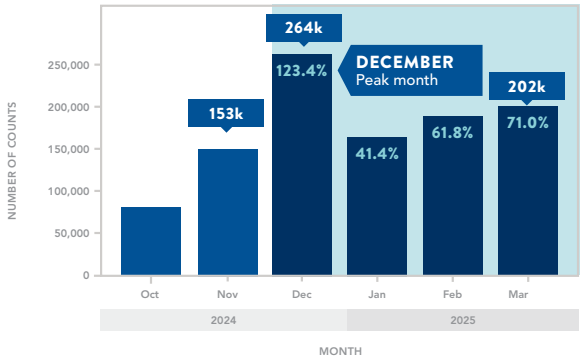
Pedestrian Count

AVERAGE DAILY PEDESTRIAN COUNTS



December 2024 to March 2025

MONTHLY PEDESTRIAN INSIGHTS, PRE AND POST OUTDOOR DINING TRIAL



Pre Trial Post Trial

Trial Period
5 December 2024 to 11 March 2025

CITY OF GREATER GEELONG

2.11. The City of Greater Geelong Annual Report 2024–25 (Annual Report) and The City of Greater Geelong Annual Report Summary 2024–25

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

Purpose

1. For Council to consider and note The City of Greater Geelong Annual Report 2024–25 (Annual Report) (Attachment 1) and The City of Greater Geelong Annual Report Summary 2024–25 (Annual Report Summary) (Attachment 2).

Background

2. The Annual Report 2024–25 provides an overview of our performance from 1 July 2024 to 30 June 2025 against the council plan, *Our Community Plan 2021–25* and annual budget as well as key information required under the Local Government Act 2020 and other relevant legislation.

3. The Annual Report 2024–25 was prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

4. As in previous years, an Annual Report Summary document has also been prepared which provides key highlights of the full report.

Key Matters

5. The Annual Report 2024–25 is the final progress report against *Our Community Plan 2021–25*.

6. With the integration of the Municipal Public Health and Wellbeing Plan into our Council Plan to create *Our Community Plan 2021–25*, the Annual Report highlights some of the annual actions and achievements which responded to the five identified health and wellbeing priorities. It also outlines how the City is working to evaluate the health and wellbeing priorities, including key indicators to be monitored over the life of the plan.

7. The Annual Report includes results of the Local Government Performance Reporting Framework (LGPRF), a legislative set of indicators (service performance, financial performance and sustainable capacity) and a Governance and Management Checklist (policies, plans and procedures in place). Results of the LGPRF will also be released publicly on the Know Your Council website (https://www.vic.gov.au/know-your-council).

Recommendation

That Council:

1. **Notes The City of Greater Geelong Annual Report 2024–25 (Attachment 1); and**

2. **Notes The City of Greater Geelong Annual Report Summary 2024–25 (Attachment 2).**

Financial Sustainability

8. The Annual Report includes details of the City's financial performance for the year.

Community Engagement

9. *Our Community Plan 2021–25* was developed in 2021 following significant deliberative engagement and a public exhibition process.

Social Equity and Sustainability

10. The Annual Report provides information to the community on how resources have been allocated between the social, environmental and economic needs of our community

Relevant Law/Policy/Legal Implications

11. The Annual Report was prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

Alignment to Community Plan and Vision

12. The Annual Report provides an end-of-year overview of the City's performance against Our Community Plan 2021–25, which outlines how the City is working towards the community's 30-year clever and creative vision.

Conflict of Interest

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

Risk Assessment

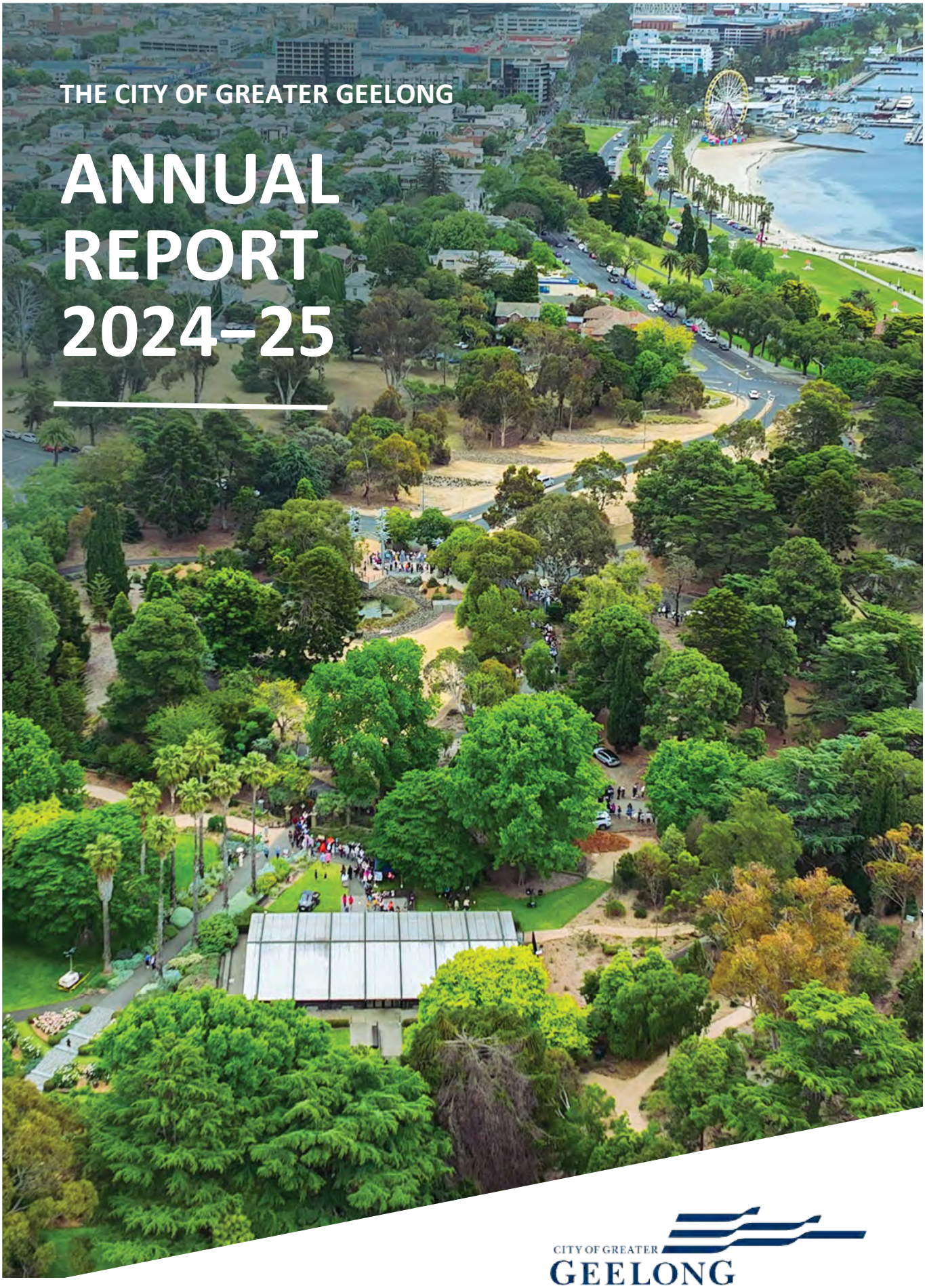
14. There are no identified risks arising from this report.

Environmental Sustainability

15. The Annual Report and Annual Report Summary will be made available to our community online.

Attachments

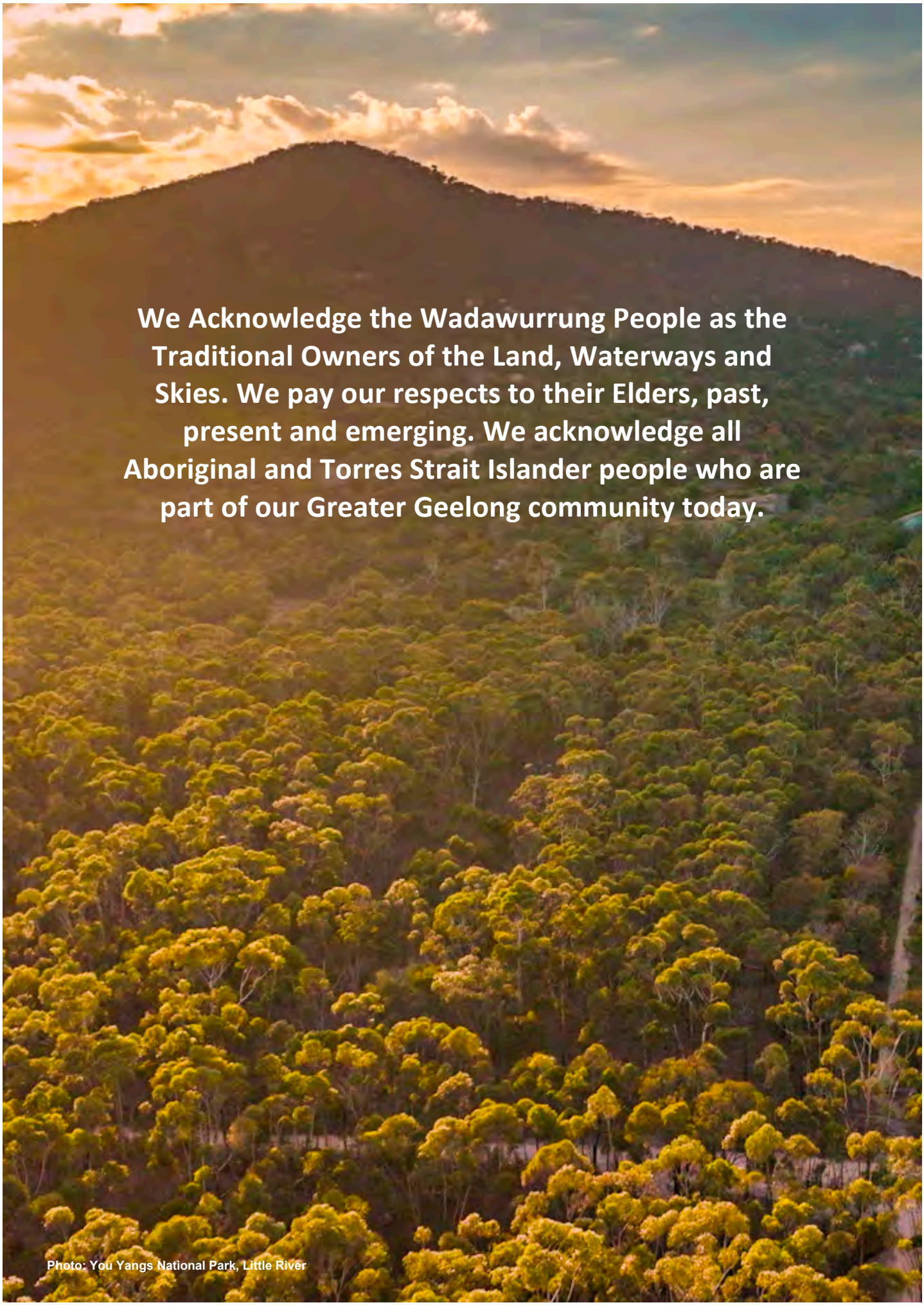
1. The City of Greater Geelong Annual Report 2024-25 [**2.11.1** - 210 pages]
2. The City of Greater Geelong Annual Report Summary 2024-25 [**2.11.2** - 46 pages]


THE CITY OF GREATER GEELONG
ANNUAL REPORT 2024–25
CITY OF GREATER GEELONG

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Cover: Geelong Botanic Gardens, East Geelong


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

MAYOR AND CEO MESSAGE

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

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

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

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

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

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

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

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



CR DR STRETCH KONTELJ OAM

Mayor

ALI WASTIE

Chief Executive Officer

INTRODUCTION

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

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

Our City

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

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

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

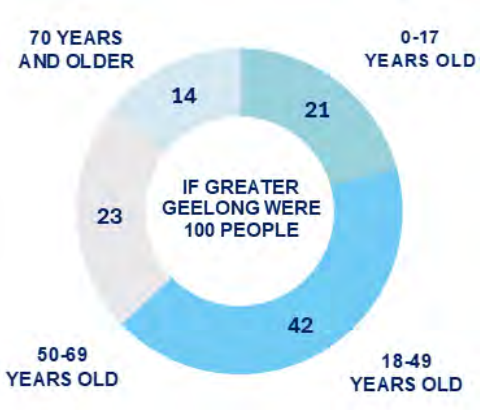


FIGURE 1: Demographic age group breakdown of Greater Geelong

Community

Greater Geelong is Victoria's most populated region outside metropolitan Melbourne, with an estimated 289,565 residents as of 30 June 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.

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

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

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

Lifestyle

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

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

Environment

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

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

Economy

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

Over the past five years, we have experienced the fastest job growth of all comparable Australian cities and have an estimated 144,339 jobs, up 4,650 jobs in the year to June 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[44] 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.



289,565 Estimated Resident Population (2024)



3,562 Aboriginal and Torres Strait Islander people



39 Median Age



82% Workforce live in Greater Geelong



$20.5B Gross Regional Product



47.5% Forecast population change (2025–46)



17.7% Population born overseas



133km of coastline



12% Speak a language other than English at home



1,493 Hectares of City managed protected natural habitat

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

[5] City of Greater Geelong, Geelong Data Exchange, www.geelongdataexchange.com.au/pages/projectsv2/ (April 2025).

OUR COMMUNITY'S VISION

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

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

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

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



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

OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

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

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

OUR STRATEGIC DIRECTIONS

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

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

OUR ORGANISATION STRATEGY

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



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

THE YEAR IN REVIEW

2024–25 HIGHLIGHTS

Biyal-a Armstrong Creek Library opening

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

2024 NEXUS Clean Economy Showcase

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

Moorabool River habitat restoration

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

Disability Access and Inclusion Plan 2024–28

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



Biyal-a Armstrong Creek Library

Lara Recreation Reserve Precinct Master Plan Stage 2

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

Landy Field Track Renewal

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

Corpse Plant in bloom

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



The Corpse Plant, Geelong Botanic Gardens

Aldershot Reserve upgrades

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

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.

2024 Geelong Design Week

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



Designing Djilang, Geelong Design Week

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.

North Bellarine Aquatic Centre Stage 2

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

Avalon Airshow 2025

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



Avalon Airshow

GRID Series 2024

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



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

City of Wyndham regional collaboration

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

Geelong Nature Week 2024

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

Tree City of the World

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



Geelong Botanic Gardens, East Geelong

Geelong Small Business Festival 2024

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



Geelong Small Business Festival 2024

Improvements and new housing for South Geelong

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

Barwon South West Vaping Prevention Coalition

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

CBD Revitalisation Forum

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

First India Business Roundtable

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

National Reconciliation Week 2025

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

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



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

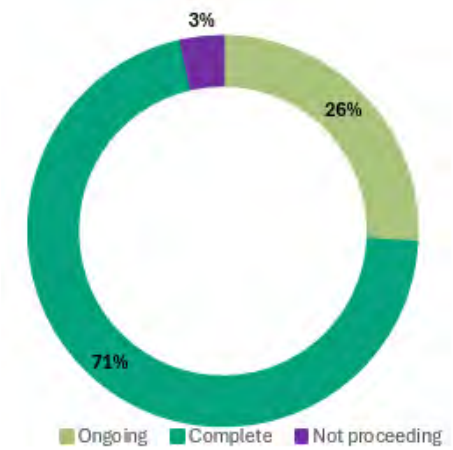
OUR COMMUNITY PLAN 2021–25

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

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

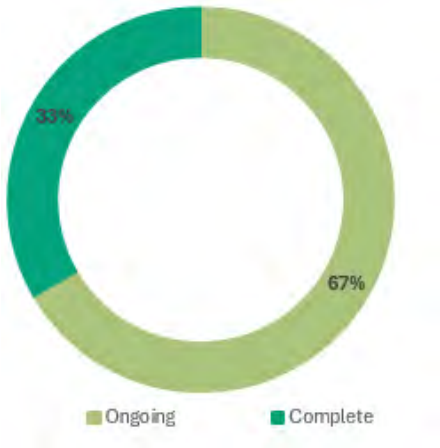
Overall progress

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



Major budget initiatives

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



OUR COMMITMENT TO HEALTH AND WELLBEING

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

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

Our health and wellbeing priority areas

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



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

Working with our partners

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

Geelong Preventative Health Survey 2024

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

Our health and wellbeing indicators

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

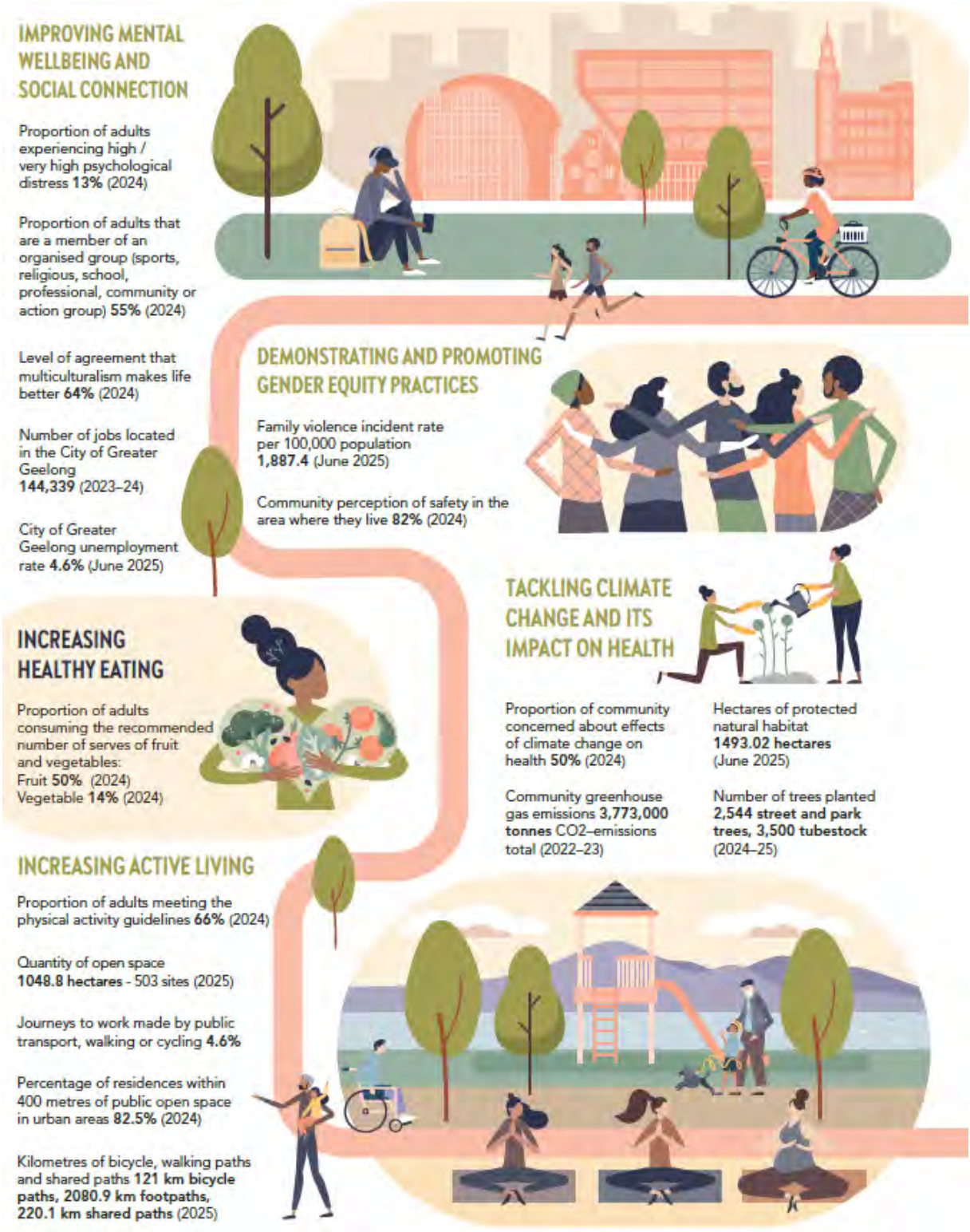
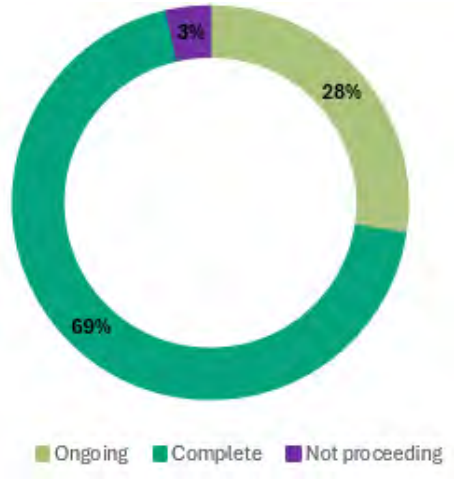


FIGURE 4: *Our Community Plan 2021–25* health and wellbeing indicators

Key actions supporting health and wellbeing

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

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



Progress of annual actions supporting delivery of health and wellbeing priorities

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

Priority One: Tackling climate change and its impact on health

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

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

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

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



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

Other achievements supporting Tackling climate change and its impact on health

Green waste helping to feeding our most vulnerable residents

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



Vegetable garden at the Geelong Botanic Gardens, East Geelong

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

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



Streetscaping and art installation in Bellerine Street, Geelong

Priority Two: Increasing healthy eating

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

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

TABLE 2: Status of key actions supporting Increasing healthy eating

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

Other achievements supporting healthy eating

Catering for Good

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

Healthy Choices success on the regional stage

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



Heathy Choices Guidelines were successfully implemented at North Bellarine Aquatic Centre

Priority Three: Increasing active living

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

We have made significant progress on a variety of projects, with the completion of the John Landy Field athletics track renewal, achieving World Athletics Class 2 accreditation and the all-abilities playground at Rippleside Park. The Ocean Grove District Ride Centre and driving range at Lara Golf Club, are expected to be delivered by June 2026. Upgrade works at Thomson Recreation Reserve are expected to be completed by March 2026. The partnership with Surf Coast Shire has led to the identification of a preferred safe cycling route between Geelong and Torquay, with final reports completed by July 2025. The development of the Open Space Strategy is advancing, with extensive community consultation already completed. Additionally, Development Victoria is overseeing three major Commonwealth Games legacy projects: Stead Park's redevelopment, new indoor facilities at Armstrong Creek, and another indoor complex at 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.

TABLE 3: Status of key actions supporting Increasing active living

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



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

Other achievements supporting Increasing active living

Beach access for all at Ocean Grove

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



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

Kids Active Travel

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



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

Priority Four: Demonstrating and promoting gender equity practices

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

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

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

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



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

Other achievements supporting Demonstrating and promoting gender equity practices

Time out for women to be active in a safe space

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



Community member Mumtaz at the Norlane ARC

16 Days of Activism

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



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

Priority Five: Improving mental wellbeing and social connection

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

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

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

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



The Nest Youth Hub opened in January 2025



Wheelchair ramp at George Harvey Reserve, Manifold Heights

Other achievements supporting Improving mental wellbeing and social connection

Side-By-Side Nature Walks

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

2024–25 Positive Ageing Grants

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



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

KEY CAPITAL PROJECTS

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



For more information on the capital works projects, view our capital works projects dashboard.

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

PROJECTS COMPLETED

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

PROJECTS UNDER CONSTRUCTION

23. Horseshoe Bend Community Hub – **$15.79M**
24. Aldershot Reserve Master Plan Upgrades (Playspace) – **$1M**
25. LED Lighting & Smart Controls (throughout City of Greater Geelong) – **$13.48M**
26. Leopold Sports Precinct Upgrade – **$3.25M**
27. 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 (Bloinks Community Hub) – **$5M**
33. Bellarine Aquatic and Sports Centre Building Upgrade – **$900K**
34. Upgrade Chilwell Library into a Community Hub. – **$2.5M**
35. Drysdale Sports Precinct Stage 2 – **$14.595M**
36. Upgrade of sports lighting for the Breakwater Eagles Soccer Club at Howard Glover Reserve – **$403K**
37. North Bellarine Aquatic Centre Stage 2 – **$40M**
38. Grinter Reserve Sports Lighting – **$600K**
39. Ocean Grove District Ride Centre – **$3.5M**
40. Landy Field Pavilion Redevelopment – **$10M**
41. Lara Golf Club - Driving Range Upgrade – **$1.096M**
42. Ocean Grove Memorial Reserve Changerooms & Sports Lighting – **$936K**
43. Winter Reserve Netball Change Room Pavilion – **$1.380M**
44. Collendina Reserve - Pedestrian and Vehicle Access Improvements – **$642K**
45. Collendina Reserve Pavilion Upgrade – **$1.969M**
46. Lara Golf Club Irrigation Upgrade – **$2M**
47. Grey Headed Flying Fox Irrigation Project – **$200K**
48. McDonald Reserve Pavilion – **$2.75M**
49. Sparrovale Dog Park – **$680K**
50. Thomson Recreation Reserve Cricket & Netball Upgrade – **$1M**
51. Devlins Road Master Plan – **$13.565M**

ENGAGING WITH OUR COMMUNITY

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

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

Highlights included:

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

Participation on Have Your Say platform 2024−25

144,179	223,297	16,128	58	8,049
visitors	project page views	community contributions	active engagement projects	registered members

Top Projects Visited

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

Advisory Committees

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



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

ADVOCACY AND PARTNERSHIPS

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

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

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

Government relations and advocacy

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

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

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

Advocacy activities in 2024–25

23 monthly average enquiries from local members	**30** special interest meetings held with MP's and Ministers	**45** media events to celebrate local outcomes, official openings and celebrations	**18** meetings with Departments and other stakeholders
32 federal and state electorate updates on electorate projects, key issues, and items of interest	**10** submissions on Victorian Government issues	**47** times advocated directly to Ministers on a range of issues	**27** invitations to Ministers to attend regional events

Partnerships

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



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

International Relations

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

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

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

Incoming grants

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

OVERVIEW OF FINANCIAL PERFORMANCE

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

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

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

Comprehensive Income Statement

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

Net Result

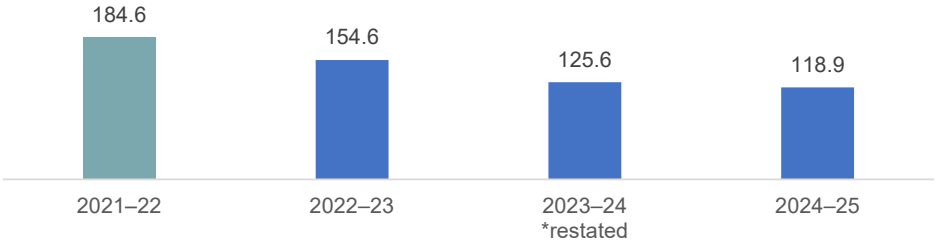


FIGURE 6: Net result 2021-22 to 2024–25 ($m)

Total Comprehensive Results

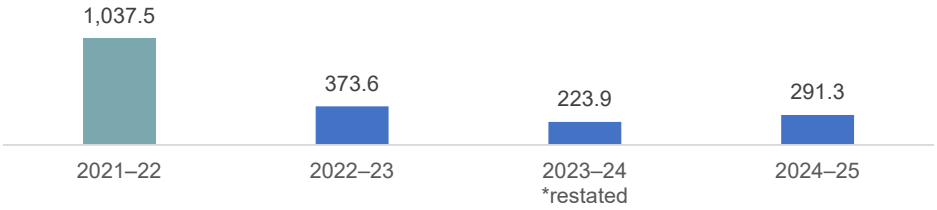


FIGURE 7: Total comprehensive results 2021–22 to 2024–25 ($m)

Recurrent Operating Results

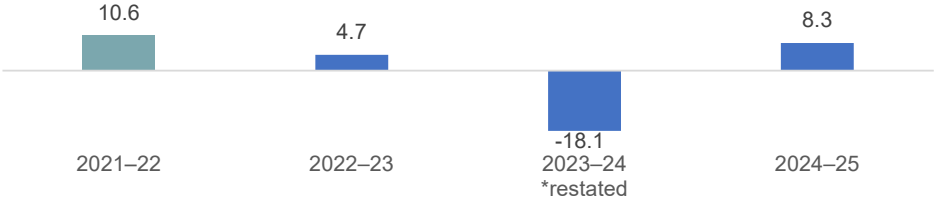


FIGURE 8: Recurrent operating results 2021–22 to 2024–25 ($m)

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

This result can largely be attributed to:

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

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

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

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

Balance Sheet

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

Assets

Our assets are primarily made up of:

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

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

Total Assets

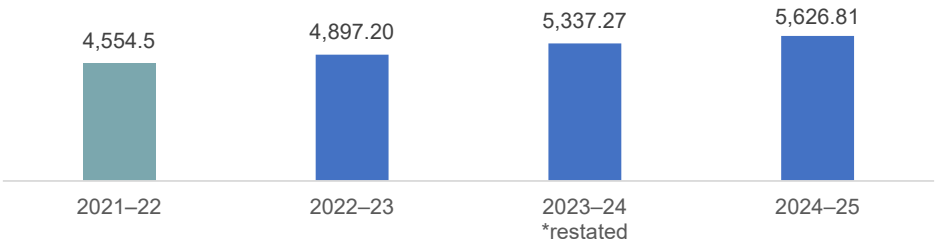


FIGURE 9: Total assets 2021–22 to 2024–25 ($m)

Investments

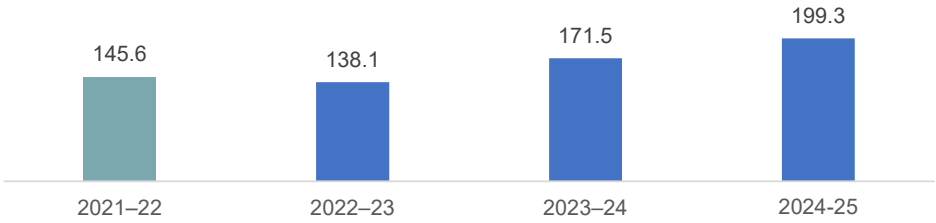


FIGURE 10: Investments 2021–22 to 2024–25 ($m)

Capital Program

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

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

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

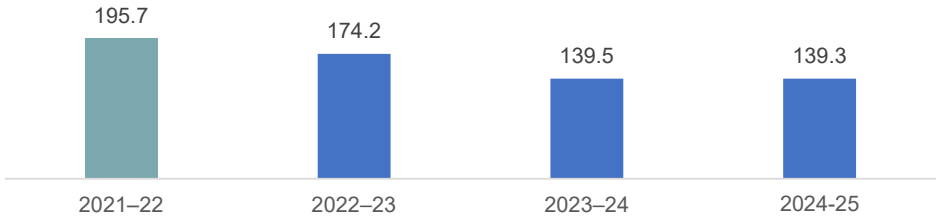


FIGURE 11: Capital works expenditure 2021–22 to 2024–25 ($m)

The main categories of expenditure were:

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

Liabilities

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

Total Liabilities

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

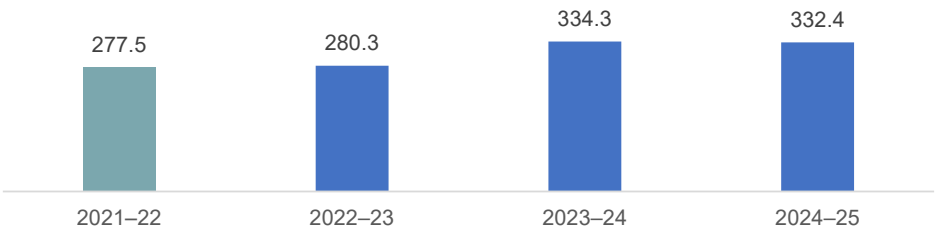


FIGURE 12: Total liabilities 2021–22 to 2024–25 ($m)

Loans

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

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

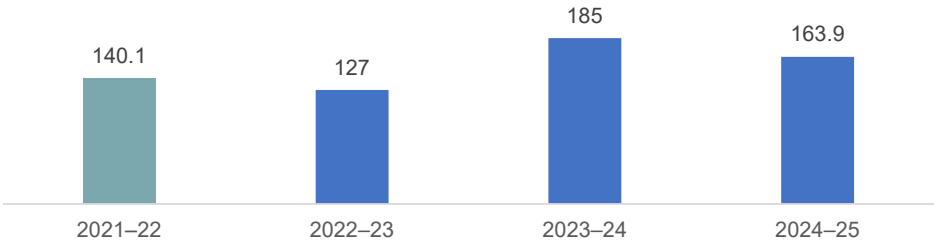


FIGURE 13: Loans from 2021–22 to 2024–25 ($m)

Debt Commitment

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

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

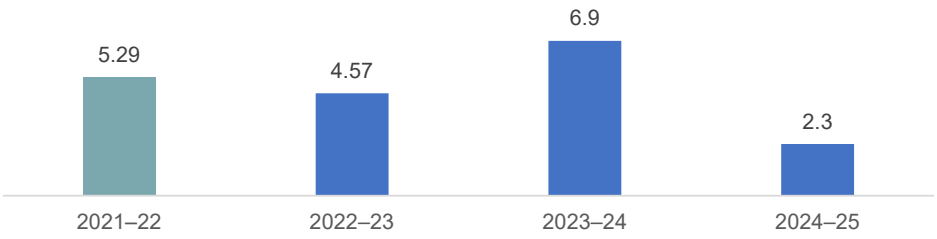


FIGURE 14: Debt commitment percentage 2021–22 to 2024–25 (%)

Ratepayer Equity

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

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

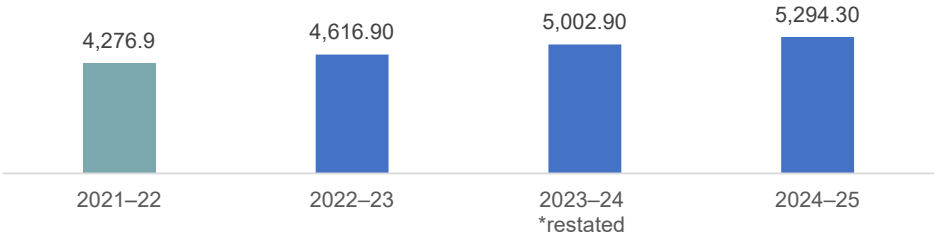


FIGURE 15: Ratepayer equity 2021–22 to 2024–25 ($m)

Assets

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

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

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

Rates and charges

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

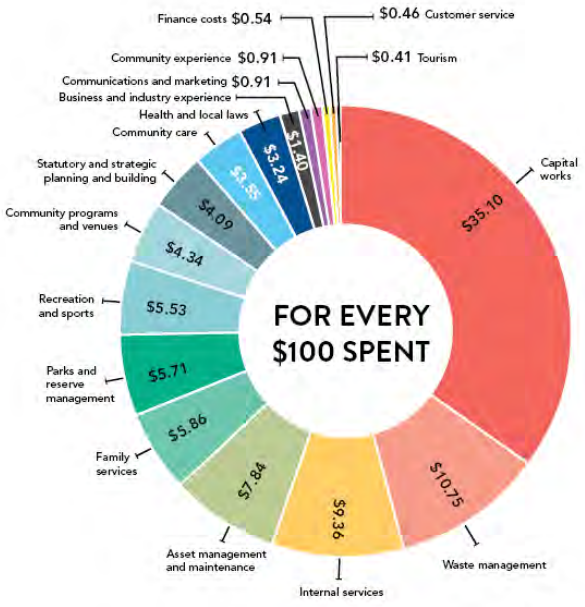


FIGURE 16: Breakdown of every $100 spend in 2024−25 budget

GRANTS PROGRAM

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

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

TABLE 6: Community Grants program allocations in 2024–25

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

GRANT		GRANT BUDGET	NUMBER APPLICATIONS FUNDED	TOTAL FUNDING ALLOCATED
Environmental Sustainability	Grants for the initiation, development and delivery of projects that enhance our natural environment and drive environmental sustainability actions across the Geelong region.	$70,000	11	$70,030
Geelong Heritage	Grant to help conserve heritage buildings within the Greater Geelong region that contribute to the visual character of the city's streetscapes and public space and enhancing community amenity.	$100,000	4	$100,000
Healthy & Connected Communities	Grants for projects, activities or events that respond to a community need and promote inclusion and positive health and wellbeing within the community.	$263,000	58	$263,265
Neighbourhood Houses	Partnership with Neighbourhood Houses for operating costs and community development projects.	$182,500	16	$174,745
Neighbourhood Houses – Christmas in the Community	Support for Christmas celebrations across our municipality.	$40,000	14	$47,755
Positive Ageing	Grants for community hosted activities and experiences such as workshops, dances, concerts and sporting activities that celebrate our ageing community.	$24,000	26	$24,035



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

CHALLENGES AND FUTURE OUTLOOK

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

CHALLENGES

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

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

FUTURE OUTLOOK

Looking ahead our plans for 2025−26 include:

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

OUR COUNCIL AND ORGANISATION

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

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

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

OUR COUNCIL

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

This means:

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

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

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

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

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

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

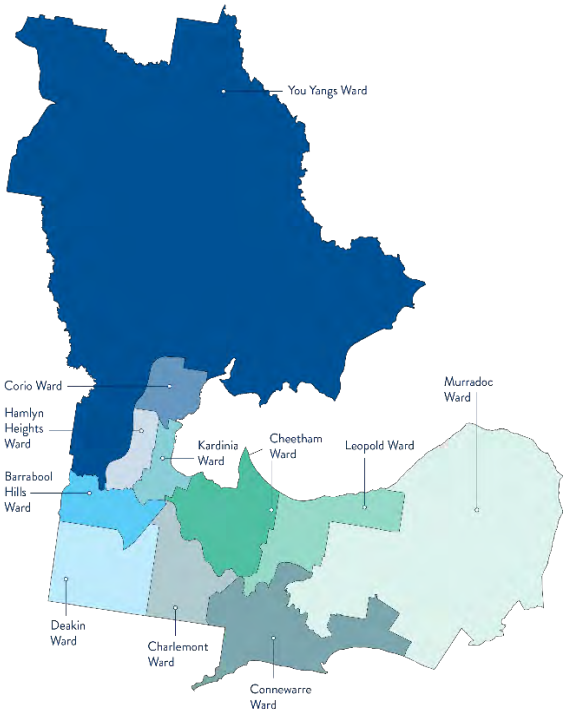


FIGURE 17: Ward map for the City of Greater Geelong

OUR COUNCILLORS

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



Cr Dr Stretch Kontelj OAM
Mayor
Kardinia Ward

Portfolios

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



Cr Ron Nelson
Deputy Mayor

Barrabool Hills Ward
Portfolios

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



Cr Emma Sinclair

Charlemont Ward

Portfolios

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



Cr Melissa Cadwell

Cheetham Ward

Portfolios

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



Cr Elise Wilkinson

Connewarre Ward

Portfolios

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



Cr Anthony Aitken

Corio Ward

Portfolios

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



Cr Andrew Katos

Deakin Ward

Portfolios

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



Cr Eddy Kontelj

Hamlyn Heights Ward

Portfolios

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



Cr Trent Sullivan

Leopold Ward

Portfolios

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



Cr Rowan Story AM, RDF

Murradoc Ward

Portfolios

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



Cr Chris Burson

You Yangs Ward

Portfolios

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

OUR ORGANISATION

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

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

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

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



Wurriki Nyal Civic Precinct

OUR LEADERSHIP TEAM

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

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



Ali Wastie
Chief Executive Officer



Anthony Basford
Executive Director
City Life

Areas of responsibility:

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



Tennille Bradley
Executive Director
Placemaking

Areas of responsibility:

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



Troy Edwards
Executive Director
Corporate Services

Areas of responsibility:

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



James Stirton
Executive Director
City Infrastructure

Areas of responsibility:

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

OUR ORGANISATIONAL STRUCTURE

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

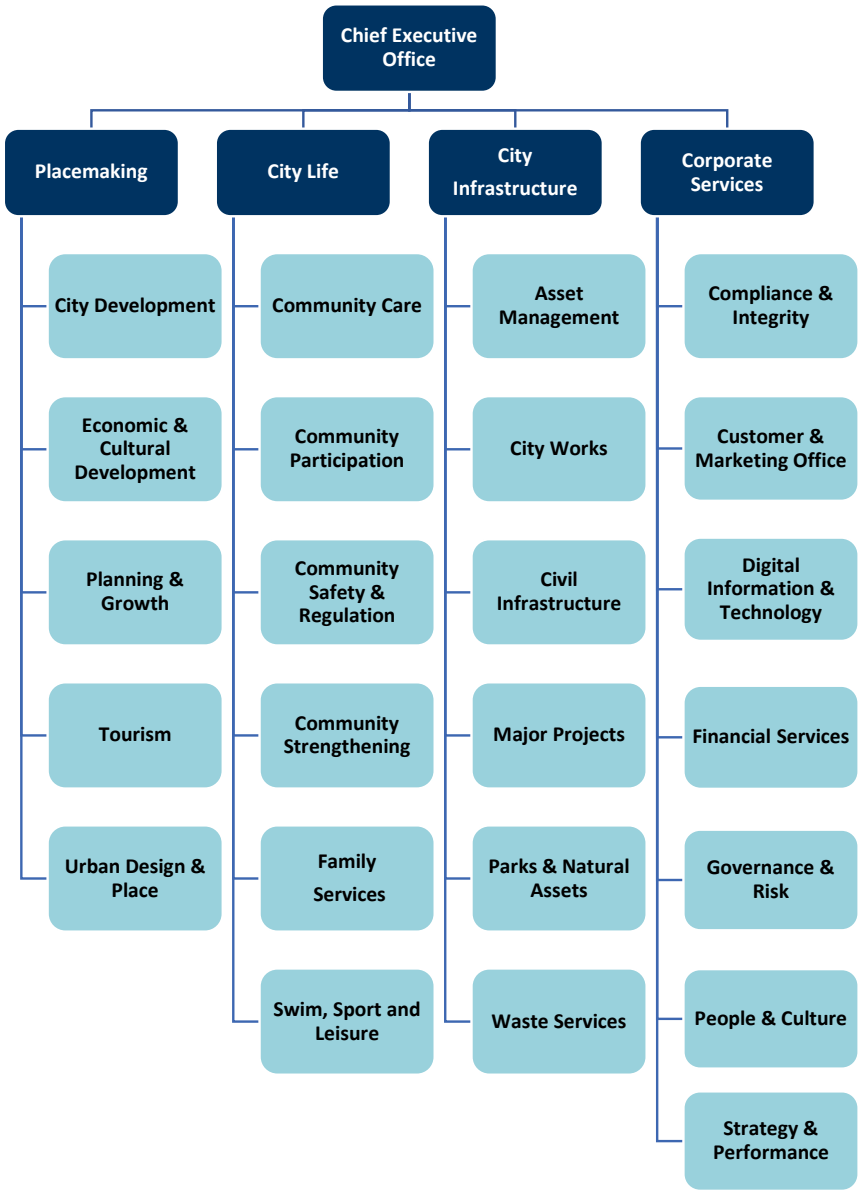


FIGURE 18: Our organisational structure

Municipal Monitors

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

OUR PEOPLE

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

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

We currently employ a total of 2,762 people, equivalent to 1,765.47 full-time employees[6] Our turnover[7] in 2024–25 was 15.9 per cent, a 1.0 per cent increase on the previous year.

Enterprise Agreement

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

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

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY INFRASTRUCTURE	CITY LIFE	CORPORATE SERVICES	PLACEMAKING
Full Time – W	4.0	85.3	240.4	148.2	103.2
Full Time – M	1.0	397.1	93.5	93.3	67.6
Full Time – X	0.0	0.0	0.0	0.0	0.0
Part Time – W	3.7	6.9	279.9	33.7	24.0
Part Time – M	0.0	2.9	45.2	1.4	4.1
Part Time – X	0.0	0.0	0.0	0.0	0.0
Casual – W	0.0	1.0	79.2	4.8	4.8
Casual – M	0.0	0.87	34.0	0.0	2.0
Casual – X	0.0	0.0	0.0	0.0	0.0
Total[8]	**8.7**	**494.1**	**774.6**	**281.4**	**206.6**

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

[6] As of 30 June 2025
[7] Excludes casual employees
[8] Total includes 3.35 Full-Time equivalent of self-described gender not captured in the individual breakdown

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

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

OUR VOLUNTEERS

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



National Volunteer Week event at Wurriki Nyal

EQUITY, INCLUSION AND DIVERSITY

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

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

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

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

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

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

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



The City's Pride Network with CEO Ali Wastie

OCCUPATIONAL HEALTH AND SAFETY

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

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

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

Injury Management

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

Health, Safety and Wellbeing Strategy 2025–29

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

Psychological Safety Framework

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

Corporate Emergency Management

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

HOW WE PLAN

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

Our *Integrated Strategic Planning and Reporting Framework* demonstrates the relationship between our key planning and reporting documents. The framework has been informed by best practice and helps us set goals, make decisions, prioritise our workload, allocate resources, monitor how we're going and adapt to changing circumstances that might challenge our progress.

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

10+-year perspective

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

Four-year perspective

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

Annual perspective

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

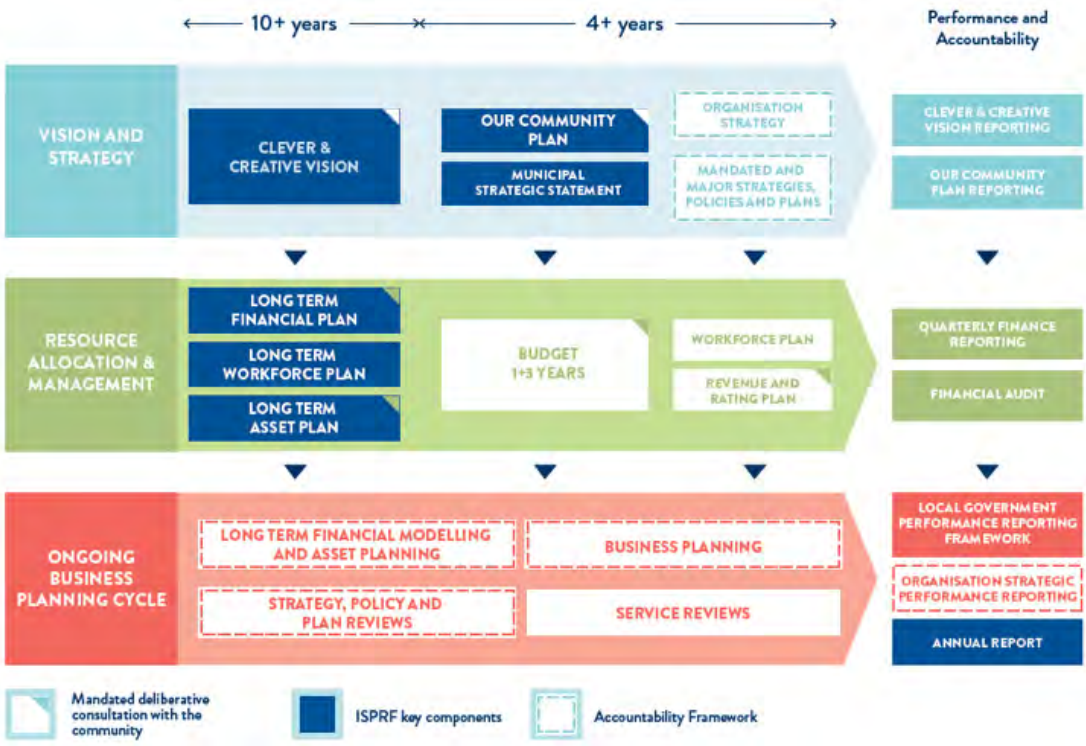


FIGURE 19: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

OUR PERFORMANCE

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

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

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

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

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

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

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

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

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

STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY



Photo: Webster Swim School, Northern ARC, Norlane.

STRATEGIC DIRECTION 1

HEALTHY, CARING AND INCLUSIVE COMMUNITY

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

Service delivery highlights 2024–25

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

1,476 clients supported with 1,800 home maintenance or home modifications.

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

1,250 children and 850 adults attended funded Children's Week 2024 activities.

14 supported playgroup venues delivered 52 sessions and provided programs to 157 children.

3,594 hours of individual child and family support delivered across the municipality.

2,000+ new citizens welcomed at Citizenship Ceremonies.

7,853 new animal registrations.

10,999 children seen by the Maternal and Child Health service.

40,044 meals delivered to vulnerable residents.

20,000+ art and cultural heritage objects across four indoor and outdoor collections.

9,020 access and inclusion swimming lessons run across the Swim Sport Leisure Network.

3,425 clients provided with domestic assistance services.

2,085 fire prevention notices issued.

595 parents attending four community parenting forums delivered by our Regional Parenting Service.

78,000 visitations to the Bellarine Arts Centre (Potato Shed).

~2,400,000 visits across all our aquatic venues.

1,300 children enrolled in Long Day Care.

LINKS TO THE CLEVER AND CREATIVE VISION



An inclusive, diverse, healthy and socially connected community



People feel safe wherever they are



Creativity drives culture

DESIRED OUTCOMES

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

FOUR-YEAR PRIORITIES

1.1 Help our community, recreation groups and volunteers to prosper and grow.★

1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages.★

1.3 Foster and embrace community connectedness.★

1.4 Demonstrate and promote gender equity practices.★

1.5 Foster an inclusive community culture.★

1.6 Facilitate social and affordable housing in Greater Geelong.★

1.7 Provide access to places, spaces and services where, and when, people need them the most. ★

1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong.★

1.9 Support our cultural and creative life, history and heritage.★

1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes.★

1.11 Respond to the findings of the Royal Commissions into aged care and mental health.★

★Supports health and wellbeing

PROGRESS REPORT

Indicators

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

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

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

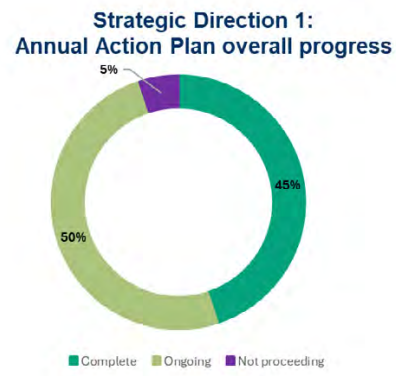
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Level of agreement that council infrastructure is equitable (fair access to facilities that are needed across the municipality including healthy, safe and inclusive places and spaces). Source: Local Government Community Satisfaction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

Annual Action Plan 2024–25

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

At the end of June 2025:

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



Major Budget Initiatives

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

Other achievements in 2024–25 included:

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

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

Awards and recognition

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

Services

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

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

Local Government Performance Reporting Indicators

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

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

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

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

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

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

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

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT



Photo: Eastern Park stormwater harvesting dam, East Geelong.

STRATEGIC DIRECTION 2

SUSTAINABLE GROWTH AND ENVIRONMENT

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

Service delivery highlights 2024–25



34,230 hard waste collection services provided.



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



55.7 kilometres of roads resurfaced.



4,500 playground safety inspections conducted.



19,000 tonnes of quarry products recycled or reused.



201,800 residential bins emptied weekly.



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



$1.5 billion worth of works permits issued.



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



1,343 planning permit applications received.



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



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



2,500km underground drainage pipes maintained.



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



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



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



70,000 trees proactively pruned.



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

LINKS TO THE CLEVER AND CREATIVE VISION



Sustainable development that supports population growth and protects the natural environment



Development and implementation of sustainable solutions



A fast, reliable and connected transport network



Creativity drives culture



People feel safe wherever they are

DESIRED OUTCOMES

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

FOUR-YEAR PRIORITIES

2.1 Meet the housing needs of our future community.★

2.2 Meet existing and future transport needs.★

2.3 Create engaging places and spaces.★

2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods.

2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks.★

2.6 Support our community and region to reduce emissions and build resilience to climate ★ change.

2.7 Reduce the impact of waste.★

2.8 Support greater indigenous biodiversity★

★Supports health and wellbeing

PROGRESS REPORT

Indicators

MUNICIPAL INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Residential land supply. Source: City of Greater Geelong	20 years (April 2024)* 22 years (April 2022)	There are a range of housing choices to meet diverse community needs in both established and planned communities. Priority in the short term is the finalisation of the first Precinct Structure Plans in the Northern and Western Geelong Growth Areas. No new data available. *The 2024 figure is an estimate based on building activity. The next assessment will occur in late 2024.
Employment land supply. Source: City of Greater Geelong	13 years (June 2024)* 25 years (June 2023) 26 years (June 2022) 21 years (June 2018)	There continues to be sufficient long-term industrial land supply. Priority in the short term is increasing zoned supply through the delivery of three new industrial precincts in Avalon, Armstrong Creek and Waurn Ponds. No new data available. *based on zoned supply only and not future identified precincts as part of the South West Geelong Employment Land Review in 2022.
Diversity of housing supply. Source: Australian Bureau of Statistics Census of Population and Housing	13.90% (2021) 15.10% (2020)	There was a decline in the share of housing growth in established areas in 2021. This type of development is typically smaller-medium density housing. No new data available.
Journeys to work made by public transport, walking or cycling. Source: Australian Bureau of Statistics Census of Population and Housing	4.6% journeys (2021) 8.75% journeys (2016)	In 2021, 2.0 per cent of journeys to work used public transport and 2.6 per cent involved cycling or walking. These figures likely reflect the impact of COVID-19 lockdowns on Census Day, with more people working from home and fewer commuting by other means.
Percentage of residences within 400 metres of public open space in urban areas. Source: The Australian Urban Observatory	82.5% (2024) 75.1% (2021) 69.4% (2018)	Anticipated to improve as new planned reserves are developed and gifted in growth areas and new subdivisions. Open space asset data continues to be refined.
Community greenhouse gas emissions (total tonnes CO2–emissions). Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed June 2025)	3,773,000 (2022–23) 3,878,000 (2021–22) 3,857,000 (2020–21) 4,083,000 (2019–20)	Updated data will be available late 2025.
Diversion of waste from landfill. Source: City of Greater Geelong	49.08% (2024–25) 50.99% (2023–24) 53.21% (2022–23) 52.96% (2021–22)	A modest increase in general waste tonnages have exacerbated a decrease in recycling and green-waste tonnages. Recycling has seen a small drop since the Container Deposit Scheme was introduced.

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

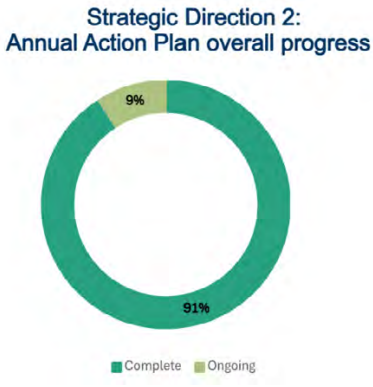
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Quantity of open space (civic, community parks, sports reserves and heritage open space). Source: City of Greater Geelong	1,048.8 hectares – 503 sites (June 2025) 1,026.497 hectares – 485 sites (June 2023) 2,459.00 hectares – 495 sites (January 2022) 2,146.79 hectares – 495 sites (January 2021)	There has been an increase of 22 hectares and 18 new sites since 2023. *2024 data has been omitted due to change in methodology.
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips). Source: Local Government Community Satisfaction Survey	65 (2025) 64 (2024) 66 (2023) 70 (2022)	While there was no significant change in satisfaction from the previous year, our result is significantly lower than both the statewide and Regional Centres averages (68 each).
Greenhouse gas emissions generated by City-managed operations (tonnes CO2-emissions). Source: Azility	24,301 tonnes (2023–24)* 23,895 tonnes (2022–23) 23,057 tonnes (2021–22) 32,630 tonnes (2020–21) *Provisional figure as final energy invoices and landfill emissions will continue to be confirmed over coming months.	Updated data will be available late 2025.
Hectares (ha) of protected natural habitat. Source: City of Greater Geelong	1,493.02 ha (June 2025) 1,466.64 ha (June 2024) 1,405 ha (June 2023) 1,335.79 ha (June 2022)	There has been an increase of 26.38 hectares since June 2024.
Number of trees planted. Source: City of Greater Geelong	Street and park trees 2,544 (2024–25) 2,811 (2023–24) 3,016 (2022–23) Tubestock 3,500 (2024–25) 4,000 (2023–24) 4,000 (2022–23)	In 2024–25, we planted a total of 2,544 trees (2,027 advanced street trees and 517 advanced park trees) and removed 1,917 trees resulting in a net gain of 627 trees. We also planted an additional 3,500 tubes as part of National Tree Planting Day.
Community satisfaction with waste management. Source: Local Government Community Satisfaction Survey	69 (2025) 69 (2024) 70 (2023) 70 (2022)	Satisfaction remained steady from last year with waste management remaining one of our highest-rated services. Our result was significantly higher than both the statewide and Regional Centres averages (65 each).

Annual Action Plan 2024–25

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

At the end of June 2025:

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



Major Budget Initiatives

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

Other achievements in 2024–25 included:

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

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

Awards and recognition

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

Services

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

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

Local Government Performance Reporting Indicators

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

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

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

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

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY



Photo: Pako Fest, Geelong West.

STRATEGIC DIRECTION 3

STRONG LOCAL ECONOMY

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

Service delivery highlights 2024–25

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

461 businesses supported by our Business Concierge service.

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

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

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

40,925 people attended Geelong Design Week 2024.

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

49 film permits issued including two international major motion pictures.

12 events funded by Geelong Major Events

4 cruise ships welcomed to the region.

34+ performances as part of the ReSound Music Festival.

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

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

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

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

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

LINKS TO THE CLEVER AND CREATIVE VISION



A prosperous economy that supports jobs and education opportunities



A leader in developing and adopting technology



Creativity drives culture



A destination that attracts local and international visitors

DESIRED OUTCOMES

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

FOUR-YEAR PRIORITIES

3.1 Attract and facilitate public and private investment.

3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally.

3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity.★

3.4 Attract businesses with a carbon neutral and circular economy focus.

3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic.★

3.6 Attract, retain and enable participation in the workforce to meet industry needs.★

3.7 Address high levels of unemployment in targeted areas of our region.★

3.8 Promote our region as a trial location for innovation and new technologies.

★ Supports health and wellbeing

PROGRESS REPORT

Indicators

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

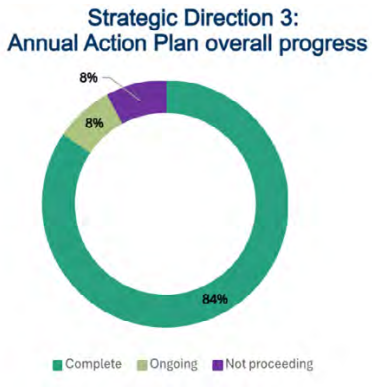
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Community satisfaction with business and community development. Source: Local Government Community Satisfaction Survey	52 (2025) 53 (2024) 59 (2023) 59 (2022)	There was no significant change in satisfaction from the previous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

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'.



Major Budget Initiatives

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

Other achievements in 2024–25 included:

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

Awards and recognition

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

Services

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

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

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION



Photo: Engaging with our community.

STRATEGIC DIRECTION 4

HIGH-PERFORMING COUNCIL AND ORGANISATION

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

Service delivery highlights 2024–25

4 neighbourhood conversations held with councillors.

1.6M website users

14,000 new MyGeelong accounts registered.

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

1,362 timesheets processed on average each month

45,493 animal registration renewal notices processed.

8,351 pools / spas registered with Council.

238,260 customer service enquiries

15.8M incoming emails protected, filtered and removed

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

58 projects shared on our Have Your Say webpage.

9,278 requests for building information.

460 community grant applications received

186 media releases prepared

DESIRED OUTCOMES

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

FOUR-YEAR PRIORITIES

4.1 Enable a customer-focused approach that delivers efficient and responsive service.

4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf.★

4.3 Foster excellence and equity in planning for our growing region.

4.4 Continue to strengthen our workforce capabilities and culture★

4.5 Create a more efficient and effective organisation.

4.6 Develop a digital core of brilliant basic technology that supports better ways of working.

4.7 Ensure that our employees are safe at work★

4.8 Focus on economic, social and environmental sustainability.

★ Supports health and wellbeing

PROGRESS REPORT

Indicators

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

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

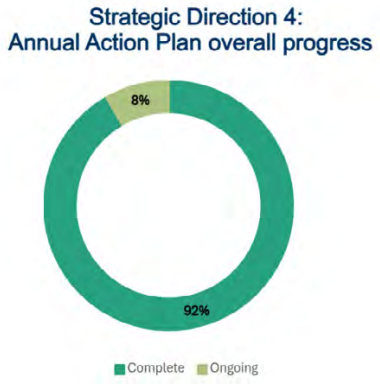
CITY OF GREATER GEELONG INDICATORS	RESULT AT 30 JUNE 2025	PROGRESS COMMENTS
Funds from sale of assets. Source: City of Greater Geelong	$0.5 million (2024–25) $1.65 million (2023–24) $31.1 million (2022–23) $12.8 million (2021–22)	Vacant land parcel was sold to developer in 2024–25. Further asset sales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

Annual Action Plan 2024–25

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

At the end of June 2025:

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



Major budget initiatives

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

Other achievements in 2024–25 included:

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

Awards and recognition

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

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

Services

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

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

Local Government Performance Reporting Indicators

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

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

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

GOVERNANCE

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

Good governance includes giving effect to the overarching governance principles:

a) Council decisions are to be made, and actions taken in accordance with the relevant law.

b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.

c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.

d) The municipal community is to be engaged in strategic planning and strategic decision-making.

e) Innovation and continuous improvement is to be pursued.

f) Collaboration with other councils and governments and statutory bodies is to be sought.

g) The ongoing financial viability of the Council is to be ensured.

h) Regional, state and national plans and policies are to be considered in strategic planning and decision-making.

i) The transparency of Council decisions, actions and information is to be ensured.

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

a) the community engagement principles

b) the public transparency principles

c) the strategic planning principles

d) the financial management principles

e) the service performance principles.



City Hall, Gheringhap Street

COUNCIL MEETINGS

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

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

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

TABLE 10: Council meetings in 2024–25

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

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

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

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

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

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

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

COMMITTEES

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

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

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

DELEGATED COMMITTEES

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

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

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

MODEL CODE OF CONDUCT

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

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

COUNCILLOR ALLOWANCES

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

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

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

COUNCILLOR EXPENSES

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

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

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

*including mileage
^including Information Technology and Communication

AUDIT AND RISK COMMITTEE

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

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

The Committee:

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

TABLE 17: Audit and Risk Committee attendance 2024–25

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

AUDIT

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

RISK MANAGEMENT

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

The objectives of our risk management program are to:

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

GOVERNANCE AND MANAGEMENT CHECKLIST

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

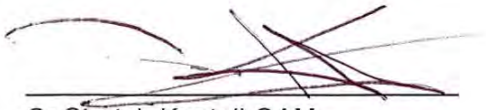
	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
GC1	**Community engagement policy** (Under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act. Date of adoption: 23 February 2021. A four-year review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

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC9	**Municipal emergency management planning** (Participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC).)	Undertake chair duties and attend MEMPC meetings. Dates of the MEMPC meetings attended: • 8 August 2024 • 21 November 2025 • 13 February 2025 • 8 May 2025
GC10	**Procurement policy** (Under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council.)	Adopted in accordance with section 108 of the Act. Date of adoption: 27 February 2024 The policy was reviewed and adopted 27 May 2025 and will be effective 1 July 2025.
GC11	**Business continuity plan** (Setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster.)	Plans Date of commencement of current plans: 2023–2024. The Business Continuity Plans were established in the 2023–24 financial year.
GC12	**Disaster recovery plan** (Setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster.)	Plan Date of commencement of current plan: 1 July 2020.
GC13	**Complaint policy** (Under section 107 of the Act outlining Council's commitment and approach to managing complaints.)	Adopted in accordance with section 108 of the Act. Date of adoption: 31 October 2022.
GC14	**Workforce Plan** (Outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.)	Plan developed in accordance with section 46 of the Act. Date of adoption: 26 June 2025
GC15	**Payment of rates and charges hardship policy** (Outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.)	Policy Date of commencement of current policy: 24 June 2025.
GC16	**Risk management framework** (Outlining council's approach to managing risks to the council operations.)	Framework Date of commencement of current framework: April 2025. The framework has been reviewed and approved by our Executive Leadership and Audit & Risk Committee.
GC17	**Audit and Risk Committee** (See sections 53 and 54 of the Act.)	Established in accordance with section 53 of the Act. Date of establishment: 1 September 2020. The Charter was reviewed and adopted by Council on 27 May 2025.
GC18	**Internal audit** (Independent accounting professionals engaged to provide analyses and recommendations aimed at improving our governance, risk and management controls.)	Engaged Date of engagement of current provider: 1 January 2022

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

CERTIFICATION OF THE GOVERNANCE AND MANAGEMENT CHECKLIST

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



Cr Stretch Kontelj OAM
Mayor
Dated: 3.10.25

DocuSigned by:
Ali Wastie
CF66AB9636714B3...

Ali Wastie
Chief Executive Officer
Dated: 06-Oct-2025 | 3:12 PM AEDT

STATUTORY INFORMATION

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

PUBLIC TRANSPARENCY POLICY

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

PUBLICLY AVAILABLE INFORMATION

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

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

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

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

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

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

ACCESS TO INFORMATION

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

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

INFORMATION PRIVACY

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

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

FREEDOM OF INFORMATION (FOI)

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

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

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

Requests can also be lodged online, or by email.

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

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

PUBLIC INTEREST DISCLOSURE PROCEDURES

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

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

CONTRACTS

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

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

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

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

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

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

FOOD ACT MINISTERIAL DIRECTIONS

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

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

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

CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES

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

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

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

LOCAL LAWS

The following local laws remain current.

Neighbourhood Amenity Local Law 2024

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

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

Council Meeting Procedures Local Law 2017

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

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

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

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

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

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

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

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

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

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

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

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

ACCESS AND INCLUSION ACTION PLAN UPDATE

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

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

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

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

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

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

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

TABLE 20: Key projects undertaken in 2024–25

KEY AREA	KEY HIGHLIGHTS
ACCESS Improving access to places and spaces	• Purchasing additional Mobi Chairs and activating them in the community over summer 2024−25. • Replacing beach access matting at Eastern Beach. • Updating the City webpage on Accessibility to bring all relevant information together.
INCLUSION Promoting inclusion and participation	• Providing accessible events checklist for city-run events. • Trialling Sensory Quiet Time at Splashdown Leisure Centre and Bellarine Aquatic and Sports Centre. • Attending regular community engagement initiatives seeking feedback on the Disability Access and Inclusion Plan.
EMPLOYMENT Reducing barriers to obtaining and maintaining employment	• Developing internal City Workplace Adjustments Policy in conjunction with Australian Disability Network and employees with lived experience of disability. • Convening Access and Inclusion Employee 'Enabler' Network for employees with disability as peer support and advisory body. • Hosting an education session at Geelong Small Business Festival 2025 on supporting employees with a disability in the workplace.
INCLUSIVE ATTITUDES Achieving tangible changes in attitudes and practices that discriminate against persons with a disability	• Opening nominations for the Geelong Awards for People with Disability 2025 from 11 August to 15 September. • Confirming the International Day of People with Disability event for 3 December 2025. This event will be co-designed with six community members with lived experience of disability. • Hosting an education session at the Geelong Small Business Festival 2025 for businesses to become a "Welcoming and Inclusive Business."

DEVELOPMENT CONTRIBUTIONS PLAN (DCP) PROGRESS REPORT

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

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

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

Development contributions

TABLE 21: Total DCP levies received in 2024–25

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

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

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

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

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

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

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

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

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

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

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2025

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

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

Understanding the Financial Report and Financial Statements

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

The five financial statements are:

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

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

Comprehensive income statement

The comprehensive income statement measures performance over the year.

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

Balance sheet

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

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

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

Statement of changes in equity

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

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

Cash flow statement

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

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

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

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

Statement of capital works

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

Notes to the accounts

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

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

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

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

Victorian Auditor-General's report

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

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

GREATER GEELONG
CITY COUNCIL

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

CITY OF GREATER GEELONG

Greater Geelong City Council

Annual Financial Report

for the year ended 30 June 2025

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Greater Geelong City Council

Annual Financial Report

for the year ended 30 June 2025

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Content Overview

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

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

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

Greater Geelong City Council

Annual Financial Report

for the year ended 30 June 2025

Certification of the Financial Statements

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

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

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

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

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

Cr Srechko Kontelj
Mayor
Dated: 7th October 2025
Geelong

Cr Andrew Katos
Councillor
Dated: 7th October 2025
Geelong

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

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Greater Geelong City Council

Opinion	I have audited the financial report of Greater Geelong City Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report

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

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

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

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



MELBOURNE
17 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Greater Geelong City Council

Comprehensive Income Statement

for the year ended 30 June 2025

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

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

Greater Geelong City Council

Balance Sheet

as at 30 June 2025

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

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

Greater Geelong City Council

Statement of Changes in Equity

for the year ended 30 June 2025

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

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

Greater Geelong City Council

Statement of Cash Flows

for the year ended 30 June 2025

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

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

Greater Geelong City Council

Statement of Capital Works

for the year ended 30 June 2025

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

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview

Introduction

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

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

Statement of compliance

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

Accounting policy information

1.1 Basis of preparation

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

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

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

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview (continued)

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

Taxation

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

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2. Analysis of our results

Note 2.1 Performance against budget

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

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

2.1.1 Income / Revenue and expenditure

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by Business Unit

2.2.1 Analysis of Council results by Business Unit

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

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

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

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

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

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

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

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

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025 $ '000	2024 $ '000

3.1 Rates and charges

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

Accounting policy

Council uses Capital Improved Value as the basis of valuation of all properties within the municipality. The Capital Improved Value of a property is the total market value of land plus buildings and other improvements.
The valuation base used to calculate general rates for 2024-25 was $ 115.70 billion (2024-25 115.47 billion).
The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.
Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed, and supplementary rates notice issued.

3.2 Statutory fees and fines

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

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

3.3 User fees

Leisure centre and recreation	27,163	21,421
Waste management services	14,237	14,547
Child care/children's programs	5,388	5,162
Parking	8,299	7,669
Aged and health services	2,074	2,256
Building services	4,196	5,356
Rental and leasing	3,165	2,887
Other fees / charges	3,469	4,663
Total user fees	67,991	63,961
User fees by timing of revenue recognition		
User fees recognised at a point in time	67,991	63,961
Total goods and services supplied or rendered	67,991	63,961

Accounting policy

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 $ '000	2024 $ '000

(c) Recognition of grant income

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

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

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

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

Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	43,297	1,204
Specific purpose grants to acquire non-financial assets	19,530	25,378
Other specific purpose grants	25,786	26,023
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	20,657	18,691
	109,270	71,296

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

Operating		
Balance at start of year	8,861	8,929
Received during the financial year and remained unspent at balance date	3,274	4,555
Received in prior years and spent during the financial year	(1,656)	(4,623)
Balance at year end	10,479	8,861
Capital		
Balance at start of year	11,356	12,542
Received during the financial year and remained unspent at balance date	18,150	6,364
Received in prior years and spent during the financial year	(1,051)	(7,550)
Balance at year end	28,455	11,356

Unspent grants are determined and disclosed on a cash basis.

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

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

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

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

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

Interest is recognised as it is earned.

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services

	2025 $ '000	2024 $ '000

4.1 Employee costs

(a) Employee costs

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

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	571	611
	571	611
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	10,246	8,724
Employer contributions - other funds	8,928	8,724
Total superannuation costs	19,745	18,059

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

4.2 Materials and services

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

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

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

4.4 Borrowing costs

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 $ '000	2024 $ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	30	134
Cash at bank	83,002	95,705
Term deposits	15,000	–
Total cash and cash equivalents	98,032	95,839
(b) Other financial assets		
Current		
Term deposits	101,288	75,676
Total current other financial assets	101,288	75,676
Total cash and cash equivalents and other financial assets	199,320	171,515

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade & Other Receivables		
Current		
Statutory receivables		
Rates debtors	5,852	5,066
Provision for doubtful debts - rates	(11)	(312)
Infringement debtors	12,988	14,921
Allowance for expected credit loss - infringements	(11,254)	(13,075)
Net GST receivable	2,593	2,684
Non-statutory receivables		
Other debtors including landfill, leasing and permits	20,676	19,985
Allowance for expected credit loss - other debtors	(6,149)	(6,439)
Total current trade and other receivables	24,695	22,830
Non-Current		
Statutory receivables		
Special rate scheme	2,264	2,493
Rates over 12 months	18,895	12,289
Total non-current trade and other receivables	21,159	14,782
Total trade and other receivables	45,854	37,612

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

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

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

	2025 $ '000	2024 $ '000
(d) Ageing of receivables		
The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	979	1,799
Past due by up to 30 days	641	–
Past due between 31 and 180 days	875	161
Past due between 181 and 365 days	670	–
Past due by more than 1 year	2,263	2,399
Total trade and other receivables	5,428	4,359
(e) Ageing of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of $15.25 million (2024: $15.68 million) were impaired. The amount of the provision raised against these debtors was $6.15 million (2024: $6.44 million). They individually have been impaired as a result of their doubtful collection.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Current (not yet due)	6,707	9,191
Past due by up to 30 days	2,113	–
Past due between 31 and 180 days	873	307
Past due between 181 and 365 days	419	–
Past due by more than 1 year	5,135	6,185
Total trade and other receivables	15,247	15,683

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 $ '000	2024 $ '000

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	18,198	14,257
Prepaid Income (includes rates and leisure services)	1,384	1,415
Accrued expenses	14,362	15,628
Total current trade and other payables	33,944	31,300

(b) Trust funds and deposits

Current

Refundable deposits	15,753	14,157
Fire services levy	4,976	2,769
Total current trust funds and deposits	20,729	16,926

(c) Contract and other liabilities

Contract liabilities
Current

Grants received in advance:

Grants received in advance - operating	6,168	8,861
Grants received in advance - capital	27,463	11,356
Total grants received in advance	33,631	20,217

User fees received in advance:

Other	403	347
Total user fees received in advance	403	347
Total current contract liabilities	34,034	20,564
Total current contract and other liabilities	34,034	20,564

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations

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

Borrowings are secured by general rates.

a) The maturity profile for Council's borrowings is:		
Not later than one year	7,422	21,110
Later than one year and not later than five years	86,549	99,021
Later than five years	69,978	64,936
	163,949	185,067

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

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

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

5.5 Provisions

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

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

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

Annual leave
A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:
- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

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

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

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

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

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

(c) Other provisions		
Current		
Other provisions	8,366	7,557
	8,366	7,557
Non-Current		
Developer contribution liabilities	68	68
	68	68
Total	8,434	7,625

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 $ '000	2024 $ '000

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2025.

Borrowings	163,949	185,067
Bank overdraft	5,000	5,000
Credit card facilities	550	550
Total Facilities	169,499	190,617
Used facilities	164,044	185,164
Used facilities	164,044	185,164
Unused facilities	5,455	5,453

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

5.7 Commitments

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

(a) Commitments for expenditure

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 $ '000	2024 $ '000

(b) Operating lease receivables

Operating lease receivables

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

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	2,714	2,314
Later than one year and not later than five years	5,827	5,087
Later than five years	3,013	2,700
	11,554	10,101

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

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

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

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

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

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

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

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

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Land under roads
Council recognises land under roads it controls at fair value.

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

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

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

The date and type of the current valuation is detailed in the following table.
Land valuation is on a 3 year rolling schedule with 33% of land assets inspected in 2024-25. The valuation of the land has been individually considered using an indexation approach to 2023-24 financial reporting valuation assessment.
A full revaluation of the building assets was completed in 2023-24 and a desktop valuation of the building assets was completed for 2024-25 year. Building indexes have been developed making reference to various construction guides, data from Australian Bureau of Statistics and APV internal research. Index movement has been provided for the various building types such as residential, commercial and industrial. Buildings will be comprehensively revalued in 2026-27.

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

During 2024-25, Council engaged APV Valuers & Asset Management to complete comprehensive and desktop revaluation of the infrastructure asset classes. Comprehensive revaluations were completed for Recreation, Leisure and Community assets and Drainage assets.
An index-based revaluation was completed for the other key infrastructure asset classes - Roads, Kerb and Channel and Footpath. The desktop valuation was based on reference to Rawlinson's index (Australian Construction Handbook), Australian Bureau of Statistics (ABS) index and market research by the valuers. A full revaluation of these assets will be conducted in 2025-26 (Road assets), and 2027-28 (Footpath and Road Kerb & Channel assets).

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

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

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

Description of significant unobservable inputs into level 3 valuations

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	2025 $ '000	2024 $ '000

6.3 Investments in associates, joint arrangements and subsidiaries

Investments in associates

Investments in associates and joint arrangements accounted for by the equity method are:		
Geelong Regional Library Corporation	12,256	10,586
Total investments in associates and joint arrangements	12,256	10,586

Geelong Regional Library Corporation

Background

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

Fair value of Council's investment in Geelong Regional Library Corporation	12,256	10,586
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	7,251	6,293
Councils share of reported surplus(deficit) for year	1,669	958
Council's share of accumulated surplus(deficit) at end of year	8,920	7,251
Movement in carrying value of specific investment		
Carrying value of investment at start of year	10,587	9,629
Share of surplus(deficit) for year	1,669	958
Carrying value of investment at end of year	12,256	10,587

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity
Greater Geelong City Council

Subsidiaries and Associates
Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

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

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

Details of KMP at any time during the year are:

Councillors

Cr Stretch Kontelj Mayor
- Councillor from 18/11/2024
- Mayor from 26/11/2024

Cr Ron Nelson Deputy Mayor
- Councillor to 26/10/2024 from 18/11/2024
- Deputy Mayor from 26/11/2024

Cr Eddy Kontelj to 26/10/2024 and from 18/11/2024
Cr Trent Sullivan
- Councillor from 18/11/2024
- Mayor to 26/10/2024

Cr Anthony Aitken
- Councillor from 18/11/2024
- Deputy Mayor to 26/10/2024

Cr Melissa Cadwell to 26/10/2024 and from 18/11/2024
Cr Elise Wilkinson to 26/10/2024 and from 18/11/2024
Cr Emma Sinclair from 18/11/2024
Cr Andrew Katos from 18/11/2024
Cr Rowan Story from 18/11/2024
Cr Chris Burson from 18/11/2024
Cr Bruce Harwood to 26/10/2024
Cr Peter Murrihy to 26/10/2024
Cr Douglas Mason to 26/10/2024
Cr Belinda Moloney to 26/10/2024
Cr Sarah Hathway to 26/10/2024
Chief Executive Officer
Executive Director City Infrastructure
Executive Director Placemaking
Executive Director Corporate Services
Executive Director City Life

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

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

(c) Remuneration of Key Management Personnel

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

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

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

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

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

	2025 No.	2024 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
$170,000 - $179,999	1	1
$180,000 - $189,999	–	5
$190,000 - $199,999	2	3
$200,000 - $209,999	6	2
$210,000 - $219,999	2	2
$220,000 - $229,999	3	–
$240,000 - $249,999	2	3
$250,000 - $259,999	1	4
$260,000 - $269,999	3	1
$270,000 - $279,999	3	–
$280,000 - $289,999	–	1
$290,000 - $299,999	2	–
$390,000 - $399,999	–	1
$490,000 - $499,999	–	1
	25	24

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025 $ '000	2024 $ '000

7.2 Related party disclosure

(a) Transactions with related parties

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

Income from		
Sale of goods and services	184	178
Total income	**184**	**178**
Expenses to		
Professional services expense	518	815
Materials and services expense	46	41
Total expenses	564	856

(b) Outstanding balances with related parties

Income from		
Sale of materials and services	725	–

During the period, Council entered into the following transactions with related parties. The transactions were conducted at arm's length.

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

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

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.
At reporting date, developers had commenced construction of assets that will eventually be transferred to Council issuing a Statement of Compliance.

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

(b) Contingent liabilities

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

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

Land Acquisition

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

Superannuation

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

Landfill

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

Liability Mutual Insurance

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

MAV Workcare

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(c) Guarantees for loans to other entities

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

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

8.2 Change in accounting standards

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

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

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

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

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(c) Credit risk

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

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

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

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

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

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

(d) Liquidity risk

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

To help reduce these risks Council:

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

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

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

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

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

(e) Sensitivity disclosure analysis

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.4 Fair value measurement

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

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

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

The AASB 13 amendments have impacted Council's financial statements as follows:
The current replacement cost of Council assets, such as infrastructure assets, has increased by $107 million due to the inclusion of earthworks on road assets.

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

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.
In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

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

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

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

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

8.5 Events occurring after balance date

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

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters

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

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

*Restated 2024 closing balance

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

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

*Restated 2024 closing balance

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

RESERVES STRATEGY

Development Contributions Reserve
The City is authorised under part 3B of the *Planning and Environment Act 1987* to levy contributions for the provision of works, services and facilities specified in a development contribution plan. Developer contribution plans are the mechanism to collect funds for future development related infrastructure projects.
Funds are collected for two types of levies:
• **Development Infrastructure Fund (DIL):** for example: roads, traffic lights, drainage, active open spaces, community centres
• **Community Infrastructure Fund (CIL**): for example: libraries, civic and cultural spaces, community infrastructure levies,
Transfers from the reserve are for identified capital works programs that deliver specific DIL and CIL projects.

Waste Reserve
The City funds the waste collection service through the waste collection charge. The calculation of the waste charge is based on the resources and infrastructure required to deliver the service. Where the City is funding infrastructure for the waste collection service through the waste charge, the relevant component of revenue relating to infrastructure delivery is transferred to the waste reserve. This acts as a funding mechanism for the required infrastructure and drawdowns from the reserve occur as the infrastructure is delivered.

Capital Commitment Reserve
The Capital Commitment Reserve is used to record our future commitments for completion of capital works approved in prior years. The Capital Commitment Reserve will be utilised for unspent capital project budgets to reflect the commitment of the cash required to complete the project in the future.

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

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

9.3 Superannuation

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

Funding Arrangements

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

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

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

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

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

Employer contributions

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

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

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

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

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

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

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

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Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

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

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

	2024 (Interim) $m	2023 (Triennial) $m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation
An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

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

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

Superannuation contributions
Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	2025 $ '000	2024 $ '000
Vision Super	Defined benefits	11.5% (2024:11.0%)	571	611
Vision Super	Accumulation	11.5% (2024:11.0%)	10,246	8,724
Other funds	Accumulation	11.5% (2024:11.0%)	8,928	8,724

Council has not paid unfunded liability payments to Vision Super during the 2024-25 year, (2023-24 $0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is $590K.

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2024-25 year.

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 11. Errors and changes in accounting estimates

11.1 Correction of error/s relating to a previous reporting period – retrospective

The Council has identified two prior period errors. These are explained below and have since been adjusted for the error and restated in each of the affected financial statements for the 2022-23 and 2023-24 financial years, as shown in the tables below.

Identification of Drainage Assets not previously recognised

During the 2024-25 financial year, Council undertook a comprehensive revaluation of the drainage asset class and identified 1400 Water Sensitive Urban Drainage (WSUDs) existing assets had not been recognised in the financial statements. This error had the effect of understating the Property, Infrastructure, Plant and Equipment assets balance for the 2022-23 financial year by $153 million.

Timing of recognition of Non-Monetary Developer Contributed Assets

Developers build essential infrastructure for new housing estates and then transfer ownership to Council, which is responsible for maintaining it and delivering critical services to the community. There is typically a delay in recognition of the value of these assets between the date of transfer of ownership to Council and conducting valuations to recognise the asset values. During the 2024-25 financial year, $44 million of assets were deemed to be transferred to the City in the 2023-24 financial year and the error had the effect of understating non- monetary contributions income and the Property, Infrastructure, Plant and Equipment asset balance for the 2023-24 financial statements.

	June 2023 as previously presented	Prior period adjustments	1 July 2023 as restated	2023/24 movements	Prior period adjustments	June 2024 as restated
	$ '000	$ '000	$'000	$ '000	$'000	$ '000
Impact of change on the balance sheet						
Property,infrastructure,plant and equipment	4,683,579	153,889	4,837,468	188,563	52,202	5,078,234
Total non-current assets	4,725,048	153,889	4,878,937	190,282	52,202	5,121,422
Total Assets	4,897,295	153,889	5,051,184	233,887	52,202	5,337,274
Net assets	**4,616,915**	**153,889**	**4,770,804**	**179,960**	**52,202**	**5,002,967**
Accumulated surplus	2,028,166	153,889	2,182,055	129,521	52,202	2,363,779
Total equity	**4,616,915**	**153,889**	**4,770,804**	**179,961**	**52,202**	**5,002,967**

continued on next page ...

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 11. Errors and changes in accounting estimates (continued)

	June 2024 as previously presented	Prior period adjustments	June 2024 as restated
	$ '000	$ '000	$ '000
Impact of change on the comprehensive income statement			
Contributions - non-monetary	86,310	43,958	130,268
Total income / revenue	580,351	43,958	624,309
Surplus (deficit) for the year	81,704	43,958	125,663
Total comprehensive result	**179,961**	**43,958**	**223,920**
Impact of change on statement of changes in equity			
Surplus (deficit) for the year	81,704	43,958	125,663
Accumulated surplus	2,311,576	52,202	2,363,779
Total equity	**4,950,765**	**52,202**	**5,002,967**

There is no impact on the total operating, investing or financing cash flows for the year ended 30 June 2024.

There is no impact on the statement of capital works for the year ended 30 June 2024.

THE GREATER GEELONG CITY COUNCIL

PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2025

CITY OF GREATER GEELONG

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Section 1. Description of municipality

For the year ended 30 June 2025

The City of Greater Geelong, Victoria's largest regional municipality, is located 75 kilometres southwest of Melbourne and is bound by the Moorabool Shire in our north, Wyndham City Council and the Borough of Queenscliffe in our east, Surf Coast Shire and Golden Plains Shire in our west, and Bass Strait to our south.

Covering an area of 1,247 square kilometres, the region is characterised by the multi-award winning Waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world-renowned coastline of south-west Victoria via the Great Ocean Road. With an estimated 289,565 residents, the population is forecast to reach 441,984 by 2046.

Section 2. Sustainable Capacity Indicators

For the year ended 30June 2025

INDICATOR/MEASURE	RESULTS			
	2022	2023	2024	2025
C1 *Expenses per head of population* [Total expenses / Population]	$1,578.97	$1,682.45	$1,763.19	$1,764.50
Comment: The expense relative to population has remained stable.				
C2 *Infrastructure per head of population* [Value of infrastructure / Population]	$11,311.66	$12,719.95	$13,295.91	$14,358.24
Comment: The value of infrastructure assets has increased primarily due to growth in subdivision assets.				
C3 *Population density per length of road* [Population / Kilometres of local roads]	114.13	116.46	116.19	118.05
Comment: We add to our local road network every year to meet the needs of growing population. In 2024–25 the increase in length of local roads was slightly less than the increase in population.				
C4 *Own-source revenue per head of population* [Own source revenue / Population]	$1,290.16	$1,407.78	$1,392.30	$1,454.24
Comment: The own source revenue relative to population has remained stable.				

INDICATOR/MEASURE	RESULTS			
	2022	2023	2024	2025
C5 *Recurrent grants per head of population* [Recurrent grants / Population]	$291.32	$289.54	$166.35	$310.47
Comment: This result reflects the timing of receipt of the Federal Government's Financial Assistance Grant funding relating to 100% of 2024–25 and 50% of 2025–26 being received in the 2024–25 financial year.				
C6 *Relative Socio-Economic Disadvantage* [Index of Relative Socio-Economic Disadvantage by decile]	6.00	6.00	6.00	6.00
Comment: Greater Geelong's Relative Socio-Economic Disadvantage Index from the 2021 Census was in the sixth decile. The first decile indicates the most disadvantaged and the tenth decile indicates the least disadvantaged. We acknowledge that there are areas experiencing significant disadvantage and others with low disadvantage within the municipality.				
C7 *Percentage of staff turnover* [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	15.77%	14.73%	12.78%	13.44%
Comment: Despite a slight increase from the previous year, the City's turnover rate remains well below the Victorian Public Service turnover rate of 16.7 per cent in 2024.				

Section 3. Service Performance Indicators

For the year ended 30 June 2025

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Aquatic Facilities					
AF6 ***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Population]	4.73	7.21	7.01	Not applicable	7.72
Comment: Steady growth in membership acquisition and retention across all programs has contributed to overall increase in visitation.					
Animal Management					
AM7 ***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100%	100%	100%	Not applicable	100%
Comment: We continue to successfully prosecute all matters brought before the Court, with eight animal management prosecutions in 2024–25.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Food Safety					
FS4 ***Health and safety*** *Critical and major non-compliance outcome notifications* [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	90.76%	93.46%	Not applicable	100%
Comment: Less staff vacancies enabled more re-inspections with all 218 critical and major non-compliance outcome notifications followed up (213 in 2024 and 5 from 2023).					
Governance					
G2 ***Satisfaction*** *Satisfaction with community consultation and engagement* [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	54	52	49	54	48
Comment: While community satisfaction with consultation and engagement has seen a decline over time, it is consistent with results seen for both Regional Centres and the state average. Community feedback highlights the ongoing need for timely and meaningful opportunities to provide input, particularly face-to-face engagement and greater transparency in how feedback is used and decisions are made.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Libraries					
LB7 ***Participation*** *Library membership* [The number of registered library members / Population] x100	New for 2024		28.60%	Not applicable	31.32%
Comment: City of Greater Geelong services reported a 12 per cent increase in the number of active library members compared to the same period last year, following the opening of the new Biyal-a Armstrong Creek Library.					
Maternal and Child Health (MCH)					
MC4 ***Participation*** *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	74.40%	73.61%	73.88%	Not applicable	73.39%
Comment: Participation in the City's MCH service remained relatively unchanged. There were 9,930 children enrolled in the City's MCH service of which 9,796 attended at least once in the year.					
MC5 ***Participation*** *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.02%	71.62%	75.29%	Not applicable	73.78%
Comment: There were 236 children who identify as Aboriginal or Torres Strait Islander (ATSI) enrolled in the City's MCH service, of which 174 attended at least once in the year.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Roads					
R2 ***Condition*** *Sealed local roads maintained to condition standards* [Number of kilometres of sealed local roads below the renewal intervention level set by / Kilometres of sealed local roads] x100	94.76%	95.59%	96.30%	94.90%	93.25%
Comment: Council maintains the majority of its road network in accordance with established condition standards. The current target represents the proportion of roads that are classified as within excellent to fair condition. The City will be pursuing a future target where by 97 per cent would fall within this excellent to fair condition range.					
Statutory Planning					
SP2 ***Service standard*** *Planning applications decided within required time frames* [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	78.70%	75.05%	78.60%	70.00%	74.01%
Comment: Council achieved its target for the percentage of planning application decisions made within legislated time frames, despite a minor drop due to temporary employee shortages.					

INDICATOR/MEASURE	RESULTS				
	2022	2023	2024	2025	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Waste Management					
WC5 ***Waste diversion*** *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	52.96%	53.21%	50.99%	51.30%	49.08%
Comment: The slight decrease in the diversion rate can be attributed to decreases in green organics and recyclable materials while general waste increased. The result was within range of the projected target.					

Section 4. Financial Performance Indicators

For the year ended 30 June 2025

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
E2 *Expenditure level* *Expenses per property assessment* [Total expenses / Number of property assessments]	$3,199.59	$3,339.68	$3,511.60	$3,436	$3,567.95	$3,526.06	$3,539.82	$3,619.40	$3,725.01
Comment: The rise in expense per property assessment reflects the ongoing population growth in the region and the number of new rateable properties, while expenditure has also increased due to a significant year on year increase in depreciation that reflects improved asset data through the City's comprehensive audit and revaluation process and the significant volume and value of developer contributed infrastructure assets transferred annually for the City to maintain.									
E4 *Revenue level* *Average rate per property* [Total rate revenue / Number of property assessments]	$1,661.65	$1,660.37	$1,728.27	N/A	$1,802.34	$2,327.60	$2,407.32	$2,491.77	$2,589.45
Comment: The average rate per property typically grows in line with the annual rate cap sent by the State Government.									
L1 *Working capital* *Current assets compared to current liabilities* [Current assets / Current liabilities] x100	148.04%	134.85%	162.78%	136.98%	168.20%	158.38%	131.85%	115.30%	115.39%
Comment: The increase in the City's working capital ratio reflects an increase in cash held in term deposits as a result of delays in delivering the City's planned capital program for the year.									

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
L2 *Unrestricted cash* *Unrestricted cash compared to current liabilities* [Unrestricted cash / Current liabilities] x100	48.08%	33.34%	29.58%	N/A	15.43%	51.23%	51.03%	47.07%	50.65%
Comment: Council have allocated cash to term deposits in order to maximise the return to Council funds. The term deposits are reported as Other Financial Assets and the total of $115.0 million at 30 June 2025. If the term deposits were considered Cash and Cash Equivalents, then the Unrestricted cash ratio would have been 80.11%									
O2 *Loans and borrowings* *Loans and borrowings compared to rates* [Interest bearing loans and borrowings / Rate revenue] x100	51.85%	44.41%	60.56%	N/A	50.86%	46.12%	41.42%	37.04%	33.30%
Comment: Loans and borrowings reduced with the repayment of a $10 million interest only loan in 2024–25. The City is committed to reducing borrowings to more sustainable levels over the next four years by repayment of loans using proceeds from sale of surplus properties.									
O3 *Loans and borrowings* *Loans and borrowings repayments compared to rates* [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.46%	5.39%	4.36%	N/A	8.32%	3.72%	2.89%	2.86%	2.30%
Comment: The City repaid $21 million in loans and borrowings in 2024–25 contributing to the increase in the result.									
O4 *Indebtedness* *Non-current liabilities compared to own source revenue* [Non-current liabilities / Own source revenue] x100	41.81%	35.72%	51.23%	N/A	45.91%	40.48%	37.45%	34.24%	31.57%
Comment: Non-current liabilities reduced by $8.4 million, the improvement reflecting the City's commitment to repay debt over the next four years.									

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
O5 *Asset renewal and upgrade* *Asset renewal and upgrade expense compared to depreciation* [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	68.94%	65.72%	71.00%	94.69%	62.98%	104.39%	91.36%	85.76%	85.67%
Comment: The City invested $67.7 million in asset renewal and upgrades in 2024–25, with delays in the delivery of the remaining upgrade program of $31.43 million to be spent in the following year. The City is committed to an 85 per cent renewal target in the Long-Term Financial Plan.									
OP1 *Adjusted underlying result** *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	9.33%	8.33%	-12.85%	N/A	0.36%	3.18%	7.81%	1.97%	2.26%
Comment: Financial operational performance in 2024–25 improved overall, with material variances including $15m early receipt of 2025–26 Financial Assistance Grants offset by loss on the disposal of assets $4.1 million unfavourable to budget.									
S1 *Rates concentration** *Rates compared to adjusted underlying revenue* [Rate revenue / Adjusted underlying revenue] x100	57.58%	56.45%	69.16%	65.09%	62.87%	63.91%	62.69%	67.49%	67.94%
Comment: The result reflects significant increase in adjusted underlying revenue due to timing of the receipt of the Federal Government's Financial Assistance Grants relating to 2023–24 and 2025–26 being received in the 2024–25 financial year.									

INDICATOR/MEASURE	RESULTS								
	2022	2023	2024	2025		2026	2027	2028	2029
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
S2 *Rates effort* *Rates compared to property values* [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.33%	0.27%	0.26%	N/A	0.28%	0.29%	0.30%	0.31%	0.32%
Comment: Rates revenue and Capital Improved Value increases have remained stable.									

*forecast figures appearing in this metric differs from the adopted 2025–26 to 2028–29 Budget due to the inclusion of all non-recurring activities

Section 5. Notes to the accounts

Basis for preparation

Council is required to prepare and include a performance statement within its Annual Report. The performance statement includes the results of the prescribed sustainable capacity, service performance, and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable, the results in the performance statement have been prepared on accounting bases consistent with those reported in the financial statements. The other results are based on information drawn from our information systems, or from third parties, such as the Australian Bureau of Statistics (ABS).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council applied a materiality threshold to all indicators and provided commentary for all indicators regardless of whether the variance was considered to be material.

The forecast figures included in the performance statement are those adopted by Council in its 2024−25 budget on 25 June 2024. The annual budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the general-purpose financial statements. The annual budget and long-term financial plan are available on our website or by request.

Definitions

KEY TERM	DEFINITION
Adjusted underlying revenue	means total income other than: (a) non-recurrent grants used to fund capital expenditure (b) non-monetary asset contributions (c) contributions to fund capital expenditure from sources other than those referred to above.
Infrastructure	means non-current property, plant and equipment excluding land.
Local road	means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004.*
Population	means the resident population estimated by council.
Own-source revenue)	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
Relative socio-economic disadvantage	in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website.

KEY TERM	DEFINITION
Unrestricted cash	means all cash and cash equivalents other than restricted cash.
Aboriginal child	means a child who is an Aboriginal person.
Aboriginal person	has the same meaning as in the *Aboriginal Heritage Act 2006.*
Active library borrower	means a member of a library who has borrowed a book from the library.
Annual Report	means an Annual Report prepared by a council under section 98 of the Act.
'Class 1 food premises'	means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.
'Class 2 food premises'	means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.
Critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.
Food premises	has the same meaning as in the *Food Act 1984.*
'Local road'	means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004.*
Major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, or a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.
Population	means the resident population estimated by council.
Adjusted underlying revenue	means total income other than: (a) non-recurrent grants used to fund capital expenditure (b) non-monetary asset contributions (c) contributions to fund capital expenditure from sources other than those referred to above.
Adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure.
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Current assets	has the same meaning as in the AAS.
Current liabilities	has the same meaning as in the AAS.
Non-current assets	means all assets other than current assets.
Non-current liabilities	means all liabilities other than current liabilities.

KEY TERM	DEFINITION
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan.
Own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
Population	means the resident population estimated by council.
Rate revenue	means revenue from general rates, municipal charges, service rates and service charges.
Recurrent grant	means a grant other than a non-recurrent grant.
Residential rates	means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.
Restricted cash	means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.
Unrestricted cash	means all cash and cash equivalents other than restricted cash.

Other Matters

Overview of the year

The Greater Geelong City Council continues to experience strong population and housing growth, which is driving demand for infrastructure and services.

The City's capital program delivered $139.3 million in renewal and upgrades to our existing infrastructure and new community facilities, while developers transferred $66.5 million of infrastructure assets to the City to manage and maintain.

The housing and population growth, along with delivery of new infrastructure will continue to add pressure to the City's long term financial sustainability as the demand for services and maintenance of assets increase costs at a greater rate than Council's ability to generate own source revenue.

The City is focused on reducing debt and a result we repaid $21.1 million in 2024−25 reducing our borrowings balances by 11% to $163.9 million to create future capacity to fund the infrastructure needed in the future.

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Jennifer Blunt
Chief Financial Officer
Dated: 7 October 2025

In our opinion, the accompanying performance statement of the City of Greater Geelong for the year ended 30 June 2025 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Greater Geelong City Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.

Councillor Dr. Srechko Kontelj OAM
Mayor
Dated: 7 October 2025

Councillor Andrew Katos
Councillor
Dated: 7 October 2025

Alison Wastie
Chief Executive Officer
Dated: 7 October 2025

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Greater Geelong City Council

Opinion	I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the performance statement	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
17 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

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.

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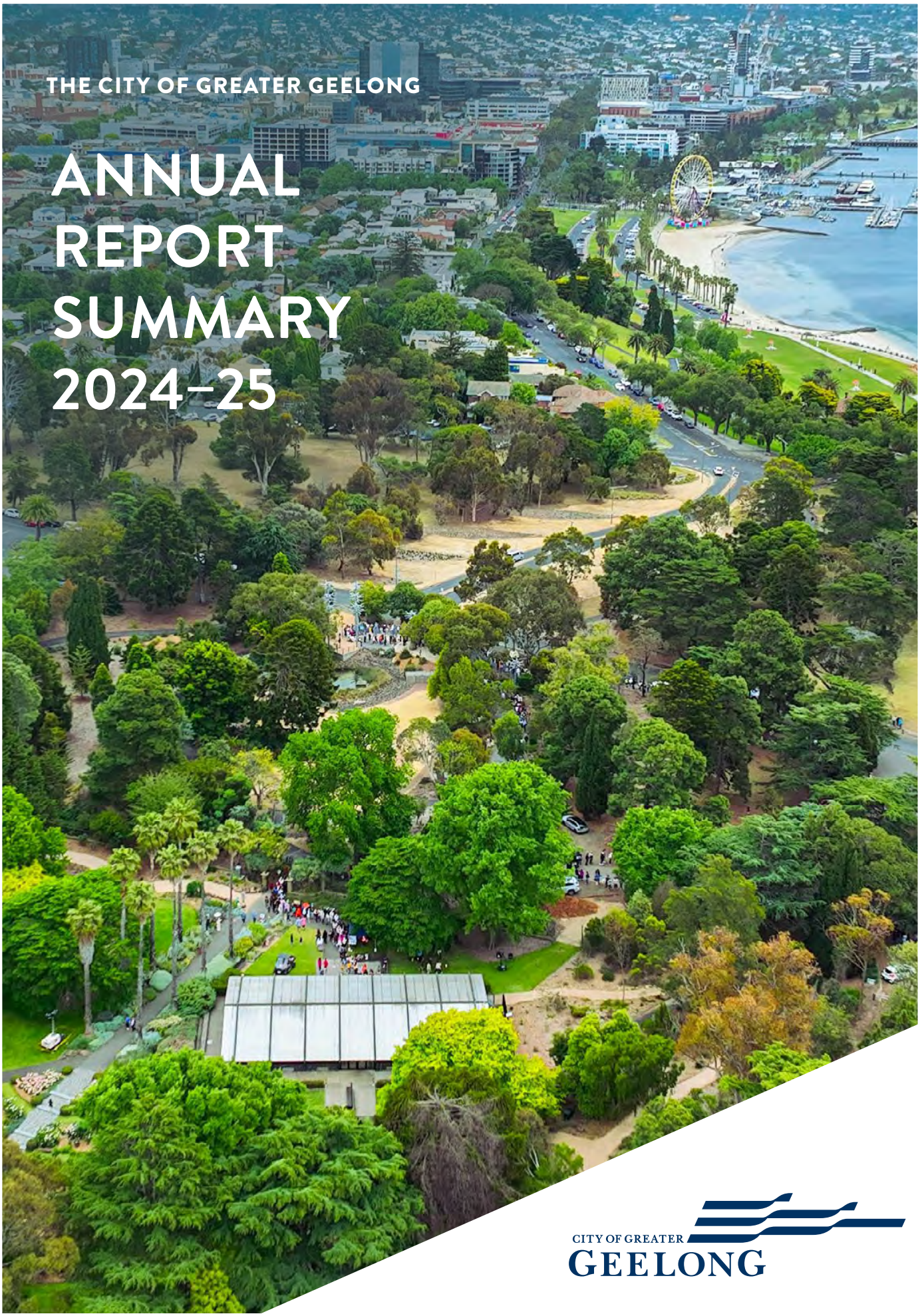
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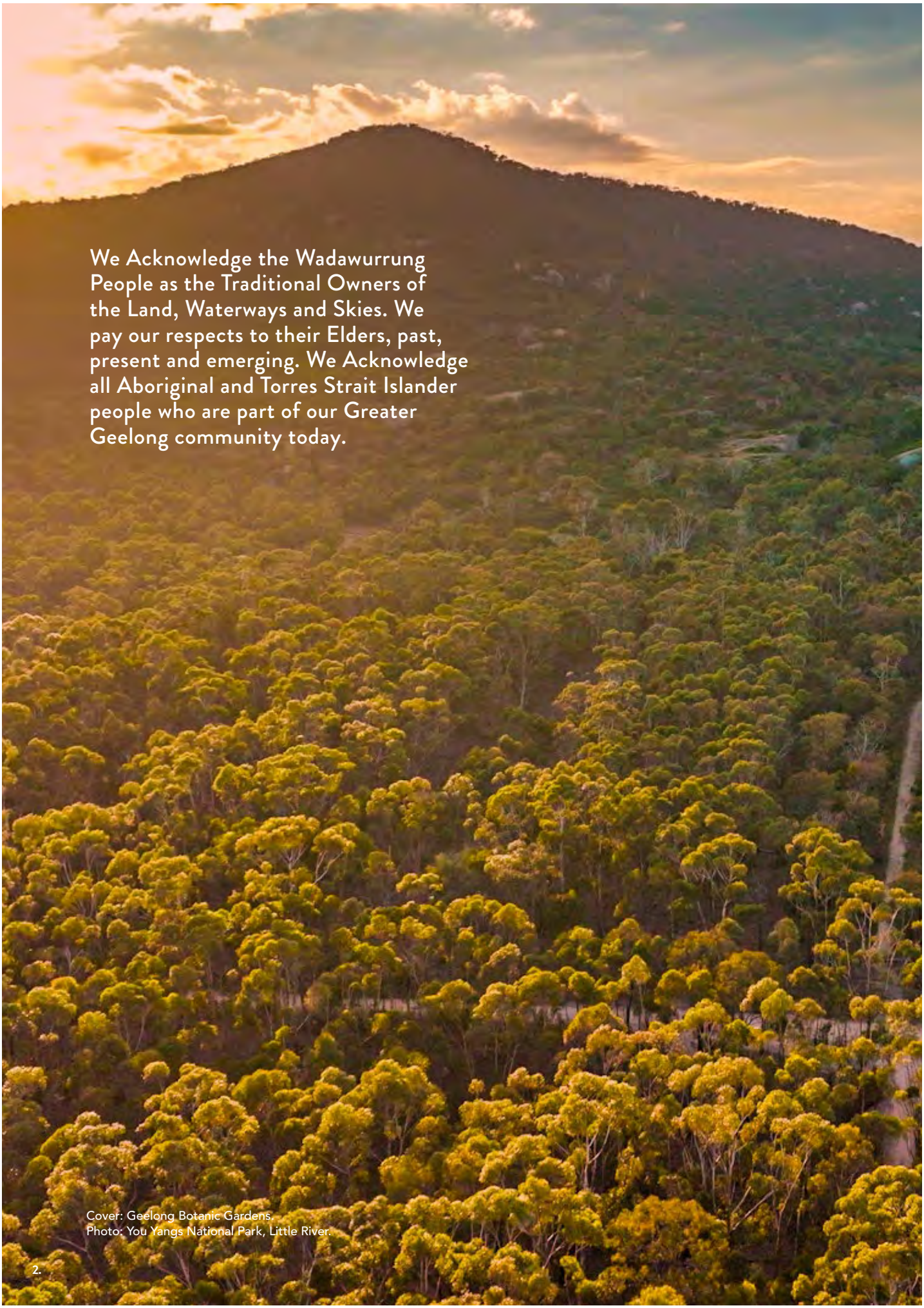
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CITY OF GREATER GEELONG


THE CITY OF GREATER GEELONG
ANNUAL REPORT SUMMARY 2024–25
CITY OF GREATER GEELONG



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

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 Biyal-a Armstrong Creek Library, which has become a beloved meeting place for the rapidly growing communities that call this part of Geelong home.

Major upgrades at Lara Recreation Reserve, Aldershot Reserve and Landy Field have also had a positive impact for our local communities and across our region. The opening of the Nest Youth Hub in January 2025 was a significant moment for our young people.

Council has delivered these improvements – and more – while working toward long-term financial responsibility amid an increasingly challenging operating environment In these pages, you will discover countless examples of projects delivered to benefit the Greater Geelong community against the backdrop of rate caps, inflation and substantially higher construction costs.

This report celebrates our standout achievements and highlights for 2024-25, as we pursue our community's 30-year vision of a clever and creative region.

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

Cr Dr Stretch Kontelj OAM

Mayor
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



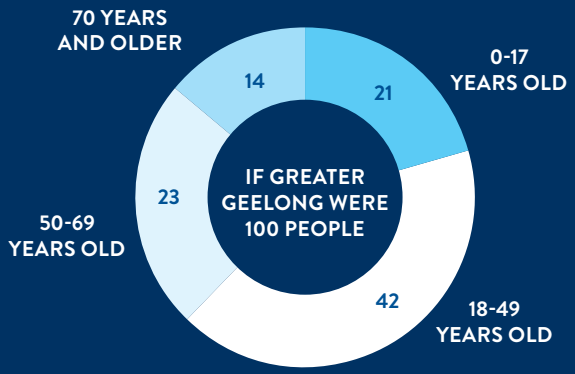


Figure 1: Snapshot of Geelong

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. Complied and presented in economy.id by .id (informed decisions).
5. City of Greater Geelong, Geelong Data Exchange, www.geelongdataexchange.com.au/pages/projectsv2/ (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.

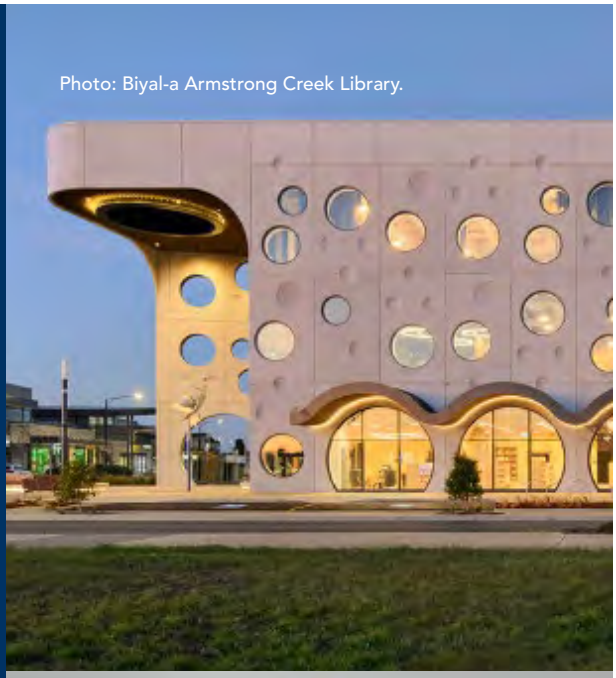


Photo: Biyal-a Armstrong Creek Library.



Photo: Avalon Airshow 2025.



Photo: Landy Field, South Geelong.

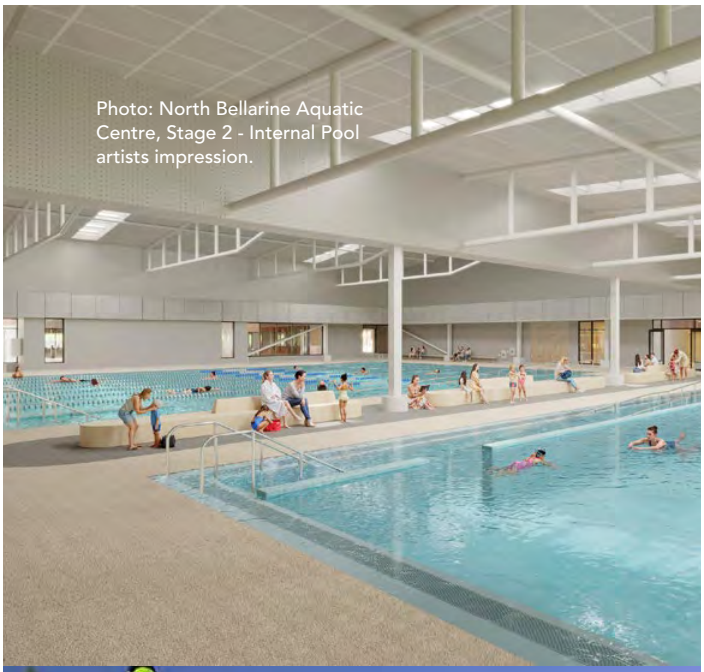


Photo: North Bellarine Aquatic Centre, Stage 2 - Internal Pool artists impression.



Photo: Designing Djilang, Geelong Design Week.



Photo: CBD Revitalisation Forum table activity discussion.

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.

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 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 run-off, 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.

ALDERSHOT RESERVE UPGRADES

In September 2024, a new dog park, basketball half court, and path network were unveiled in Aldershot Reserve, St Albans Park, as part of the Aldershot Reserve Master Plan. The $1.07 million fenced dog park and path network 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 bought 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.

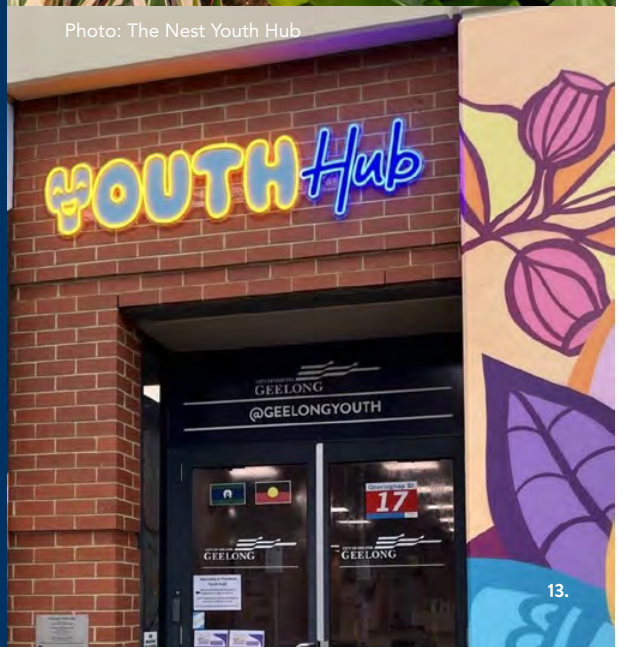


Photo: The Nest Youth Hub

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** CO_2–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)

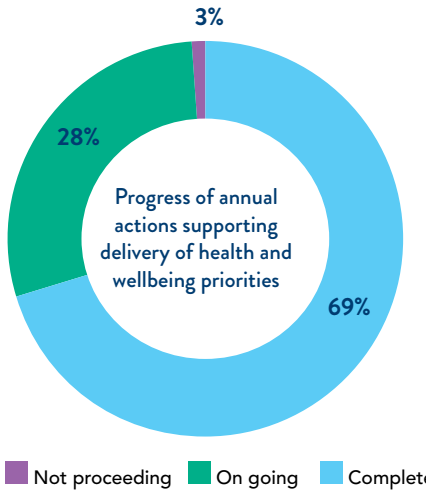
Kilometres of bicycle, walking paths and shared paths **121 km bicycle paths, 2,080.9 km footpaths, 220.1 km shared paths** (2025)



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.



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

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.

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.

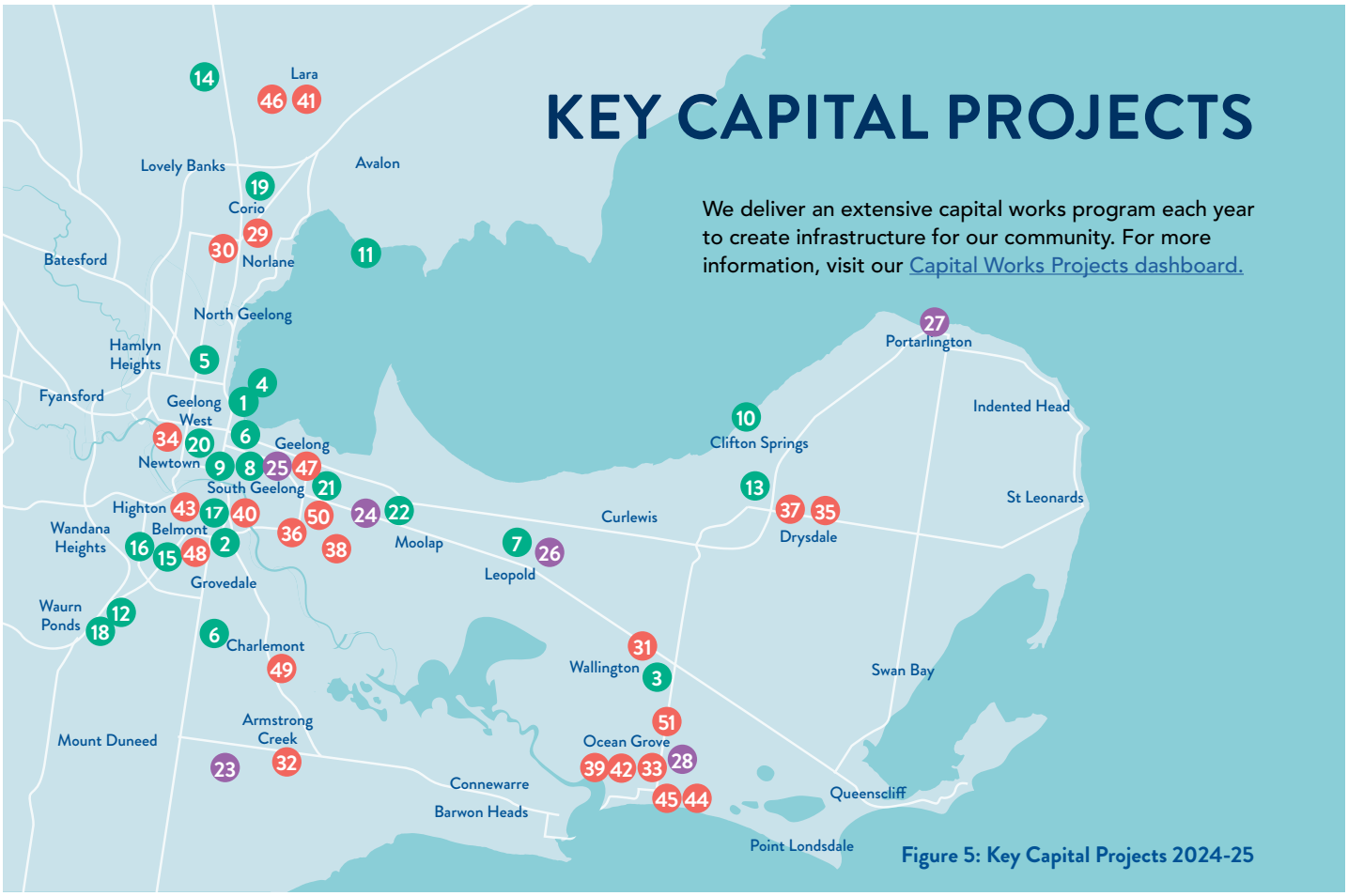


Figure 5: Key Capital Projects 2024-25

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 (Bloinks 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.

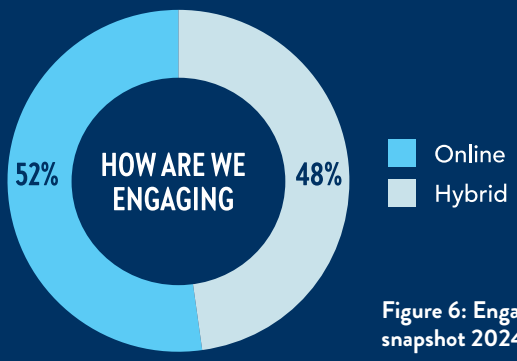


Figure 6: Engagement snapshot 2024-25

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.

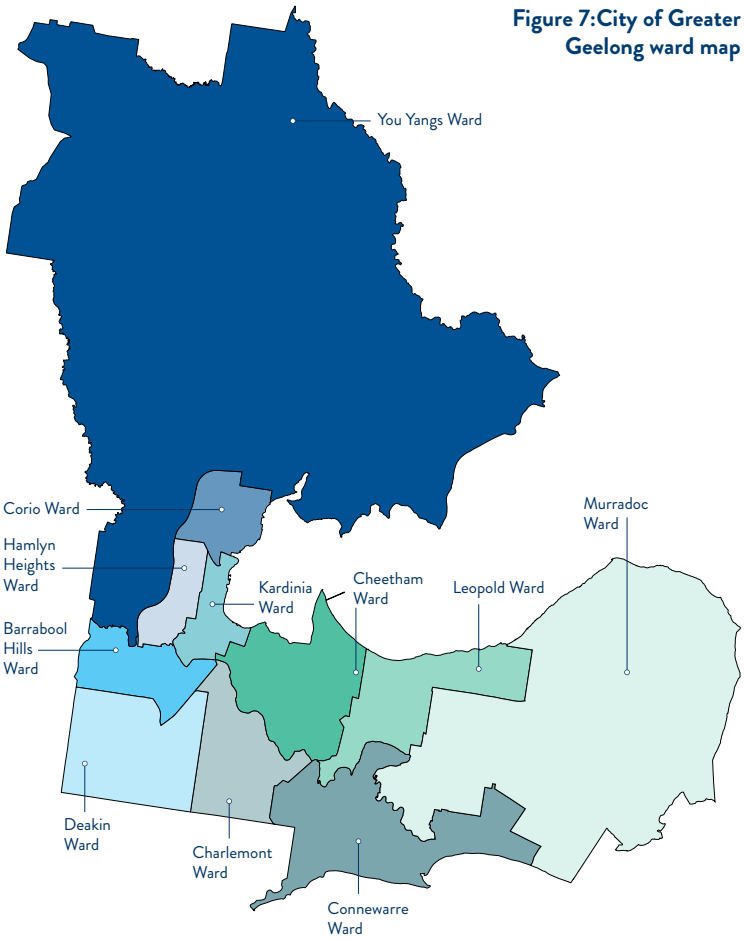


Figure 7:City of Greater Geelong ward map



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

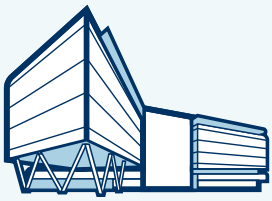


Placemaking
~261 employees



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

26. **Figure 8: Employee location breakdown.**

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.


Photo: Wurriki Nyal, Geelong.



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 LGBTIQ+ inclusion eLearning module to promote a welcoming workplace.

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

- *Diversity, Equity and Inclusion Strategy* 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.

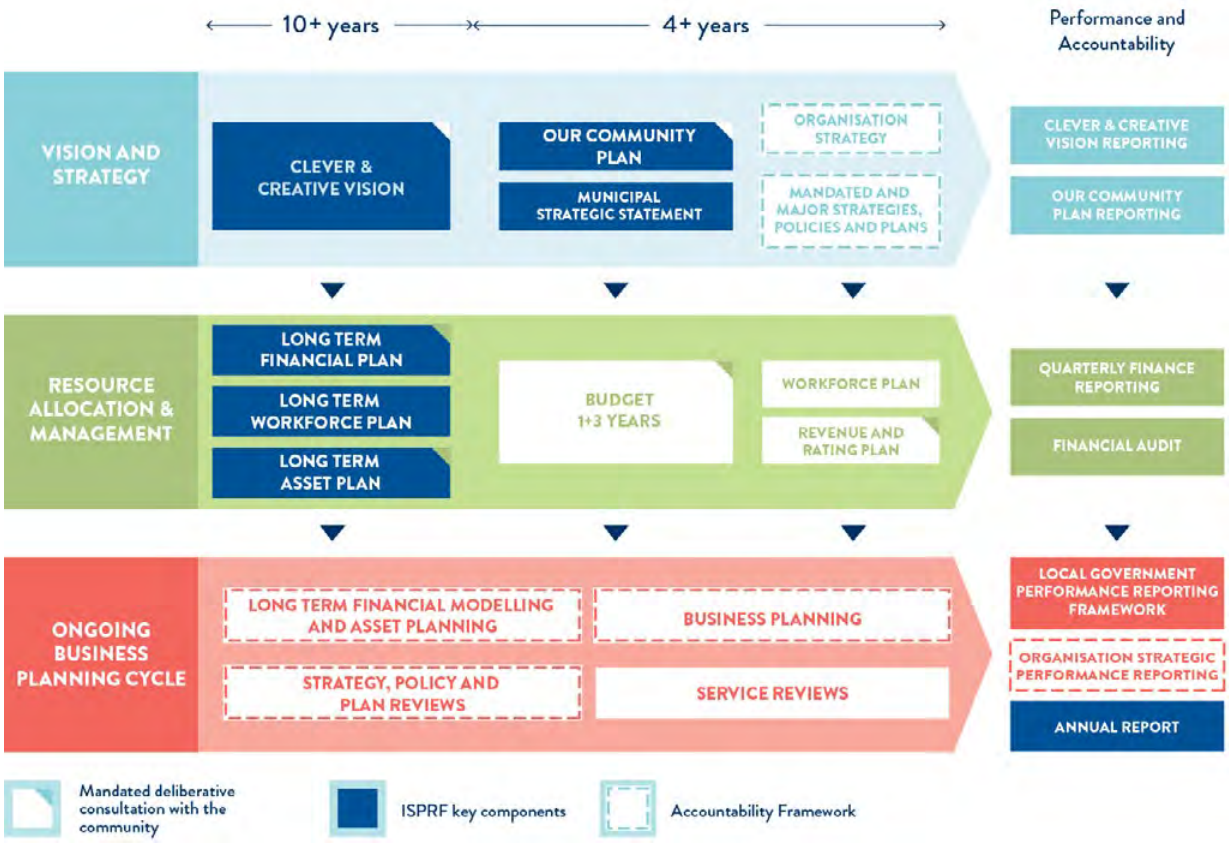


Figure 9: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

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.

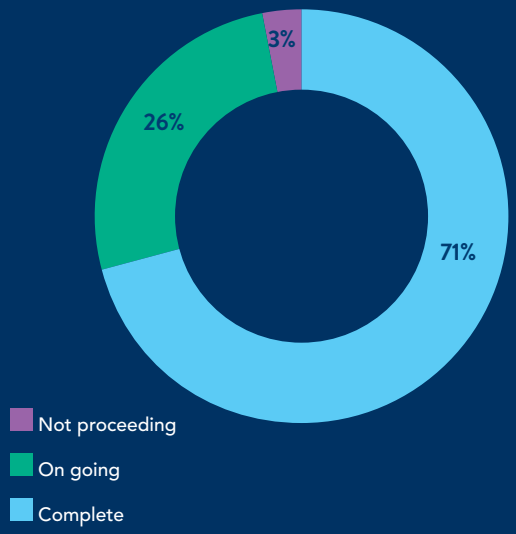
Our Community Plan 2021–25 is supported by an annual action plan and budget, highlighting the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

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

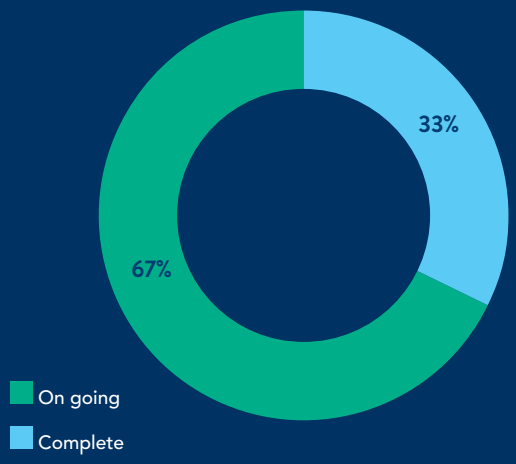
OVERALL PROGRESS

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.



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.



STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY



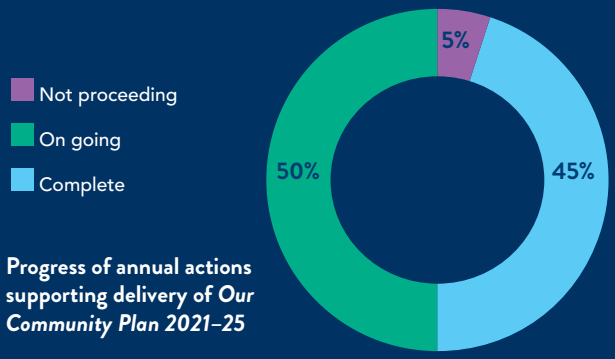
Photo: Webster Swim School, Northern ARC, Norlane.

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



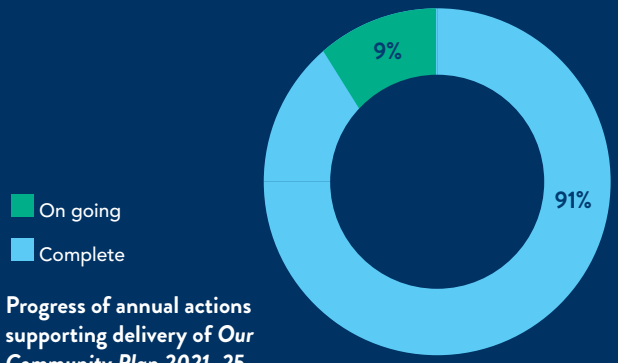
Photo: Eastern Park stormwater harvesting dam, East Geelong.

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 rubbished 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 CO2–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 CO2-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 (20250 / 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



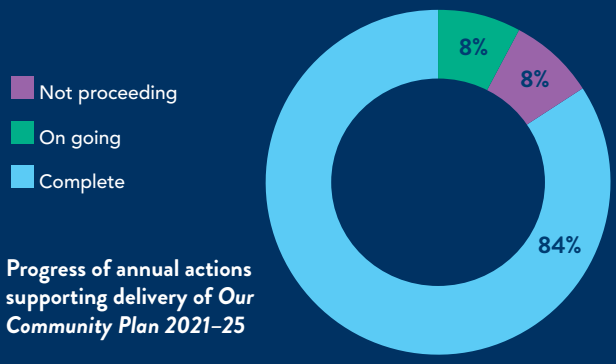
Photo: Pako Fest, Geelong West.

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'



Progress of annual actions supporting delivery of *Our Community Plan 2021–25*

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



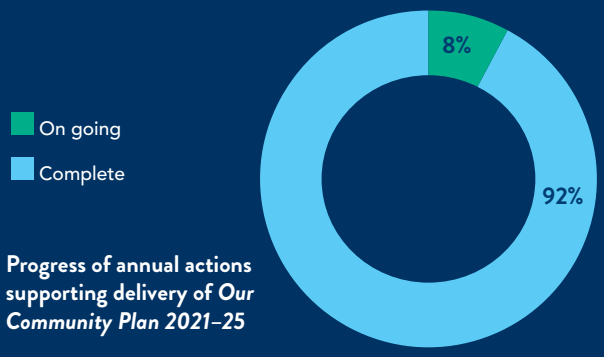
Photo: Engaging with our community.

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

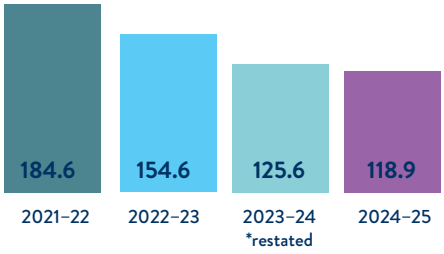


Figure 10: Net result 2021–22 to 2024–25 ($m)

TOTAL COMPREHENSIVE RESULTS

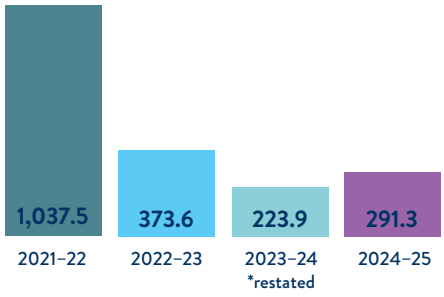


Figure 11: Total comprehensive results 2021–22 to 2024–25 ($m)

RECURRENT OPERATING RESULTS

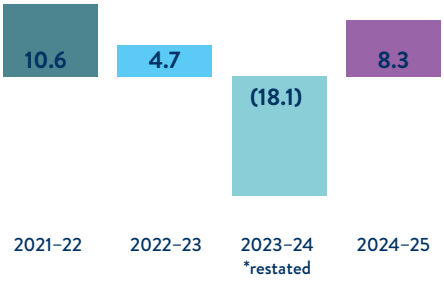


Figure 12: Recurrent operating results 2021–22 to 2024–25 ($m)

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.

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

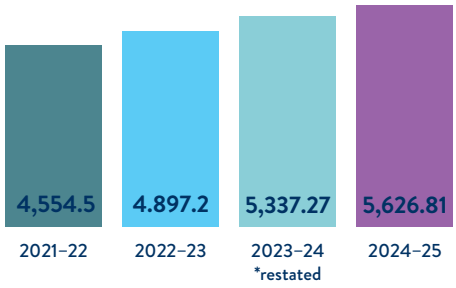


Figure 13: Total assets 2021–22 to 2024–25 ($m)

INVESTMENTS

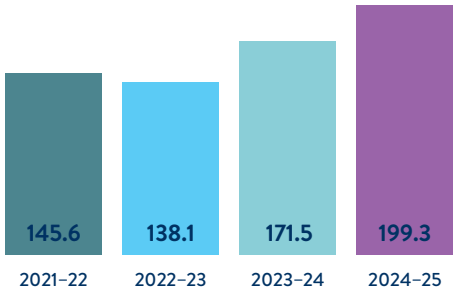


Figure 14: Investments 2021–22 to 2024–25 ($m)

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).

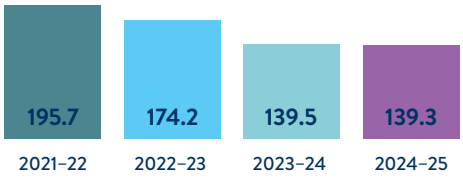


Figure 15: Capital works expenditure 2021–22 to 2024–25 ($m)

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.

LIABILITES

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.

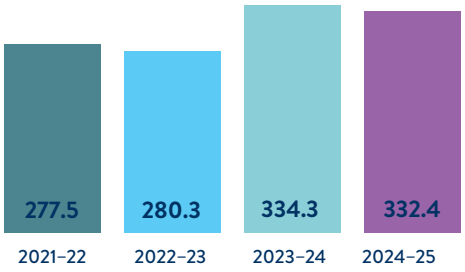


Figure 16: Total liabilities 2021–22 to 2024–25 ($m)

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.

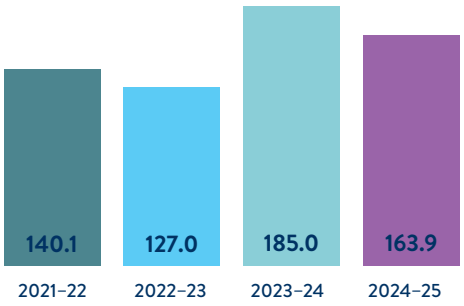


Figure 17: Loans from 2021–22 to 2024–25 ($m)

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.

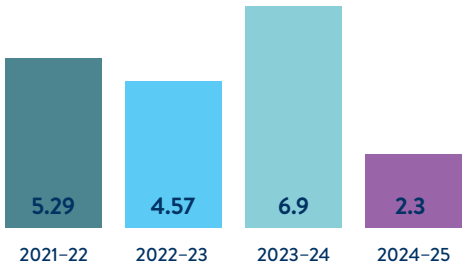


Figure 18: Debt commitment percentage 2021–22 to 2024–25 (%)

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.

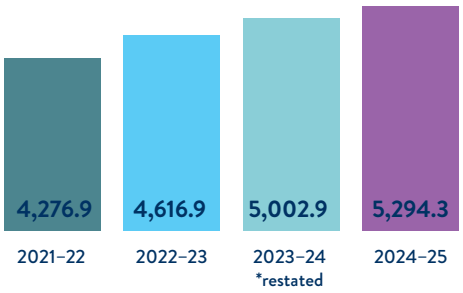


Figure 19: Ratepayer equity 2021–22 to 2024–25 ($m)

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.

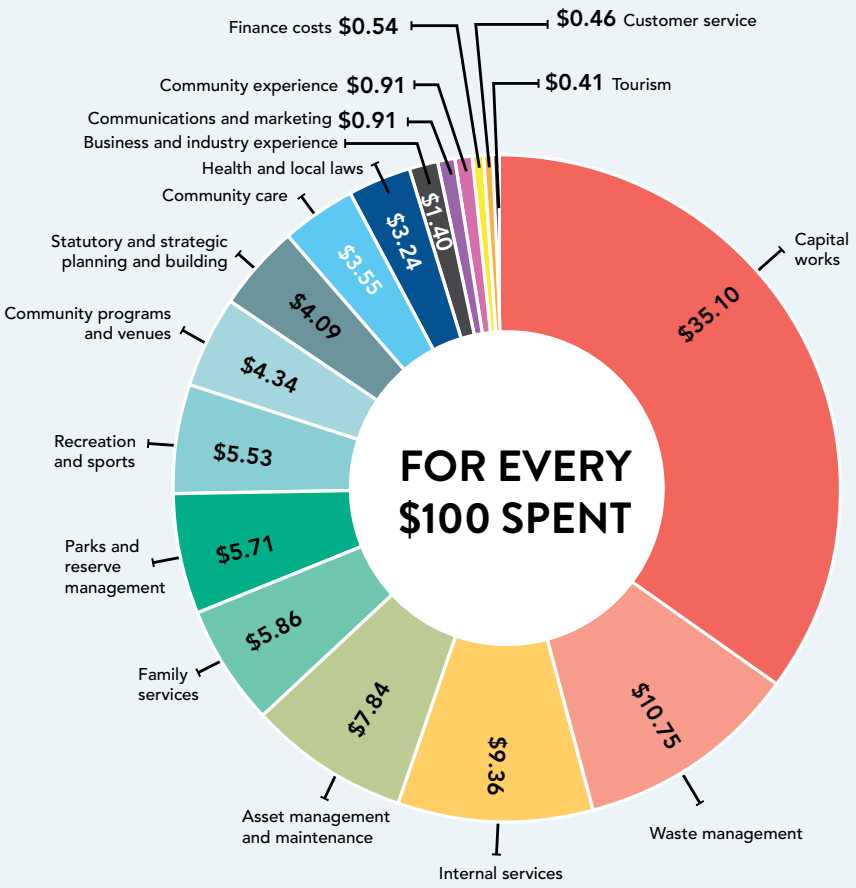


Figure 20: Breakdown 2024–25 Budget.



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.

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CITY OF GREATER GEELONG

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CITY OF GREATER GEELONG

2.12. Financial Performance Report for the Year To Date Ended 30th June 2025

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

Purpose

1. To endorse the Financial Performance report Year to Date Ended 30 June 2025.

Background

2. On 25 June 2024, the 2024-25 budget was adopted with a recurrent operating surplus of $1.51 million dollars and a non-recurrent operating surplus of $178.79 million dollars resulting in a net surplus of $180.30 million dollars. This budget reflects the City's ongoing commitment to fiscal responsibility and strategic investment in key areas.

3. Financial performance reports will be presented to Council on a quarterly basis, with this report representing the full financial year 1 July 2024 to 30th June 2025.

4. This report presents the preliminary financial results for the year ended 30th June 2025. These results are subject to final adjustments and will be updated post-audit in the FY25 financial statements.

Key Matters

5. The operating result at 30th June 2025 is a surplus of $8.3 million, being $6.8 million favourable to the full year budget.

6. Capital works expenditure at 30th June 2025 totalled $139.4 million, which is $18.9 million favourable to the full year forecast. The variance is primarily due to timing adjustments identified after the Q3 forecast, with several projects rescheduled for delivery in 2025-26.

7. Cash and investment position at 30 June 2025 is $64.3 million favourable to the full year budget. This is primarily driven by delays in the delivery of the capital program. Additionally, 50 per cent of the Financial Assistance Grants 2025-26 allocation was received early, in June 2025.

8. At 30th June 2025 Councils total debt was $164.0 million, representing a favourable variance of $25.4 million compared to the full year budget. Key drivers being $15.0 million of planned borrowings not proceeding and early loan repayment of $10.0 million.

Recommendation

That Council:

1. **Endorses the Financial Performance Report Year to Date Ended 30th June 2025.**

Financial Sustainability

9. As detailed within the attached Financial Performance Report Year to Date Ended 30 June 2025.

Community Engagement

10. Community engagement was undertaken during the development of the 2024-25 budget involving a series of public consultations, survey and stakeholder meetings. Internal consultation has occurred with managers on the development of the full year forecast. Project managers have been consulted and provided the latest project updates which have been factored into this report.

Social Equity and Sustainability

11. Incomes and expenditures of the City's social equity programs are included in the attached Financial Performance Report Year to Date Ended 30 June 2025.

Relevant Law/Policy/Legal Implications

12. The report is provided in accordance with the requirements under section 97 of the *Local Government Act 2020*.

Alignment to Council Plan and Vision

13. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

14. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A prosperous economy that supports jobs and education opportunities.

Conflict of Interest

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

Risk Assessment

16. There are no high or extreme risks arising from the subject of this report.

Environmental Sustainability

17. Incomes, expenditures, and investments are dedicated to preserving and enhancing the City's commitment to environmental strategies and targets.

Attachments

1. Financial Performance Report - Year to Date Ended 30th June 2025 [**2.12.1** - 24 pages]

Financial Performance Report

Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

Year to Date Financial Performance Report – June 2025

Manager - Financial Planning & Analysis **Shaun Owens**

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Financial Performance Report

Year to Date Ended 30 June 2025

1. Introduction & Purpose

To present the financial performance from 1 July 2024 to 30 June 2025.

This report is intended to identify any material items in Council's financial performance.

2. Financial Performance

a) Summary

Summary	Year To Date			Full Year		
	Actual $000	Budget $000	Variance $000	Forecast $000	Actual $000	Variance $000
Operating						
Income	503,353	493,889 ▲	**9,464**	492,727	503,353 ▲	**10,626**
Expenditure	495,080	492,375 ▼	**(2,705)**	487,585	495,080 ▼	**(7,495)**
Net Surplus/(Deficit)	**8,273**	**1,514** ▲	**6,759**	**5,142**	**8,273** ▲	**3,131**
Capital Works Expenditure	139,359	203,852 ▲	**64,493**	158,234	139,359 ▲	**18,875**
Cash & Investments	199,320	135,055 ▲	**64,264**	177,262	199,320 ▲	**22,057**
Loans	163,950	189,366 ▲	**25,417**	174,778	163,950 ▲	**10,829**

Operating Position

Year To Date: The operating result is a surplus of $8.3mil, being $6.8mil favourable to budget. Material items contributing to the variance include:

- The early receipt of 50% of the FY26 Financial Assistance Grant in FY25 has resulted in a $15.0mil favourable impact. As this funding relates to FY26, the grant funding received early has been recognised as equity in the Deferred Income Reserve.
- Net gain / loss on the disposal of assets due to the budget not incorporating routine disposals arising from the renewal of our infrastructure assets including roads and footpaths. The loss on disposal of these assets resulted in a ($4.1mil) unfavourable impact to budget.
- The impact of upward asset revaluations has resulted in depreciation being ($6.4mil) unfavourable to budget.
- A review of our capital expenditure has resulted in ($2.5mil) being reclassified as operational expenditure consistent with Accounting Standards.

Forecast: The actual operating position of $8.3mil is favourable to forecast by $3.1mil. Material items contributing to the variance include:

- The early receipt of 50% of the FY26 Financial Assistance Grant in FY25 has resulted in a $14.8mil favourable impact.
- Comprehensive revaluation identified assets that need to be disposed. The loss on disposal of these assets resulted in a ($3.8mil) unfavourable impact to budget.
- The impact of upward asset revaluations has resulted in depreciation being ($6.4mil) unfavourable to forecasts.

Financial Performance Report

Year to Date Ended 30 June 2025

- A review of our capital expenditure has resulted in ($2.5mil) being reclassified as operational expenditure consistent with Accounting Standards.

Capital Works Expenditure

Full Year Actuals v Budget: Capital works expenditure is $64.5mil favourable to budget, primarily driven by timing variances across many projects and programs:

- Organics Processing Facility Upgrade $7.0 mil favourable due to delays
- Special Rates and Charges - Civil Infrastructure $4.7mil favourable due to delays
- Digital Innovation Program $4.5mil favourable due to delays.

Full Year Actuals v Forecast: Actual capital works expenditure of $139.4mil is favourable to forecast by $18.9mil. This primarily relates to timing, with several projects being rephased for delivery in the 2025-26 financial year after the Q3 forecast had been finalised. Projects contributing to this variance include:

- Armstrong Creek Land Acquisition Program $3.4mil favourable due to delays
- Armstrong Creek East Precinct Local Activity Centre - Community complex construction $1.5mil favourable due to delays
- Core Drainage Renewal Program $1.4mil favourable due to delays.

Cash & Investments

Full Year Actuals v Budget: The cash position is $64.3mil favourable to budget.

- This is primarily driven by delays in the delivery of capital program.
- In addition, 50% of the Financial Assistance Grants 2025-26 funding allocation was received in June 2025 ahead of expectations.

Full Year Actuals v Forecast: The cash position is $22.1mil favourable to forecast.

- Delays in the delivery of the capital program
- Early receipt of 50% of the Finance Assistance Grant for 2025-26.

Loans

Full Year Actuals v Budget: The debt owed at 30 June 2025 of $164.0mil which is $25.4mil favourable to budget.

- $15.0mil of planned borrowings which were not required due to an improvement in Council's cash position at 30 June 2025 and Council's commitment to reducing Council borrowings.
- A $10.0mil interest only loan was repaid rather than refinancing. Loan was budgeted to be repaid in FY26 but matured in May 2025.

Full Year Actuals v Forecast: The debt owed at 30 June 2025 of $164.0mil, is $10.8mil favourable to forecast.

- Due to the repayment of the $10.0mil interest only loan, repaid rather than refinancing.

Financial Performance Report

Year to Date Ended 30 June 2025

b) Operating Result

Actual variance to Budget: The key drivers to the $6.8m favourable variance between the actual results and the budget:

Item	Impact	Comment
Revenue		
Financial Assistance Grant	+$15.0mil	Timing difference as 50% of the FY 25-26 Federal Assistance Grant was received early in June.
Interest on investments	+$4.7mil	The cash position was higher than expected mostly due to delays in the capital program. These funds have been retained in investments, earning interest.
Loss on Sale of Property	($4.1mil)	The variance in Loss on Sale is due to the budget not incorporating routine disposals arising from the renewal of our infrastructure assets, including roads and footpaths.
North Geelong Transfer Station Closure	($2.1mil)	Reduced Fees and Charges income for North Geelong Transfer Station primarily due to the site closing in March.
NWGGA Fees and Charges	($1.4mil)	Delay in 3 x Third Party Funding agreements for 2 new Precinct Structure Plan's due to start shortly. Net $1.8mil favourable result.
Expenditure		
Depreciation	($6.4mil)	The impact of upward asset revaluations has resulted in depreciation being ($6.4mil) unfavourable to budget.
Transfers from WIP	($2.5mil)	Amounts reallocated from various capital projects to the operating result in line with accounting standards.
Geelong Regional Library Support	($1.2mil)	This expenditure was initially budgeted as a capital expense for the purchase of collection items, the correct treatment is an asset purchase by GRLC and a monetary contribution from CoGG to GRLC to cover the purchase. This variance offsets against the Capital budget as a result.
NWGGA Consultants	+$2.5mil	Delay in program spending including the 3 x Third Party Funding (TPF) agreements of 2 new Precinct Structure Plans (PSP's) due to commence shortly. Net $1.8mil favourable result.
Landfill Amortisation	+$4.3mil	Due to a prior year calculation error and reduction in the discount rates applied for present value calculations.

Financial Performance Report

Year to Date Ended 30 June 2025

Actual variance Forecast: $3.1mil favourable variance between forecast and full year actuals. The key variances are:

Item	Impact	Comment
Revenue		
Financial Assistance Grant	**+$14.8mil**	Timing difference as 50% of the FY26 Federal Assistance Grant was received early in June.
Loss on Sale of Property	**($3.9mil)**	The variance in Loss on Sale is due to a higher value of disposed assets resulting from the comprehensive revaluation and audit of Recreation, Leisure and Community asset sub class.
Expenditure		
Depreciation	**($8.3mil)**	Net gain / loss on the disposal of assets due to the budget not incorporating routine disposals arising from the renewal of our infrastructure assets including roads and footpaths.
Transfers from WIP	**($2.5mil)**	Amounts reallocated from various capital projects to the operating result in line with accounting standards.
Geelong Regional Library Support	**($1.2mil)**	This expenditure was initially budgeted as a capital expense for the purchase of collection items, the correct treatment is an asset purchase by GRLC and a monetary contribution from CoGG to GRLC to cover the purchase. This variance offsets against the Capital budget as a result.
Landfill Amortisation	**+$4.3mil**	Due to a prior year calculation error and reduction in the discount rates applied for present value calculations.

Financial Performance Report

Year to Date Ended 30 June 2025

c) Capital

Actual Variance to Budget: $64.5mil favourable variance between actual results and the budget. The key variances are:

Item	Impact	Comment
Project/Program		
Organics Processing Facility Upgrade	+$7.0mil	Budget phasing based on estimate, now that more detail program planning has been undertaken a large portion of the budget has been reforecast into forward years.
Special Rates and Charges	+$4.7mil	Delays in the Ocean Grove Principal Pedestrian Network project has resulted in parts of it reforecast into forward years. Park Street is no longer progressing in FY25.
Digital Innovation Program	+$4.5mil	Favourable variance to budget due to delays in finalising development of the IT strategy and CAPEX to OPEX reclassifications.
Heavy and Dedicated	+$3.7mil	Long lead and delivery times have resulted in forecast underspend in FY25.
Waste Services Infrastructure Development	+$3.5mil	Provision included in the budget to allow for land purchase to facilitate future Waste infrastructure development. Further project planning has indicated land purchases will not be required.

Actuals Variance to Forecast: $18.9mil favourable variance between actuals and forecast. The key variances are:

Item	Impact	Comment
Project/Program		
Armstrong Creek Land Acquisition Program	+$3.4mil	Due to the nature of compulsory acquisitions the timing and value of this program will always be inherently uncertain and will likely result in further variances in the future.
Armstrong Creek East Precinct Local Activity Centre - Community complex construction	+$1.5mil	Agreement with the State Government was uncertain at the time of formalising the Q3 forecast. Agreement still yet to be finalised but the first instalment of our contribution is now expected in Aug/Sep 2025.
Core Drainage Renewal Program	+$1.4mil	Further delays in the program after locking in the Q3 forecast resulted in a larger than expected under delivery.
Armstrong Creek Town Centre Library and Learning Hub Design	+$1.2mil	Balance of forecast relates to collection purchases. The accounting treatment for these purchases changed after the Q3 forecast was locked and this expenditure was fully spent and allocated as operating expenditure instead.

Financial Performance Report

Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

3. Income Statement Converted to Cash

Income Statement Converted to Cash	Year To Date			Full Year		
	Actual $	Budget $	Variance $	Forecast $	Actual $	Variance $
Surplus/(deficit) for the year	118,892	180,301 ▼	(61,409)	115,761	118,892 ▲	3,131
Adjustment for Non-Cash Items						
Contributions - non-monetary	(66,496)	(110,698) ▼	(44,202)	(137,907)	(66,496) ▼	(71,411)
Depreciaiton & ammortisation	106,796	104,667 ▼	(2,129)	102,865	106,796 ▼	(3,931)
Written-Down Value of Asset Diposals	18,186	449 ▼	(17,737)	3,892	18,186 ▼	(14,295)
Prior Year WIP Write-Off	1,100	- ▼	(1,100)	-	1,100 ▼	(1,100)
Total Non-Cash Items	**59,587**	**(5,582)** ▼	**(65,168)**	**(31,150)**	**59,587** ▼	**(90,737)**
Adjustment for Capital Expenditure						
Capital Expenditure	(139,359)	(203,852) ▲	64,493	(158,234)	(139,359) ▲	18,875
Total Capital Expenditure	**(139,359)**	**(203,852)** ▲	**64,493**	**(158,234)**	**(139,359)** ▲	**18,875**
Adjustment for Financing Items						
New Borrowings/Refinancing	-	15,000 ▲	15,000	-	- ▬	-
Loan Repayments	(21,117)	(10,702) ▼	(10,414)	(10,163)	(21,117) ▼	(10,953)
Lease Repayments	(939)	(1,226) ▲	287	(1,021)	(939) ▲	82
Total Financing Items	**(22,055)**	**3,072** ▼	**(25,127)**	**(11,184)**	**(22,055)** ▼	**(10,871)**
Net Cash Position for the Year	**17,065**	**(26,061)**	**(87,211)**	**(84,807)**	**17,065**	**(79,603)**
Adjustment for Reserve Movements						
Reserve Drawdown/(Replishment)	(38,455)	39,623 ▼	(78,078)	(9,398)	(38,455) ▼	(29,057)
Cash Surplus/(Deficit) for the Year	**(21,390)**	**13,562** ▼	**(34,952)**	**(94,205)**	**(21,390)** ▲	**72,815**
Opening Accumulated Cash Surplus	35,729					
Closing Accumulated Cash Surplus	**14,339**					

Financial Performance Report

Year to Date Ended 30 June 2025

4. Balance Sheet

Balance Sheet Summary	Year To Date			Full Year		
	Actual $000	Budget $000	Variance $000	Forecast $000	Budget $000	Variance $000
Current Assets	234,037	182,020 ▲	**52,017**	229,101	182,020 ▲	**47,081**
Non-Currents Assets	5,392,779	5,546,973 ▼	**(154,194)**	5,310,092	5,546,973 ▼	**(236,881)**
Total Assets	**5,626,816**	**5,728,993** ▼	**(102,177)**	**5,539,194**	**5,728,993** ▼	**(189,800)**
Current Liabilities	139,141	132,879 ▼	**(6,262)**	133,148	132,879 ▼	**(269)**
Non-Currents Liabilities	193,332	207,178 ▲	**13,845**	201,017	207,178 ▲	**6,161**
Total Liabilties	**332,473**	**340,057** ▲	**7,584**	**334,165**	**340,057** ▲	**5,891**
Net Assets	**5,294,343**	**5,388,937** ▼	**(94,594)**	**5,205,028**	**5,388,937** ▼	**(183,908)**
Accumulated Surplus	2,444,214	2,271,801 ▲	**172,412**	2,371,625	2,475,413 ▼	**(103,788)**
Revulation Reserves	2,738,844	3,056,764 ▼	**(317,920)**	2,769,970	2,853,153 ▼	**(83,183)**
Cash Reserves	111,285	60,371 ▲	**50,914**	63,433	60,371 ▲	**3,062**
Total Equity	**5,294,343**	**5,388,937** ▼	**(94,594)**	**5,205,028**	**5,388,937** ▼	**(183,909)**
Working Capital Ratio	**1.68**	**1.37** ▲	**0.31**	**1.72**	**1.37** ▲	**0.35**
Unrestricted Working Capital Ratio	**0.88**	**0.92** ▼	**(0.03)**	**1.24**	**0.92** ▲	**0.33**

a) Overall

With a working capital ratio of 1.68 at period end, there is a sufficient level of liquidity held. This is higher than expected in the budget due to a favourable cash position, driven by delays in the capital program and early receipt of the Finance Assistance Grant.

Adjusting for restricted (reserved) cash, the unrestricted working capital ratio is 0.88. The variance of 0.80 from the working capital ratio represents the high value of restricted cash held.

The unrestricted cash ratio demonstrates the underlying cash position of the City, with the cash balance currently being inflated by developer contributions committed for infrastructure delivery, delays in capital program delivery that remains committed and early receipt of the Finance Assistance Grant.

Financial Performance Report

Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

b) Trade & Other Receivables

Summary	Year To Date		
	Jun-25 $000	FY24 $000	Movement $000
Statutory receivables			
Rates	5,852	5,066 ▼	**(786)**
Infringements	12,988	14,921 ▲	**1,933**
Net GST receivables	2,593	2,684 ▲	**91**
Non-statutory			
Other debtors	20,676	19,985 ▼	**(691)**
Total current trade and other receivables	**42,110**	**42,656** ▲	**546**
Less impairment loss allowance	(17,414)	(19,826) ▲	**2,412**
Net total current trade and other receivables	**24,696**	**22,830** ▼	**(1,866)**
Non-current			
Statutory receivables			
Special rate scheme	2,264	2,493 ▲	**229**
Long term rates	18,895	12,289 ▼	**(6,606)**
Total non-current trade and other receivables	**21,159**	**14,782** ▼	**(6,377)**
Total trade and other receivables	**45,855**	**37,612** ▼	**(8,243)**

Our receivables have increased by $8.2mil from 30 June 2024 with Long Term Rates being the significant contributor, increasing by $6.4mil.

Current collection of $354.4mil is 1.1% lower than June 2024.

The arrears balance of $9.9mil is up from $6.7mil this time last year. We have received $10.1m during the 2024-25 year. Reducing this balance remains a key focus, to limit it compounding.

Total collection (current and arrears) is 1.54% lower compared to June 2024.

c) Treasury Analysis

Summary	Year To Date			Full Year		
	Actual $000	Budget $000	Variance $000	Forecast $000	Actual $000	Variance $000
Cash						
Cash & Cash Equivalents	83,031	83,734 ▼	**(703)**	115,221	83,031 ▼	**(32,189)**
Other Financial Assets	116,288	51,321 ▲	**64,967**	62,042	116,288 ▲	**54,246**
Total Cash Balances	**199,320**	**135,055** ▲	**64,264**	**177,262**	**199,320** ▲	**22,057**
Interest Received on Cash Balances	8,734	4,021 ▲	**4,712**	8,563	8,734 ▲	**171**
Loans						
Current Loan Liabilities	7,422	19,735 ▲	**12,313**	8,262	7,422 ▲	**840**
Non-Current Loan Liabilities	156,527	169,631 ▲	**13,104**	166,516	156,527 ▲	**9,989**
Total Loan Balances	**163,950**	**189,366** ▲	**25,417**	**174,778**	**163,950** ▲	**10,829**
Interest Paid on Loans - Operating	5,703	3,225 ▼	**(2,478)**	5,755	5,703 ▲	**52**
Interest Paid on Loans - Capital	656	3,748 ▲	**3,092**	906	656 ▲	**250**
Total Interest Paid on Loans	**6,359**	**6,973** ▲	**614**	**6,661**	**6,359** ▲	**301**

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Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

Cash & Investments

The current cash position is $64.3mil favourable to budget. This is primarily driven by delays in the capital program. In addition, 50% of the Financial Assistance Grants 2025-26 funding allocation was received in June 2025 ahead of expectations.

The actual cash position is $22.1mil favourable to forecast. This is primarily driven by further delays in the delivery of the capital program after the forecast was locked and 50% of the Financial Assistance Grants 2025-26 funding allocation received in June 2025 ahead of expectations.

Interest received for the year is $8.7mil, being $4.7mil favourable to budget. A favourable cash position as a result of delays in the capital program and strategic treasury management have allowed for higher than expected returns on cash.

Loans

The debt owed at 30 June 2025 of $164.0mil is $25.4mil favourable to budget. The budget included $15.0mil of planned borrowing which were not required due to a forecast improvement in Council's cash position at 30 June 2025 and Council's commitment to reducing Council borrowings. A $10.0mil interest only loan was repaid rather than refinancing. Loan was budgeted to mature in FY25, but its actual maturity date was in FY26.

d) Cash Reserves Analysis

Summary	Year To Date			Full Year		
	Actual $000	Budget $000	Variance $000	Forecast $000	Actual $000	Variance $000
Cash Reserves						
Developer Contributions/S173	63,709	57,744 ▲	**5,964**	51,361	63,709 ▲	**12,348**
Waste	10,854	2,627 ▲	**8,227**	13,063	10,854 ▼	**(2,209)**
Deferred Income	14,842	- ▲	**14,842**	-	14,842 ▲	**14,842**
Capital Commitment	21,881	- ▲	**21,881**	-	21,881 ▲	**21,881**
Total Cash Reserves	**111,285**	**60,371** ▲	**50,914**	**64,424**	**111,285** ▲	**46,862**

Developer Contribution Reserves

- *Actual variance to Budget*

Developer Contribution Reserves are $5.9mil favourable budget. This is primarily due the reinstatement of the public open space reserve.

- *Actual variance to Forecast*

Actual Developer Contribution Reserves are favourable to forecast by $12.3mil. This is primarily due the reinstatement of the public open space reserve.

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Year to Date Ended 30 June 2025

Waste Reserves

- *Actual variance to Budget*

Waste Reserves are $8.2mil favourable to budget which is primarily due to delays in the delivery of the capital program relating to Waste assets.

- *Actual variance to Forecast*

Waste Reserve actuals are unfavourable to forecast by ($2.2mil) predominantly due to higher than anticipated waste collection operating expenditure.

Deferred Income Reserve

- *Actual variance to Budget*

This reserve was created in June 2025 to isolate income received in advance and recognised in the income statement which relates to future periods.

Capital Commitment Reserve

- *Actual variance to Budget*

This reserve was created in June 2025 to isolate the estimated amount of capital expenditure expected to complete the capital projects that were approved in the previous or current year's budget, but had not been completed at year end.

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CITY OF GREATER GEELONG

5. Financial Sustainability Measures

Measure	Target	Actual Result	Comment
Operating Result			
Operating Result Ratio	**>0%**	**1.6%**	Early receipt of Financial Assistance Grant improved surplus, being offset by higher-than-expected depreciation and increased asset disposal.
Capital Investment			
Capital Projects Delivery	**>80%**	**68.3%**	Delays in some of the major projects that made up the FY25 capital program have pushed costs into forward financial years and resulted in the delivery ratio falling short of the target.
Asset Sustainability Ratio	**>70%**	**63.0%**	Delays in some major upgrade projects as part of the capital program as well as depreciation finishes over budget has resulted in the result falling under the target.
Cash & Borrowings			
Working Capital Ratio	**>1.0**	**1.68**	A healthy level of liquidity currently held.
Indebtedness Ratio (Rates)	**<60%**	**50.85%**	FY25 borrowings were not taken out which has had a favourable impact on the indebtedness ratio.

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Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

Appendix A – Operating Statement

Operating Statement	Year To Date			Full Year		
	Actual $	Budget $	Variance $	Forecast $	Actual $	Variance $
Revenue						
Rates & Charges	322,358	322,675 ▼	**(317)**	322,502	322,358 ▼	**(143)**
Fees, Charges & Other	94,875	96,855 ▼	**(1,979)**	95,147	94,875 ▼	**(272)**
Government Grants	89,740	73,906 ▲	**15,834**	74,868	89,740 ▲	**14,873**
Gain/(Loss) on Sale of Property	(3,621)	454 ▼	**(4,074)**	210	(3,621) ▼	**(3,831)**
Total Operating Revenue	**503,353**	**493,889** ▲	**9,464**	**492,727**	**503,353** ▲	**10,626**
Expenditure						
Salaries, Wages & Employment	203,209	204,794 ▲	**1,585**	204,202	203,209 ▲	**993**
Materials & Services	153,552	150,786 ▼	**(2,766)**	149,305	153,552 ▼	**(4,247)**
Depreciation	106,796	104,667 ▼	**(2,129)**	102,865	106,796 ▼	**(3,931)**
Community Support	23,058	23,244 ▲	**186**	22,161	23,058 ▼	**(897)**
Utilities	9,608	9,107 ▼	**(500)**	9,754	9,608 ▲	**147**
Total Operating Expenditure	**496,223**	**492,598** ▼	**(3,625)**	**488,287**	**496,223** ▼	**(7,936)**
Internal Charges						
Internal Charge Allocation	25,306	28,987 ▲	**3,681**	26,633	25,306 ▲	**1,328**
Internal Cost (Recovery)	(26,448)	(29,209) ▼	**(2,761)**	(27,335)	(26,448) ▼	**(887)**
Total Operating Internal Charges	**(1,143)**	**(222)** ▲	**920**	**(702)**	**(1,143)** ▲	**441**
Net Operating Surplus/(Deficit)	**8,273**	**1,514** ▲	**6,759**	**5,142**	**8,273** ▲	**3,131**
Non-Recurrent Revenue						
Developer Contributions	32,971	44,513 ▼	**(11,542)**	32,971	44,513 ▲	**11,542**
Capital Grants	19,529	19,542 ▼	**(13)**	19,529	19,542 ▲	**13**
Contributed Assets	66,496	110,698 ▼	**(44,202)**	66,496	110,698 ▲	**44,202**
Gain/(Loss) on Sale of Property	(13,741)	300 ▼	**(14,041)**	(13,741)	300 ▲	**14,041**
Other Non-Recurrent Items	5,366	3,734 ▲	**1,631**	5,366	3,734 ▼	**(1,631)**
Tota Non-Recurrent Revenue	**110,619**	**178,787** ▼	**(68,168)**	**110,619**	**178,787** ▲	**68,168**
Net Comprehensive Surplus/(Deficit)	**118,892**	**180,301** ▼	**(61,409)**	**115,761**	**187,060** ▲	**71,299**

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Year to Date Ended 30 June 2025

Key Variances – Operating Statement

Item	Comment
Operating Revenue	
Rates & Charges	*Budget* • Full Year actual result is materially consistent with budget. *Forecast* • Full Year actual result is materially consistent with forecast.
Fees, Charges & Other	*Budget* • Waste disposal fees are ($3.5mil) unfavourable to Budget as a result of lower than anticipated tonnages. • NWGGA Contribution is $1.4mil unfavourable due to a delay in program spending including the 3 x Third Party Funding (TPF) agreements of 2 new Precinct Structure Plans (PSP's) due to start shortly. Due to the associated expenditure savings there is a net $1.8m favourable result. • This is offset by Interest Received which is $4.7mil favourable due to a higher than expected cash position resulting from delays in the capital program and strategic treasury management. *Forecast* • Full Year actual result is materially consistent with forecast.
Government Grants	*Budget* • The timing of the Financial Assistance Grant which has a favourable impact of $15.0mil against Budget. This represents 50% of the contribution for FY26 received earlier than anticipated in June 2025. *Forecast* • The timing of the Financial Assistance Grant which has a favourable impact of $14.9mil against Forecast. This represents 50% of the contribution for FY26 received earlier than anticipated in June 2025.
Operating Expenditure	
Salaries, Wages & Employment	*Budget* • Actuals are favourable to Budget by $1.6mil mostly as a result of challenges in recruitment and lower service delivery than anticipated for Community Care. *Forecast* • Full Year actual result is materially consistent with Forecast.
Material & Services	*Budget* • The ($2.5mil) unfavourable variance in interest paid on loans is due to a difference in the allocation between capital and operating, due to under delivery in the capital program.

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	• Transfer from WIP ($2.5mil) unfavourable variance, relates to amounts reallocated from various capital projects to the operating result in line with accounting standards. • Offset by 1.7mil favourable variance for the reclassification of work programs relating to kerb and channel, road preservation and footpath works that were originally included in the operating budget have been reclassified to capital. *Forecast* • Transfer from WIP ($2.5mil) unfavourable variance relates to amounts reallocated from various capital projects to the operating result in line with Accounting Standards.
Depreciation	*Budget* • A ($6.4mil) unfavourable result for Depreciation as comprehensive revaluations were carried out on the Recreation, Leisure and Community assets; a subclass of the infrastructure asset class. The revaluation comprised over 24,000 individual assets updated asset conditions and useful lives. This resulted in increased depreciation by $14 million, which was higher than forecast. • $4.3mil favourable result for Landfill Amortisation due to a prior year calculation error and reduction in the discount rates applied for present value calculations. *Forecast* • ($6.1mil) unfavourable result for Depreciation as comprehensive revaluations were carried out on the Recreation, Leisure and Community assets; a subclass of the infrastructure asset class. The revaluation of over 24,000 individual assets updated asset conditions and useful lives. This resulted in increased depreciation by $14 million, which was higher than forecast. • $4.3mil favourable result for Landfill Amortisation due to a prior year calculation error and reduction in the discount rates applied for present value calculations.
Community Support	*Budget* • Favourable result relates to a higher level of capital community grants than budgeted. *Forecast* • Geelong Regional Library Support was ($1.2mil) unfavourable to forecast as this expenditure was initially budgeted as a capital expense for the purchase of collection items. The correct treatment was later determined the be an asset purchase by GRLC and a monetary contribution from CoGG. This variance offsets against the Capital budget as a result.

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Year to Date Ended 30 June 2025

Utilities	*Budget* • Full Year actual result is materially consistent with budget. *Forecast* • Full Year actual result is materially consistent with forecast.
Non-Recurrent Revenue	
Developer Contributions	*Budget* • Unfavourable variance of ($11.5mil) mostly due to the timing of milestones within the DCP. *Forecast* • Forecast unfavourable of ($6.1mil) mostly due to the timing of milestones within the DCP.
Capital Grants	*Budget* • Full Year actual result is materially consistent with budget. *Forecast* • Full Year actual result is materially consistent with forecast.
Contributed Assets	*Budget* • Unfavourable variance of ($44.2mil) relates to a delay in the timing of recognition of new contributed assets, with a material amount of contributed asset being recognised as prior year revenue. *Forecast* • Unfavourable variance of ($44.2mil) relates to a delay in the timing of recognition of new contributed assets, with a material amount of contributed asset being recognised as prior year revenue.

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Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

Appendix B – Statement of Financial Position

Statement of Financial Position	Year To Date			Full Year		
	Actual $000	Budget $000	Variance $000	Forecast $000	Actual $000	Variance $000
Current Assets						
Cash & Cash Equivalents	83,031	83,735	**(704)**	115,221	83,031	**32,189**
Trade & Other Receivables - Current	24,696	25,532	**(836)**	28,201	24,696	**3,505**
Other Financial Assets	116,288	51,321	**64,967**	62,042	116,288	**(54,246)**
Other Assets	8,484	8,711	**(227)**	12,743	8,484	**4,259**
Inventories	1,169	1,282	**(113)**	1,416	1,169	**247**
Non-Current Assets Classified As Held For Sale	369	11,439	**(11,070)**	9,479	369	**9,110**
Total Current Assets	**234,037**	**182,020**	**52,017**	**229,101**	**234,037**	**(4,936)**
Non-Current Assets						
Property, Infrastructure, Plant & Equipment	5,340,551	5,506,525	**(165,973)**	5,265,536	5,340,551	**(75,015)**
Intangible Assets	14,020	8,961	**5,059**	10,284	14,020	**(3,735)**
Right-Of-Use Assets	4,793	4,297	**495**	4,288	4,793	**(505)**
Investments in Associates, Joint Arrangement &	12,256	9,629	**2,628**	10,586	12,256	**(1,670)**
Trade & Other Receivables - Non-Current	21,159	17,562	**3,598**	19,397	21,159	**(1,762)**
Total Non-Current Assets	**5,392,779**	**5,546,973**	**(154,194)**	**5,310,092**	**5,392,779**	**(82,687)**
Total Assets	**5,626,816**	**5,728,993**	**(102,177)**	**5,539,194**	**5,626,816**	**(87,622)**
Current Liabilities						
Trade & Other Payables - Current	32,561	31,877	**(684)**	35,209	32,561	**(2,648)**
Interest-Bearing Liabilities - Current	7,422	19,735	**12,313**	8,262	7,422	**(840)**
Trust Funds & Deposits	20,730	15,176	**(5,554)**	16,762	20,730	**3,968**
Prepaid Income	35,418	25,313	**(10,104)**	27,960	35,418	**7,458**
Provisions - Current	41,643	39,548	**(2,094)**	43,682	41,643	**(2,040)**
Lease Liabilities - Current	1,368	1,230	**(138)**	1,274	1,368	**94**
Total Current Liabilities	**139,141**	**132,879**	**(6,262)**	**133,148**	**139,141**	**5,992**
Non-Current Liabilities						
Interest-Bearing Liabilities - Non-Current	156,527	169,631	**13,104**	166,516	156,527	**(9,989)**
Lease Liabilities - Non-Current	3,850	3,584	**(267)**	4,165	3,850	**(314)**
Provisions - Non-Current	32,955	33,963	**1,008**	30,336	32,955	**2,619**
Total Non-Current Liabilities	**193,332**	**207,178**	**13,845**	**201,017**	**193,332**	**(7,685)**
Total Liabilities	**332,473**	**340,057**	**7,584**	**334,165**	**332,473**	**(1,692)**
Net Assets	**5,294,343**	**5,388,937**	**(94,594)**	**5,205,028**	**5,294,343**	**(89,315)**
Equity						
Accumulated surplus	2,444,214	2,271,801	**172,412**	2,371,625	2,444,214	**(72,588)**
Revulation Reserves	2,738,844	3,056,764	**(317,920)**	2,769,970	2,738,844	**31,126**
Other Reserves	111,285	60,371	**50,914**	63,433	111,285	**(47,853)**
Net Assets	**5,294,343**	**5,388,937**	**(94,594)**	**5,205,028**	**5,294,343**	**(89,315)**

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Key Variances – Statement of Financial Position

Item	Comment
Currents Assets	
Cash & Cash Equivalents, Other Financial Assets	*Budget* • The current cash position is $5.8mil favourable to budget. This is primarily driven by delays in the capital program. In addition, 50% of the Financial Assistance Grants 2025-26 funding allocation was received in June 2025 ahead of expectations. *Forecast* The current cash position is ($27.8) favourable to forecast. primarily due to further delays in the capital program and early receipt of 50% of the FY26 Financial Assistance Grant.
Non-Current Assets	
Property, Infrastructure, Plant & Equipment	*Budget* • The variance to budget in Property, Infrastructure and Plant & Equipment of ($174.9m) is primarily due to under delivery of the capital program and a lower actual opening balance than assumed in the budget calculations. *Forecast* • The actual variance to the forecast is primarily due to over assumptions in the value of contributed assets and value of asset revaluations.
Current Liabilities	
Interest Bearing Liabilities – Current	*Budget* • The variance to budget is due to $15m of borrowings included in the budget not being required, as well as $10m in borrowings being repaid rather than refinanced. Also contributing to the variance is a change in assumption around the split between current and non-current. *Forecast* • The variance in current interest bearing liabilities is primarily due to $10m in loans repaid rather than refinanced as well as a change in assumption between current and non-current.
Non-Current Liabilities	
Interest Bearing Liabilities – Non Current	*Budget* • The variance to budget is due to $15m of borrowings included in the budget not being required as well as $10m in borrowings being repaid rather than refinanced. Also contributing to the variance is a change in assumption around the split between current and non-current. *Forecast* • The variance in current interest bearing liabilities is primarily due to $10m in loans repaid rather than refinanced as well as a change in assumption between current and non-current.

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CITY OF GREATER GEELONG

Appendix C – Statement of Cashflows

Statement of Cashflows Inflow/(Outflow)	Year To Date			Full Year		
	Actual $000	Budget $000	Variance $000	Forecast $000	Actual $000	Variance $000
Cashflow from Operating Activities						
Rates & Charges	330,660	314,433 ▲	**16,227**	322,507	330,660 ▲	**8,153**
Fees, Charges & Other	98,640	92,833 ▲	**5,807**	95,820	98,640 ▲	**2,820**
Grants - Operating	89,740	73,906 ▲	**15,834**	75,402	89,740 ▲	**14,339**
Grants - Capital	19,529	19,542 ▼	**(13)**	20,307	19,529 ▼	**(778)**
Contributions - monetary	32,971	44,513 ▼	**(11,542)**	41,053	32,971 ▼	**(8,083)**
Interest Received	8,734	4,021 ▲	**4,712**	7,839	8,734 ▲	**895**
Employee Costs	(203,050)	(204,634) ▲	**1,584**	(205,830)	(203,050) ▲	**2,780**
Materials, Services & Community Support	(174,889)	(180,072) ▲	**5,183**	(171,789)	(174,889) ▼	**(3,100)**
Cashflow from Operating Activities	**202,335**	**164,543** ▲	**37,792**	**185,307**	**202,335** ▲	**17,028**
Cashflow from investing activities						
Property, Plant & Equipment	(131,974)	(203,852) ▲	**71,879**	(166,999)	(131,974) ▲	**35,025**
Proceeds from Sale	(14,328)	828 ▼	**(15,156)**	(871)	(14,328) ▼	**(13,457)**
Cashflow from investing activities	**(146,301)**	**(203,024)** ▲	**56,723**	**(167,869)**	**(146,301)** ▲	**21,568**
Cashflow from financing activities						
Finance Costs	(6,182)	(6,858) ▲	**676**	(6,461)	(6,182) ▲	**279**
Proceeds from Borrowings	-	15,000 ▼	**(15,000)**	-	- ▬	**-**
Repayment of Borrowings	(21,117)	(10,702) ▼	**(10,414)**	(10,163)	(21,117) ▼	**(10,953)**
Repayment of Lease Liabilities	(939)	(1,226) ▲	**287**	(1,021)	(939) ▲	**82**
Cashflow from financing activities	**(28,237)**	**(3,786)** ▼	**(24,452)**	**(17,645)**	**(28,237)** ▼	**(10,592)**
Net Cash Inflow/(Outflow)	**27,796**	**(42,267)** ▲	**70,063**	**(208)**	**27,796** ▲	**28,004**
Opening Cash Balance	**171,523**	**177,323** ▼	**(5,800)**	**177,470**	**171,523** ▲	**5,947**
Closing Cash Balance	**199,320**	**135,056** ▲	**64,263**	**177,262**	**199,320** ▲	**22,057**

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Key Variances – Statement of Cashflows

Item	Comment
Cashflow from Operating Activities	
Rates and Charges	*Budget* • Cash inflows for Rates and Charges are 16.2mil favourable due to higher debt collection than was budgeted. *Forecast* • Cash inflows for Rates and Charges are 8.2mil favourable due to higher debt collection than anticipated in Q4.
Employee Costs	*Budget* • Cash outflows for Employee Costs are $1.5mil favourable to budget mostly as a result of challenges in recruitment and lower service delivery than anticipated for Community Care. *Forecast* • Cash outflows for Employee Costs are $2.6mil favourable to forecast mostly as a result of challenges in recruitment and lower service delivery than anticipated for Community Care.
Interest Received	*Budget* • Interest Received is $4.7mil favourable due to a higher than expected cash position as a result of delays in the capital program and strategic treasury management. *Forecast* • Interest Received is $0.9mil favourable due to forecast due to a higher than expected cash position as a result of delays in the capital program and strategic treasury management.
Cashflow from Investing Activities	
Property, Plant & Equipment	*Budget* • Cash outflow is favourable by $72.6mil due to delays in the capital program. *Forecast* • The forecasted cash outflow relating to Property Plant and Equipment is forecast to be $36.9mil lower than budget primarily due to delays in the capital program.
Cashflow from Financing Activities	
Proceeds From Borrowings	*Budget* • Due to favourability in the capital program, the planned borrowings of $15.0mil in FY25 were not required. *Forecast* • The loan repayment of $10mil was forecast to be redrawn in 2025 and this did not occur.

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Appendix D – Statement of Capital Works

Statement of Capital Works	Year To Date			Full Year		
	Actual $000	Budget $000	Variance $000	Forecast $000	Budget $000	Variance $000
Property						
Land	45,009	46,382	**1,373**	49,018	46,382	**(2,636)**
Buildings	18,561	28,724	**10,163**	22,735	28,724	**5,989**
Heritage Buildings	1	15	**14**	345	15	**(330)**
Total Property	**63,570**	**75,121**	**11,551**	**72,097**	**75,121**	**3,023**
Plant & Equipment						
Plant, Machinery & Equipment	3,504	5,892	**2,388**	3,987	5,892	**1,905**
Fixtures, Fittings & Furniture	250	308	**58**	378	308	**(70)**
Computers & Telecommunications	1,448	6,854	**5,406**	2,311	6,854	**4,543**
Total Plant & Equipment	**5,202**	**13,054**	**7,852**	**6,676**	**13,054**	**6,378**
Infrastructure						
Roads	28,921	26,280	**(2,641)**	27,114	26,280	**(834)**
Bridges	64	310	**246**	310	310	**-**
Footpaths & Cycleways	8,240	14,649	**6,408**	9,225	14,649	**5,424**
Drainage	2,826	9,602	**6,776**	4,622	9,602	**4,980**
Recreational, Leisure & Community Facilities	4,651	9,780	**5,129**	4,777	9,780	**5,004**
Waste Management	2,268	10,092	**7,824**	2,935	10,092	**7,157**
Parks, Open Space & Streetscapes	16,527	27,194	**10,667**	18,052	27,194	**9,141**
Other Infrastructure	7,090	17,770	**10,680**	12,425	17,770	**5,345**
Total Infrastructure	**70,587**	**115,678**	**45,091**	**79,460**	**115,678**	**36,217**
Total Capital Expenditure	**139,359**	**203,852**	**64,493**	**158,234**	**203,852**	**45,619**
Represented by:						
New Asset Expenditure	71,686	104,740	**33,054**	84,306	104,740	**20,435**
Asset Renewal Expenditure	53,732	58,184	**4,451**	51,943	58,184	**6,241**
Asset Upgrade Expenditure	13,940	40,928	**26,988**	21,985	40,928	**18,943**
Total Capital Expenditure	**139,359**	**203,852**	**64,493**	**158,234**	**203,852**	**45,619**

Financial Performance Report

Year to Date Ended 30 June 2025

Key Variances – Statement of Capital Works

Item	Comment
Property	
Land	*Budget* • Armstrong Creek Land Acquisition Program is ($1.3mil) favourable due to delays in disputed claims of compulsory land acquisitions. *Forecast* • The actual result for the Armstrong Creek Land Acquisition Program is favourable to forecast due to further delays in disputed claims of compulsory land acquisitions.
Buildings	*Budget* • Buildings capital expenditure is $10.1 million lower than budget due to a number of projects for FY25 having more detailed planning finalised. These projects are now planned to be constructed in 2025-26 including, Windsor Park Pavilion Upgrades ($1.9 million), Hamlyn Park Changerooms ($1.7 million), Queens Park Changerooms ($1.4 million) & Chilwell Library Redevelopment ($1.2 million). With the Armstrong Creek West Precinct Community Pavilion ($1.7 million) project now planned to be constructed in future years. *Forecast* Delays in Armstrong Creek East Precinct Community Pavilion ($1.5m) and a reallocation to OPEX for the collections purchase for the Armstrong Creek Library ($1.2m) are the primary drivers to the actual variance to forecast for building.
Plant & Equipment	
Computers & Telecommunications	*Budget* • Computers and telecommunications capital expenditure is $5.4 million lower than budget due to the planned expenditure for the Digital Innovation Program to be recognised as operating expenditure rather than capital expenditure in accordance with Australian Accounting Standards.
Infrastructure	
Roads	*Budget* • Overspends in the Burvilles Rd Upgrade project (0.9m) and the Blackspot program ($1.4m) are due to increased levels of funding and are the primary drivers to the overspend in the Road asset category.
Footpaths & Cycleways	*Budget* • Footpaths and cycleways is $6.4 million below budget due to a delay in the planned special rates and charges program with costs now reforecast into future financial years.

Financial Performance Report

Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

Drainage	*Budget* • Drainage capital expenditure is $6.7 million under budget due to the core program experiencing delays late in FY25. This resulted in some works planned as part of the FY25 program now scheduled to occur during early FY26. *Forecast* • The favourable actual variance to forecast in Drainage is due to further delays in the core Drainage program after the forecast was completed.
Recreational, leisure and community facilities	*Budget* • Recreational, leisure and community facilities capital expenditure is $5.1 million under budget due to minor delays in the Portarlington Recreation Reserve project which resulted in a reforecast of expenditure into the early part of FY26 ($1.5 million). Delays in the Aldershot Reserve project ($1.7 million) are also contributing to the variance in the Recreation asset category.
Waste Management	*Budget* • Waste management capital expenditure is $7.8 million under budget due to further detailed project planning for the composting site upgrades at Stacey's Road having occurred. As a result a large portion of the project has been reforecast into future financial years.
Parks, Open Space & Streetscapes	*Budget* • Parks, open space and streetscapes capital expenditure is $10.6 million under budget due to several open space projects for FY25 having more detailed planning completed. This has resulted in portions of these projects being reforecast into future financial years. These projects include Lara Golf Club Irrigation Upgrades ($2.1 million), Bloinks Reserve ($1.2 million) and Lara Driving Range ($1.0 million). The Sparrovale Wetlands project is also contributing to the favourable variance ($1.3 million) primarily a result of a recategorisation of expenditure from capital into the operating result.
Other Infrastructure	*Budget* • Other infrastructure capital expenditure is $10.6 million under budget due to underspend in the LED lighting upgrade project ($1.3 million) and the Boundary Rd/Baanip Boulevard intersection project ($1.1 million). Delays in the Roslyn Rd/Thornhill Rd project while further detailed project planning occurs ($1.4 million), and internal costs that have been recategorised to other asset categories are also contributing to the variance. *Forecast* • The primary driver to the actual variance to forecast of $5.3m is due to internal costs that have been recategorised to other asset categories.

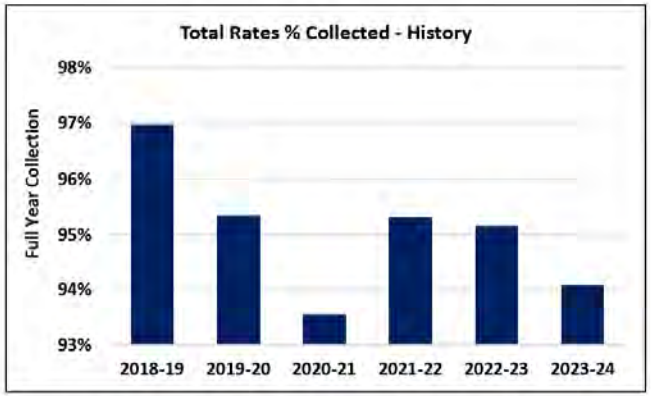
Financial Performance Report

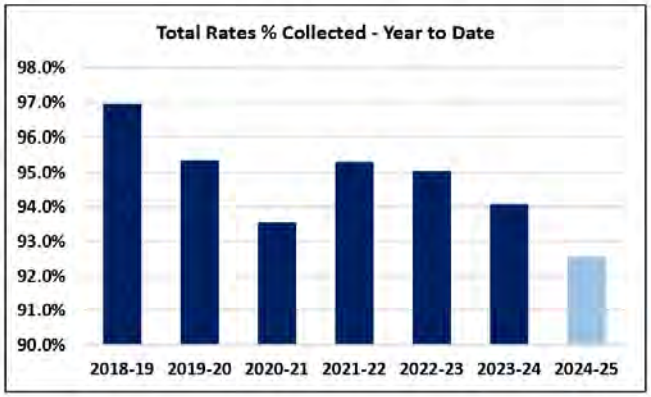
Year to Date Ended 30 June 2025

CITY OF GREATER GEELONG

Rates Collection – June 2025

Figures in $000s	YEAR TO DATE Opening Bal	- Receipts	= O/S Bal	% Collected	% Collected v Prior YTD	PRIOR YEAR TO DATE Opening Bal	- Receipts	= O/S Bal	% Collected
Current	$ 354,374	$ 336,391	$ 17,982	94.93%	(1.10%)	$ 300,404	$ 288,456	$ 11,948	96.02%
Arrears	$ 20,099	$ 10,126	$ 9,973	50.38%	(2.73%)	$ 14,260	$ 7,573	$ 6,687	53.11%
TOTAL	$ 374,473	$ 346,518	$ 27,955	92.53%	(1.54%)	$ 314,664	$ 296,030	$ 18,635	94.08%





- **Current** collection of $354.4m is 1.1% lower than June 2024.
- The **arrears** balance of $9.9m is up from $6.7m this time last year. We have received $10.1m so far during the 2024-25 year. Reducing this remains a key focus, to try to limit it compounding.
- **Total** collection (current and arrears) is 1.54% lower compared to June 2024.

2.13. Long Term Financial Plan 2025-35

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

Purpose

1. To inform Council of the outcomes of the community engagement process (Attachment 2) and seek adoption of the Draft Long Term Financial Plan 2025-35 (Attachment 1).

Background

2. Under section 91 of the *Local Government Act 2020* (the Act) Council must develop and keep in force a financial plan covering at least the next 10 financial years. The financial plan must be in place by 31 October the year following a general election and be developed in accordance with its deliberative engagement practices.

3. The Long Term Financial Plan (the Plan) is an integral part of Council's suit of strategic management plans that links Council's business plans and asset management plans and translates the outcomes and strategies of these plans into financial terms.

4. The Plan outlines Greater Geelong City Council's strategic approach to ensuring long-term financial sustainability and guides Council's financial decisions, enabling it to fulfill its commitment to the community by delivering high-quality services and investment in the development and maintenance of community assets.

Key Matters

5. Following a deliberative workshop with the community held on 6 February 2025, a draft Long Term Financial Plan was developed.

6. The Draft Plan was made available for public consultation from 23 July to 24 August 2025, inviting feedback on the four proposed financial sustainability indicators and Council's recommended risk targets for each.

7. Feedback received from a small number of community members was supportive of the risk targets outlined in the Plan, acknowledging their importance in maintaining the organisations long-term financial health. Respondents were supportive of the of financial management approach aimed at delivering financial sustainability over the next decade and demonstrated a clear understanding of how these targets align with broader organisational strategies. A summary of responses gathered through the engagement process is provided in Attachment 2.

Recommendation

That Council:

1. **Notes the outcomes from community engagement relating to the Draft Long Term Financial Plan 2025-35 (Attachment 2), and;**

2. **Adopts the Long-Term Financial Plan 2025-35 (Attachment 1).**

Financial Sustainability

8. Council is addressing financial challenges through strategic planning, efficiency gains, and sound financial management. The 10-Year Financial Plan is both a legislative requirement and a vital tool for ensuring long-term financial discipline and sustainability.

Community Engagement

9. The Long Term Financial Plan was available for public consultation from 23 July 2025 to 24 August 2025. This provided an opportunity to promote the draft Plan and receive feedback from the community on the proposed

Social Equity and Sustainability

10. The City's Social Equity Principles have influenced the development of the Long-term Financial Plan.

Relevant Law/Policy/Legal Implications

11. Section 91 of the *Local Government Act 2020,* requires Councils to develop, adopt and maintain a Financial Plan covering at least the next 10 financial years. This plan must include the necessary resources, key assumptions, and other relevant details.

Alignment to Council Plan and Vision

12. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

13. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A prosperous economy that supports jobs and education opportunities.

Conflict of Interest

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

Risk Assessment

15. Under section 91 of the *Local Government Act 2020* Council must develop and adopt a Financial Plan by 31 October in the year following a general election.

Environmental Sustainability

16. The proposed plan identified the sources and allocation of resources to assist in the implementation of a number of initiatives to support environmental sustainability as identified in the Council Plan 2025-29.

Attachments

1. Long Term Financial Plan 2025-35 [**2.13.1** - 50 pages]
2. 2025 35 Long Term Financial Plan Engagement Report [**2.13.2** - 2 pages]



THE CITY OF
GREATER GEELONG

LONG-TERM FINANCIAL PLAN 2025-2035

ADOPTED 28 OCTOBER 2025

CITY OF GREATER GEELONG

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The City of Greater Geelong acknowledges Wadawurrung people as the Traditional Owners of this land. It also acknowledges all other Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.



Artwork: *On Country* by Ammie Howell.

Executive Summary

The City of Greater Geelong (the City) is going through a period of significant growth, and this Long-term Financial Plan outlines its current and projected financial capacity to continue delivering critical services, infrastructure and facilities, whilst identifying important new capital investment to support this growth.

The Long-Term Financial Plan (the plan), covering a period of 10 years, is an integral part of the City's suite of strategic management plans. Its role is to link our strategic and business plans and translates the outcomes and strategies of these plans into financial terms.

The development of the plan is in accordance with the requirements under the *Local Government Act 2020.* The Long-Term Financial Plan covers the period 2025-26 to 2034-35, with the first four years being underpinned by the 2025-26 to 2028-29 Budget.

The plan was guided by our existing policies and plans and most importantly the views of the community. The plan is underpinned by the objectives and outcomes of the *Our Council Plan 2025-29,* and the 30-Year Community Vision, *Greater Geelong: A Clever and Creative* Future. Further generations of the plan will be considered as other significant plans are developed and adopted by Council.

The City uses five key financial indicators to assess the City's financial health and long-term financial sustainability. These measures are consistent with the financial performance indicators reported under the Local Government Performance Reporting Framework (LGPRF) to measure financial performance and position. The five key financial indicators are:

1. Underlying Operating Ratio
2. Working Capital Ratio
3. Asset Renewal & Upgrade Ratio
4. Indebtedness Ratio
5. Cash Surpluses

Our aim in developing the plan is to achieve the following objectives:

- Ensure that we can meet the objectives of Our Community Plan and the 30-Year Community Vision while remaining financially sustainable
- Continually improving our efficiency in the provision of existing and future services by proactively seeking out savings without affecting service level
- Preserving cash by ensuring that the budgets and financial commitments of the City result in cash surpluses
- Maintain operating surpluses over the period of the plan
- Hold sufficient cash to ensure the City can meet its financial obligations and liabilities, while also reserving capacity to respond to unexpected events
- Continuously improving our asset management plans to enable us to appropriately maintain over $6 billion of assets by renewing vital infrastructure and facilities
- Maintain debt and interest costs within our established benchmarks and ensuring our capacity to service and repay this debt into the future
- Pursue state and federal funding opportunities where aligned to key strategic outcomes

Background

PURPOSE

The purpose of the plan is to:

- Present a financial analysis of the strategic objectives and goals set out in key strategic documents
- Outline the key financial direction, strategies and outcomes of the Council
- Provide the City with information to assess resourcing requirements to achieve its strategic objectives and to assist the City to ensure long-term financial sustainability
- Address the operating and capital needs placed on the City over the next 10 years
- Enhance the transparency and accountability to both residents and rate payers

LEGISLATIVE REQUIREMENTS

The *Local Government Act 2020* requires Councils to develop, adopt and maintain a financial plan covering a span of at least 10 financial years.

The plan must include:

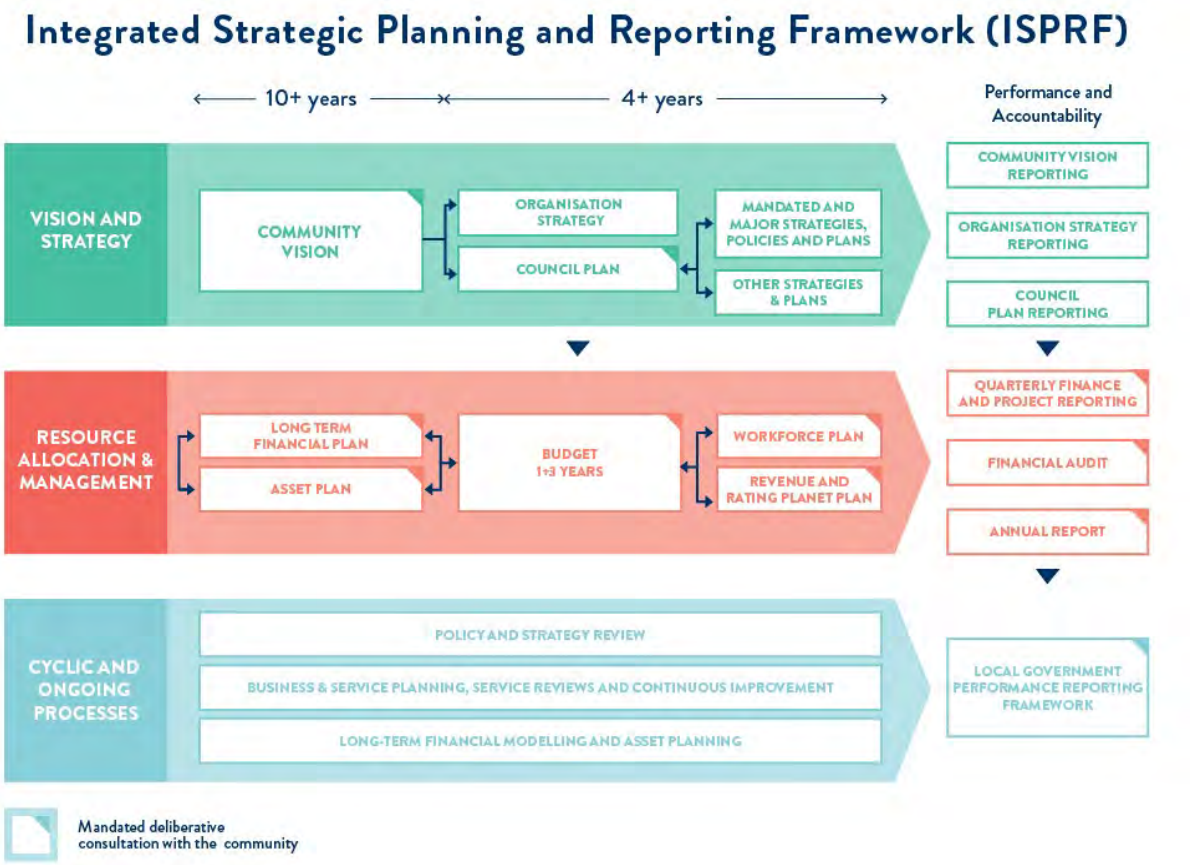
- Statements describing the financial resources required to give effect to the Council Plan other strategic plans of the Council
- Information about the decisions and assumptions that underpin the forecasts in the statements
- Statements describing any other resource requirements that the Council considers appropriate to include
- Any other matters prescribed by the regulations

It must also be developed in accordance with its deliberative engagement practices and adopted by 31 October in the year following a general election.

INTEGRATED PLANNING

This section describes how the plan links to the achievement of the 30-Year Community Vision, Our Community Plan and other strategies within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long-term (Community Vision and Financial Plan), medium term (Our Community Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report). The timing of each component of the framework is critical to the successful achievement of the planned outcomes.

The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



SERVICE LEVEL PLANNING

The City delivers a wide range of services, infrastructure and facilities to the community. Although councils have a legal obligation to provide some services such as animal management, local roads, food safety and statutory planning, most council services are not legally mandated, including some services closely associated with councils such as libraries, building permits and sporting facilities.

Over time, the needs and expectations of communities' change. Therefore, councils should have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations.

The plan assumes current services and agreed services levels are maintained throughout the life of the plan. Future plans will be reviewed and amended for any proposed changes in services, service levels or service delivery models.

INFLUENCES OF THE LONG-TERM FINANCIAL PLAN

Long-term Financial Plan Influences	
Greater Geelong: A Clever and Creative Future A 30-year document which outlines the communities' vision *"By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment."*	Features nine community aspirations: • A prosperous economy that supports jobs and education opportunities • A leader in developing and adopting technology • Creativity drives culture • A fast, reliable and connected transport network • A destination that attracts local and international visitors • People feel safe wherever they are • An inclusive, diverse, healthy and socially connected community • Sustainable development that supports population growth and protects the natural environment • Development and implementation of sustainable solutions
Our Council Plan A 4-year plan, which outlines how the City will work towards making Greater Geelong a clever and creative city. It guides the resources to deliver infrastructure, services and programs to ensure the social, economic and environmental sustainability of the region,	There are six strategic directions for us to focus on over the next four years. They are: • Plan, deliver, manage and optimise core and critical infrastructure across our growing region • Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities • Lead efforts to strengthen our diverse economic precincts and workforce to enhance prosperity across our community • Champion our unique heritage and culture • Protect and enhance our unique natural environment and surrounds • Commit to the highest levels of leadership, integrity, financial stewardship, and meaningful community engagement
Engagement with stakeholders and community	
Our local policies and strategies	• Asset Management Plan (due for adoption by July 2025) • Workforce Management Plan

How We Engaged

Community engagement is a vital step in the planning process, it has helped shape several strategic plans and key projects for the City. This feedback has influenced the development of the Long-term Financial Plan.

We have engaged the community in several ways:

- **Greater Geelong: A Clever and Creative Future:** The community-led 30-year vision, developed in 2016 following a considerable deliberative engagement process which captured the voices of over 16,000 community members. The community told us what they valued about the region, how it rated against recognised elements of a successful community, and shared ideas about how to address challenges now and into the future.

  The 30-year vision is the leading strategy that drives long-term investment and decision making as the City continues to the path towards a clever and creative future.

- ***Our Council Plan 2025-29*** **and Long-term Financial Plan:** To develop the Council Plan community deliberative workshops held during 2024 along with Stakeholder focus groups and open submissions to selected partner organisations, community groups and advisory committees.

  - The Draft Council Plan 2025–29 was endorsed for public consultation and released with the 4-year budget for community feedback in May 2025
  - The final Council Plan and refreshed vision will go to Council for adoption in July 2025

  Our Council Plan and the actions supporting this plan, have underpinned the development of the first four years of the Long-term Financial Plan.

- **Revenue and Rating Plan**:

  The 2025-26 to 2028-29 Revenue and Rating Plan was adopted by Council in June 2025.

  The City completed its consultation process for the four-year Revenue and Rating Plan. This process which included online engagement and face to face meetings with the community groups ran from 5 February to 23 February 2025.

  The community was asked seven questions to assess their preference for continuing the current rating strategy or propose alternative strategies.

  Seventy-two responses were received from the community during the engagement.

  A comprehensive review of all responses has been undertaken, resulting in the identification of key themes included:

  - Cost saving policies
  - Back to basics
  - Car parking
  - Strategies to increase investment in the City
  - Advocacy to increase State/federal funding
  - Increased consultation with the community

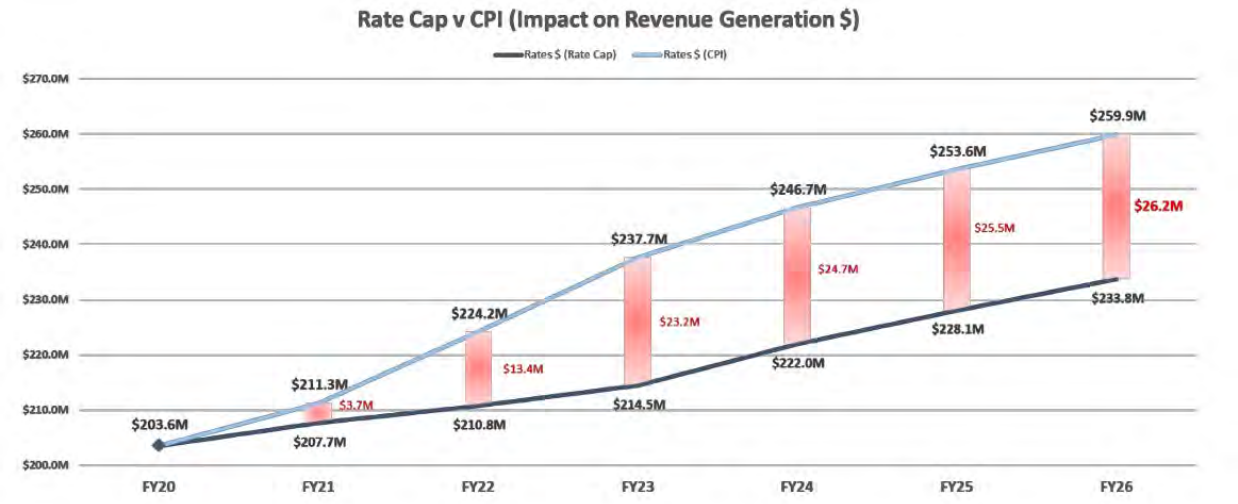
Context – Local Government Sector

SECTOR OVERVIEW & FINANCIAL CHALLENGES

The Local Government Sector is experiencing financial difficulty primarily caused by:

1. A relatively low rate cap - since COVID, we have experienced a high period of inflation. This has caused a significant increase in the cost of delivering our services, operating our business and delivering our projects. The rate cap has been relatively low compared to inflation (CPI). The result is that our costs have increased at a much higher rate than our revenue.

   The graph below depicts the impact of the relatively low rate cap on the City. If the rate cap was set at the same level as CPI from 2019-20 to 2025-26, the City would have $26.2mil of further rates revenue available in 2025-26. With the rate cap being set a lower level than inflation, the City has had to absorb the impact of rising costs without a corresponding revenue increase.



2. Cost shifting – this is the practice whereby other levels of government delegate responsibilities, add regulations, set fees, or reduces financial support for Victorian councils. The original 50/50 funding split for a number of services has been slowly eroding, with Local Government having to absorb the impact.

   Council has absorbed the financial impact of cost shifting at the same time that our underlying costs have been increasing at a much higher rate than our revenue.

The consequences of these challenges for Council's are:

- Difficulty in sustaining operating surpluses
- Deteriorating liquidity and cash
- Increased levels of debt
- Decreased levels of investment into asset renewals

These challenges, as well as others, where outlined in a report tabled to parliament on 28 November 2024. The parliamentary inquiry into Local Government funding and services analysed cost shifting, the ability of local governments to meet core service delivered, revenue structures and alternative funding models. A full copy of the report is available at: Inquiry into Local Government funding and services - Parliament of Victoria

Defining Financial Sustainability

STRATEGIC FINANCIAL OUTCOMES

Financial sustainability is Council's ability to manage its financial resources in a responsible and efficient manner over the long term. This ensures Council will have the financial resources required to deliver on the Community Vision and Council Plan.

MEASUREMENT OF FINANCIAL SUSTAINABILTIY

To assess the financial health of the City, several measures are used for planning, monitoring and reporting. These measures are based on the Local Government Performance Reporting Framework which provides a consistent and transparent reporting framework for the sector.

These measures are designed to assess the financial health of the organisation over 5 key pillars of financial health:

1. Operating Position: the financial ability of the City to operate the business and provide our services on an on-going basis.
2. Asset Management: ensuring the community enjoyment of assets can continue.
3. Liquidity: the financial ability of the City to its meet financial liabilities.
4. Debt: the financial ability of the City to meet its debt obligations.
5. Cash Allocation: measuring the overall cash allocation with the Income Statement Converted to Cash

Under each pillar of financial health, a number of measures are used. Each measure is categorised as:

1. Primary – these measures are the strongest metrics of overall financial health that will be committed to as a primary measure of financial sustainability in budgets and long-term financial plans.
2. Secondary – these are supporting measures that are indicative of financial health that will be used to assist with the measurement of financial sustainability.

Measure	Category of Measure	Financial Health Indication	Calculation
Operating Position			
Underlying Operating Margin	Primary	The financial ability and contingency available to operate the business and provide services on an on-going basis (LGPRF OP1)	Underlying Operating Result *Divided by* Underlying Operating Revenue
Operating Costs per Assessable Property	Secondary	The relative amount of operational expenses as compared to assessable properties (LGPRF E2)	Underlying Operating Expenditure *Divided by* Total Assessable Properties
Rates Concentration	Secondary	The level of reliance on rates and the ability to generate other revenue to fund business operations and services. (LGPRF S1)	Total Rates Revenue *Divided by* Underlying Operating Revenue
Asset Management			
Asset Renewal & Upgrade Ratio	Primary	The financial capacity to fund asset renewal as required (LGPRF O5)	Asset Renewal and Upgrades *Divided by* Asset Depreciation
Asset Renewal Ratio	Secondary	The financial capacity to fund asset renewal as required (modified version of LGPRF O5)	Asset renewals *Divided by* Asset Depreciation
Liquidity			
Working Capital Ratio	Primary	The financial ability to be able to meet and pay obligations (LGPRF L1)	Current Assets *Divided by* Current Liabilities
Unrestricted Working Capital Ratio	Primary	The financial ability to be able to meet and pay short-term obligations (LGRPF L2)	Unrestricted Cash *Divided by* Current Liabilities
Debt			
Indebtedness v Rates Ratio	Primary	The relative amount of debt outstanding as compared to revenue generate by rates (LGPRF O2)	Total Interest-Bearing Liability *Divided by* Total Rates Revenue
Loan Repayment Effort	Secondary	The relative amount of cash being consumed to meet debt obligations. (LGPRF O3)	Total Interest + Principal Repayments *Divided by* Total Rates Revenue
Indebtedness Ratio	Secondary	The relative amount of debt outstanding as compared to the amount of assets held (LGPRF O4)	Non-current Liabilities Divided by Own Source Revenue
Cash Allocation			
Cash Surpluses	Primary	Ensures that the cash position is not deteriorating by comparing the total cash received against the total cash allocated.	Income Statement Converted to Cash

Key Risks

The plan relies upon several key assumptions, based on the latest available data and professional judgement. Over time, these assumptions will change based on the evolving internal and external environment. The plan will be actively monitored with regular revision to ensure the latest assumptions are incorporated within and to ensure it remains robust in the face of these challenges.

The inherent challenges and risks faced in developing the long-term financial plan are summarised below.

Growth

- New infrastructure required to support a growing community
- Funding shortfalls of Developer Contribution Plans
- Maintaining an expanding asset base of new infrastructure
- Maintaining the ageing existing asset base
- Providing services to a growing community

Economic Changes

- Interest rate fluctuation
- Inflation and movements in the Consumer Price Index (CPI)
- Economic growth – residential and new business development

Political Changes

- Cost shifting from the State and Federal Governments
- Setting of the rate cap and changes to rating capping regulations
- Changes to levies and their conditions (i.e. Environment Protection Authority levy)

Climate Changes

- Impacts of climate change including impacts which affect asset condition and functionality in the long term.
- Natural disasters

Internal Risks

- Service reviews and changes in agreed service levels
- Infrastructure asset management and asset renewal
- Changes in fees and charges and other revenue sources
- Delivery of key projects and efficiency programs
- Workforce management

Community

- Community needs and expectations
- Demographic changes
- Our Community Plan updates
- Other key strategies

The Long-Term Financial Plan

KEY STRATEGIC FINANCIAL OUTCOMES

The City's long-term financial plan outlines how services and infrastructure will be delivered to the community over a 10-year period.

The 2025-26 to 2028-29 Budget provides the first four years as the foundation of the plan. With the remaining six financial years being based on key principles, assumptions and inputs from other strategic plans and community priorities.

This plan includes the key assumptions for the major revenue end expense categories that have been based on available data sources and professional judgement.

Key strategic financial outcomes of the plan include:

- **Underlying operating surpluses**: Over the next 10-year period, the achievement of underlying operating surpluses is a key principle of the plan. This will require the realisation of ongoing financial benefits using the key strategic financial levers.
- **Effective liquidity management:** Ensuring adequate liquidity is held at all times over the plan to ensure the City is always in a position to meet its financial obligations including payments to employees and suppliers.
- **Effective management and reduction of debt:** A key principle of the plan is to effectively manage debt, targeting a reduction of the City's indebtedness.
- **A focus on renewing the City's assets:** Focused investment in existing assets to maintain asset condition and performance for the community.

FINANCIAL SUSTAINABILITY

Our Council acknowledges that it must plan for the current and future needs of the community in a socially, culturally, environmentally and financially sustainable manner. The City has a responsibility to guarantee that it has enough resources now and into the future to deliver the services and programs expected by the community. There is also a need to maintain community assets to a certain level so that the cost does not become a burden for future ratepayers and for the City to remain financially viable.

At the same time, it is critical that the City continues to provide vital infrastructure and services to the community.

This presents a difficult challenge balancing financial influences with community needs and expectations. Given the current financial environment, this is particularly challenging given the upward pressure on costs for service and asset provision, ongoing property development and population driving service demand, with revenue not keeping pace.

The financial discipline principles assist with decision making and striking the balance between financial sustainability and the community needs. The financial discipline principles are a set of key principles that will be used to guide financial decisions making in budgets, as well as responding to emerging risks and opportunities.

FINANCIAL DISCIPLINE PRINCIPLES

STRATEGIC ALIGNMENT	Financial decisions should create progress towards Council Strategies and be consistent with key Council priorities. Financial decisions need to be aligned with key policies and strategic plans of the City, including the outcomes as set out in this Long-term Financial Plan.
EQUITABLE INVESTMENT & REVENUE MECHANISMS	Overall revenue growth needs to be consistent with growth in costs. Funding sources and distribution should align with benefit and enjoyment, while also considering capacity to pay. Funding mechanisms are transparent, practical to implement and do not create burdensome administrative upkeep. Investment in the community services and infrastructure is equitably and fairly distributed.
SUSTAINABLE OPERATING POSITION	Expenditure on service delivery needs to be managed within the constraints of available revenue. The net cashflow generated from operational activities should be allocated to repaying debt and renewing the existing asset base.
PRESERVATION OF EXISTING ASSET BASE	Investment into renewing existing asset base consistent with Asset Management Policy needs to take priority in the capital program. Assets will be managed efficiently relevant to community need, focusing on optimum utilisation and life-long cost management. Strategic decisions to be made on disposal of surplus assets to free up capacity to upkeep of priority assets.
RESPONSIBLE WORKING CAPITAL MANAGEMENT	Working capital will be maintained at sufficient levels to ensure liquidity, considering restricted cash obligations. Restricted cash will be appropriately identified and reserved. Borrowings will be managed to ensure indebtedness and repayments are manageable. Borrowings should only occur for projects where there is inter-generational benefit and strong alignment to strategic outcomes.
EFFICIENT & EFFECTIVE SERVICE DELIVERY	Focus on delivering maximum value to the community with available funding. Appropriate investments to be made to create long-term financial capacity. Focus on productivity and efficient service delivery through on-going efficiency dividend and scheduled Service Reviews.

STRATEGIC FINANCIAL LEVERS

The City has the ability increase its financial capacity by using strategic financial levers. Effective use the of strategic financial levers will allow for the City to respond to community needs through further investment into services or infrastructure while not impacting financial sustainability.

LEVER 1 – OPTIMISE CURRENT & EXPLORE NEW REVENUE OPPORTUNITIES

One of the key indicators of assessing Council's financial sustainability is the ability to generate sufficient cash flows and the level of unrestricted cash held.

Council must maintain an adequate level of cash in order to meet the requirements of Council operations and to ensure timely payment of all liabilities.

Given the existing limitations of the Rate Cap, Council is restricted in its ability to enhance the revenue generated from Rates. As such, consideration must be given to how other revenue streams can be enhanced in conjunction with exploring opportunities for Council to generate new revenue streams.

Opportunities exists to increase revenue through fees, charges and other contributions.

Some of the options may include:

- Benchmarking of existing user fees
- Generating revenue from the City's existing asset base (for example, generating lease revenue on properties)
- Implementation of new revenue streams

LEVER 2 – INITIATE STRATEGIC EFFICIENCIES

Initiating strategic efficiencies allows Council to improve service delivery and reduce unnecessary cost in order to achieve long-term sustainability.

Some of the options may include increasing operational efficiencies through technology, process, procurement, project planning and delivery improvements.

LEVER 3 – REVIEW & RATIONALISE PROPERTY & ASSETS

The City currently manages assets and infrastructure to the value of $6.095 billion.

The existing asset base requires regular review by Council to ensure that public value is being maximised.

We intend to adopt several innovative approaches to measure the utilisation of our assets. This includes providing people counters for building and public spaces, graphic counters at some of our critical infrastructure assets, to enable us to measure the value these assets provide to the community. Where an asset is underutilised, then we will work with service managers to rationalise assets to gain better value for the community.

LEVER 4 – STRATEGIC SERVICE REVIEWS

Local governments deliver an array of services to the community with limited budgets. Councils often find themselves in the difficult position of being required to deliver essential and community valued services when other market providers, including other levels of Government, have chosen to either reduce their offerings or exit from these services.

Given the implications of cost shifting and the ever-evolving demands and expectations of our residents, Council alongside the Community must continue to review and make informed decisions about the role that Local Government continues to play in delivering these services to the Community.

In considering the role that Council continues to play in the delivery of its services, some of the following options may include:

- Advocating for additional funding from Federal and State Government to assist with offsetting the increasing cost to Council for services that are being delivered on behalf of other tiers of government.
- Identifying new efficiencies in the delivery of current services
- Undertaking a review of Council services for which there is an opportunity to cost effectively outsource part or all of this service to other market providers.
- Undertaking a review of services that Council should consider exiting

LEVER 5 – STRATEGIC & SUSTAINABLE DESIGN OF CAPITAL PROGRAM

There is a need to maintain community assets to a certain level so that the cost does not become a burden for future ratepayers and for the City to remain financially viable.

If asset renewal needs are not met this results in higher maintenance costs, lower asset service standards and the potential for asset failure.

Priority should be given to investing in the renewal and upgrade of City of Greater Geelong’s existing assets over the delivery of new assets.

The use of borrowings for new and existing assets must ensure intergenerational equity by aligning asset consumption with the future generations benefiting from those assets. Debt should only be considered as a funding source for infrastructure where that infrastructure provides a highly material, broad and intergenerational benefit to the community.

Some of the options for designing a strategic and sustainable capital program may include:

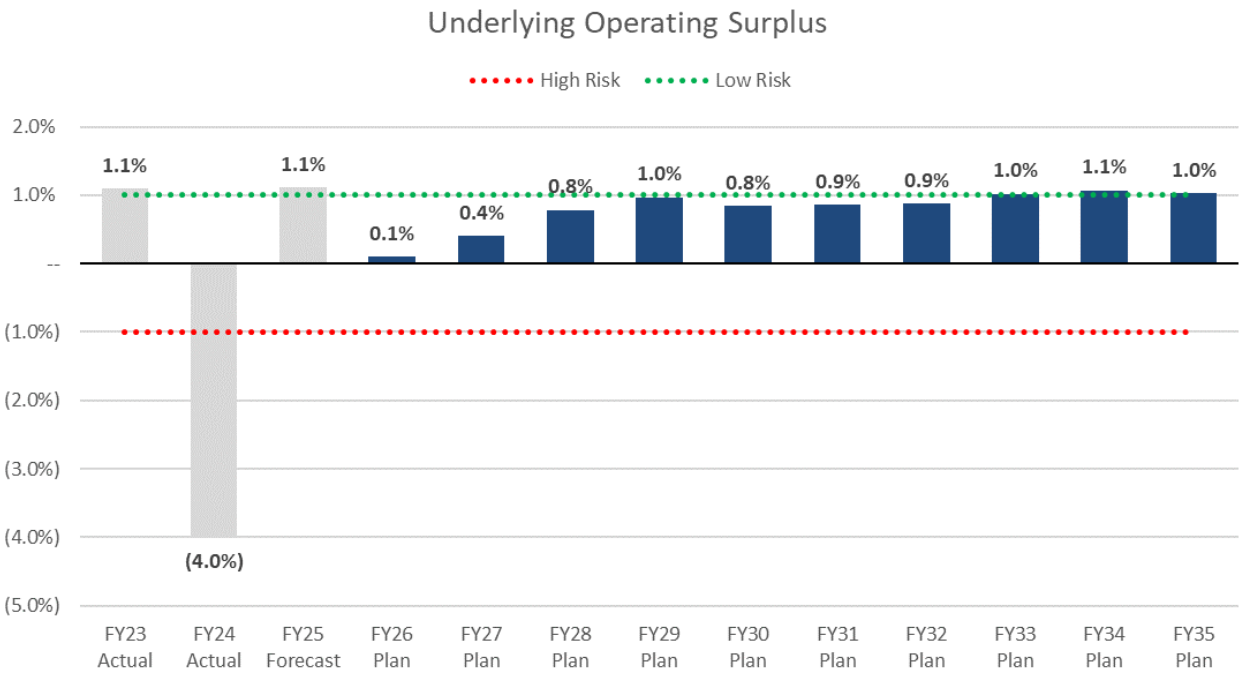
- Reviewing and reprioritising the capital program
- Longer-term capital works planning
- Advocating for grant funding for priority infrastructure

FINANCIAL SUSTAINABILITY COMMITMENTS

To ensure the City is financially sustainable and is in the financial position to deliver on the Community Vision and Council Plan, a commitment is made to achieve the following financial sustainability measures:

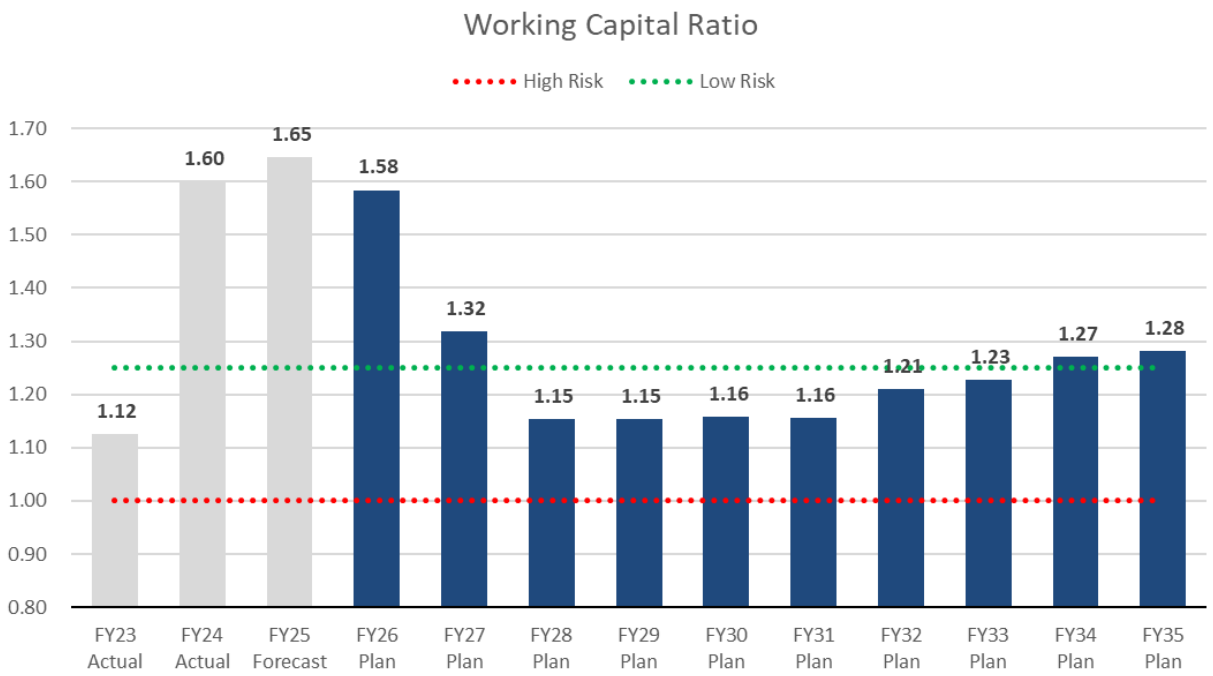
a. Underlying Operating Ratio

Purpose	Demonstrates the City's ability to fund services and operations over the long-term.		
Formula	Underlying Operating Result / Underlying Operating Revenue.		
Low Risk	≥ 1.0%	Underlying operating surplus maintained for all periods in the long-term plan.	
Medium Risk	(1.0%) to 1.0%	Average underlying operating result over the plan around a breakeven position, being from (1.0%) to 1.0%, with some periods of operating deficit.	
High Risk	> (1.0%)	Sustained periods of underlying operating deficits greater than (1.0%).	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Low Risk Range	1.0%	1.0%	An operating surplus demonstrates the ability to fund services, business operations and asset renewal. The 1.0% margin provides contingency for risks and capacity for opportunities.



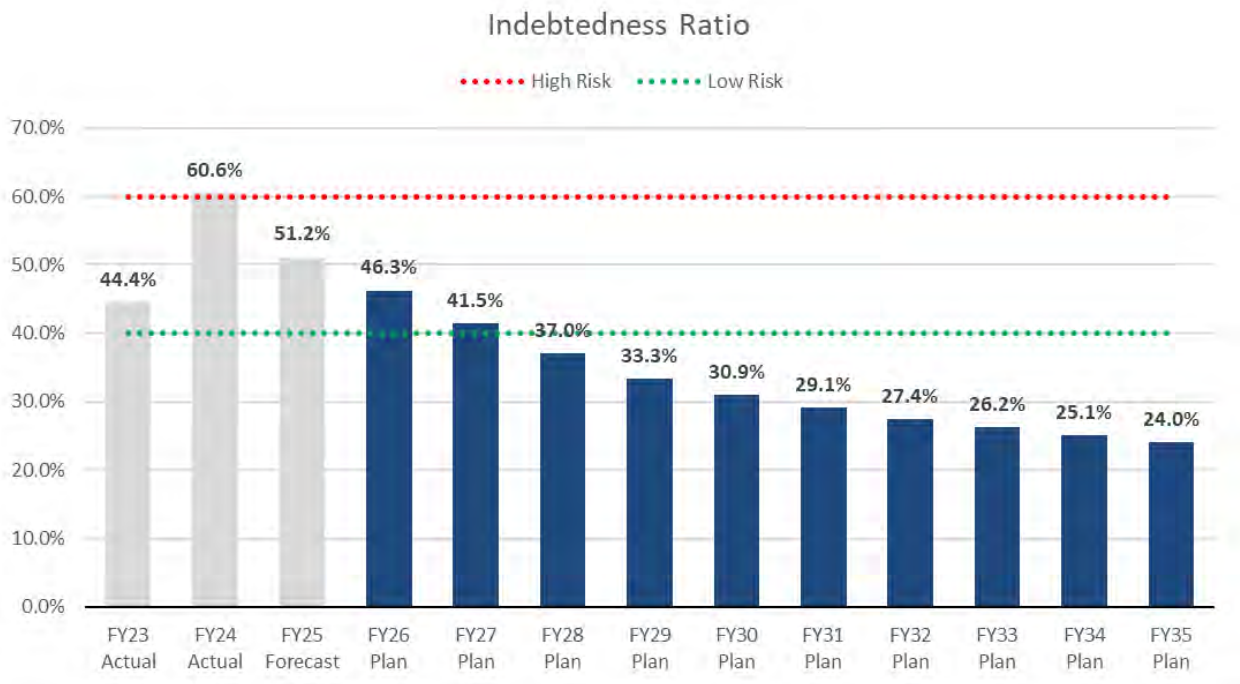
b. Working Capital Ratio

Purpose	Measures the City's ability to meet financial obligations and liabilities.		
Formula	Current Assets / Current Liabilities.		
Low Risk	> 1.25	Average liquidity is maintained above 1.25 over the life of the plan.	
Medium Risk	<1.0 to 1.25	Average liquidity is maintained between 1.00 and 1.25 over the life of the plan.	
High Risk	<1.00	Average liquidity is maintained less than 1.00 over the life of the plan.	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Medium Risk Range	1.10	> 1.10	A ratio of >1.0 ensures that Council will be able to meet its current financial obligations and liabilities. A target of >1.1 provides contingency for risks and capacity for opportunities.



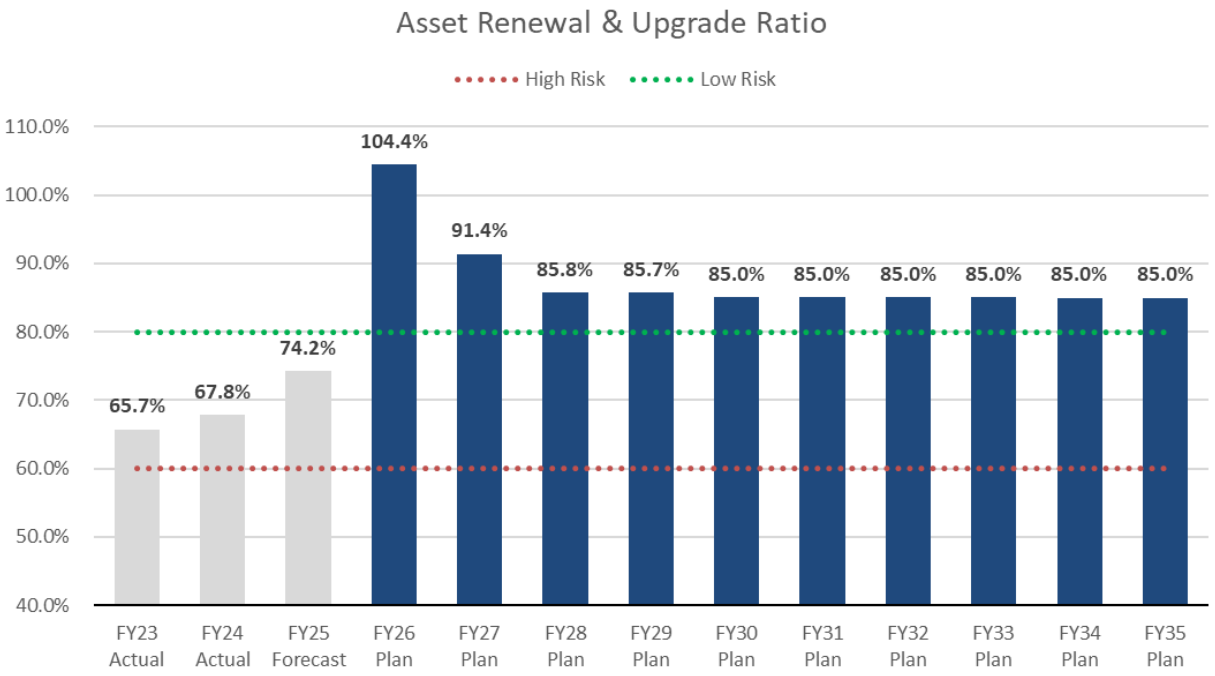
c. Indebtedness Ratio

Purpose	Determines the City's ability to service debt from its primary revenue source (rates)		
Formula	Loans and Borrowings / Rates Revenue		
Low Risk	< 40%	Average ratio is below 40% over the life of the plan.	
Medium Risk	> 40% and < 60%	Average ratio is between 40% and 60% over the life of the plan.	
High Risk	> 60%	Average ratio is greater than 60% over the life of the plan. Limited capacity for the City to increase borrowings, debt may become a burden.	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Low Risk	< 40%	< 40%	Indebtedness below 40% represents a low risk of being unable to meet debt commitments. This also provides Council with future borrowing capacity to allow for strategic use of debt for responding to future community needs.



d. Asset Renewal & Upgrade Ratio

Purpose	Calculates the annual expenditure on renewing the City's assets against depreciation to measure whether Council is reinvesting appropriately in existing infrastructure assets.		
Formula	Capital Expenditure on Renewal and Upgrade of Assets / Depreciation Expense.		
Low Risk	> 80%	Average renewal rates are greater than 80% of depreciation over the life of the plan.	
Medium Risk	> 60% and <80%	Average renewal rates are between 60% and 80% of depreciation over the life of the plan.	
High Risk	< 60%	Average renewal rates lower than 60% of depreciation over the life of the plan.	
Risk Appetite	**4yr Target**	**10yr Target**	**Strategic Justification**
Low Risk	85%	85%	A high renewal rate ensures that Council is able to fund to renewal, restoration and replacement of existing assets. This ensures asset are in good functioning condition for community use and enjoyment.



KEY ASSUMPTIONS

Financial and social indicators are inherent to predicting future values; these include Consumer Price Index, interest rates, employment levels, and population growth. The plan assesses financial trends over the ten-year period on a range of assumptions and provides the City with information to assess resourcing requirements to achieve its strategic objectives and to assist the City to ensure long-term financial sustainability.

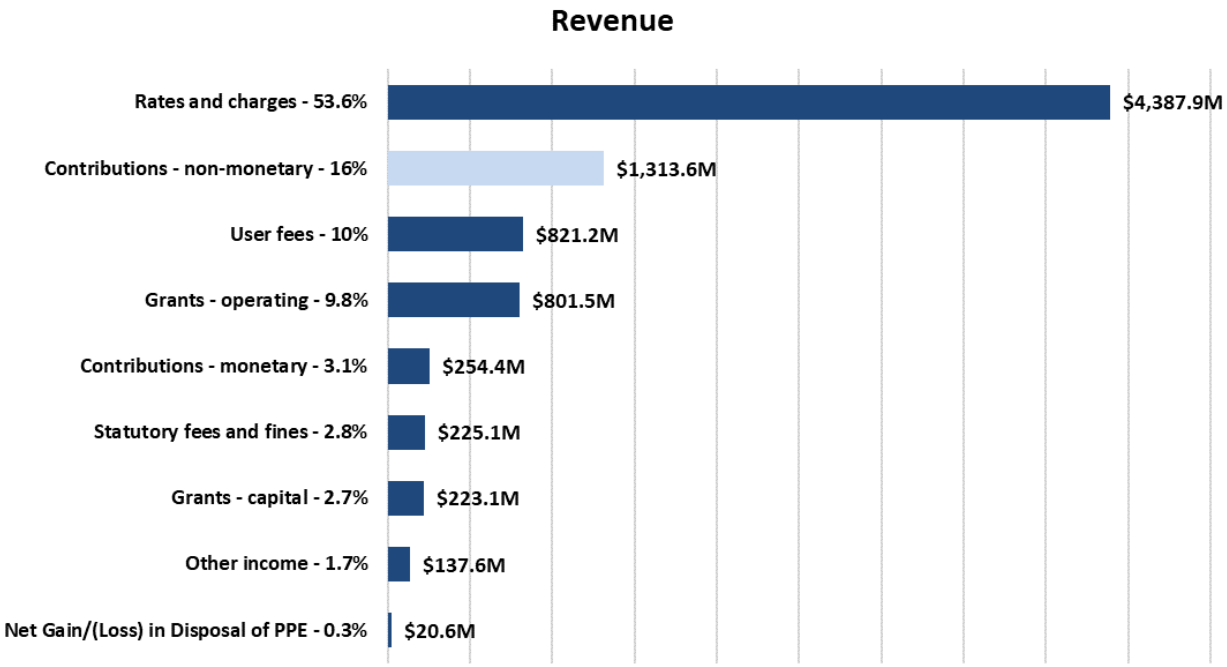
It is important that the plan considers the most recent economic data and forecasts available. A review will be conducted each year to ensure that the underlying assumptions and parameters are reasonable given changes in the economic, internal and external environments.

The key assumptions in the long-term financial plan are listed below.

Movement %	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Core Assumptions										
CPI / Inflation	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Property & Service Volume Growth	2.50%	2.50%	2.50%	2.50%	2.25%	2.00%	1.90%	1.90%	1.85%	1.85%
Key Revenue Assumptions										
General Rates / Rate Cap	2.50%	2.75%	2.75%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste Charge	7.67%	7.00%	7.00%	7.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
Statutory Fees & Fines	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Users Charges	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Operating	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Grants - Capital	Per FY26-FY29 Adopted Budget				11.92% of Capital Program Funding					
Contribution - Monetary	Per Projections on Developer Contributions									
Contribution - Non-Monetary	4.00%	4.00%	4.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Key Revenue Assumptions										
Salaries & Wages / EA Increase	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Services	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation	5.76%	4.62%	4.45%	5.11%	4.24%	4.25%	4.23%	4.05%	3.96%	3.93%

REVENUE

The City relies on revenue to fund the delivery of its services and infrastructure. The following table highlights the key revenues sources for the City over the life of the plan.



a. Rates & Charges

Rates and charges on average comprise 53.6% of total revenue over the life of the plan, being the most critical income source. Rates and charges income are budgeted at $341.7 million in 2025-26 and is expected to rise by $195.3 million to reach $537.0 million by 2034-35.

The Revenue and Rating Plan 2025-26 outlines the short and medium-term rating strategy that forms the basis of the plan. The intention of the strategy is to:

- Maintain where possible, the commercial/industrial rate in the dollar relative to the residential rate at 1.8 times, noting the annual rate cap and valuation changes of other differentials may impact relativity in the future, and
- Increase the farm rate in the dollar to 75% of the residential rate over the long-term.

All rating categories including vacant land, mixed use and other land use types will continue to be reviewed on an annual basis and will consider property valuations and community input.

Assumptions

The revenue and rating plan includes a rate increase of 2.5% in 2025-26, being 0.5% lower than the state government rate cap. The rate cap is assumed to be 2.75% for 2026-2027 to 2028-29, and 2.50% thereafter. Rates increases are assumed to be at the level of the rate cap.

The City is in a period of significant growth and will see approximately 35,706 new rateable properties over the life of the plan. Growth has been assumed using available population forecast data and is expected to be 2.5% for 2025-26 to 2028-29. Growth continues beyond this, but at a slower rate, expected to be 1.85% by 2034-35.

Waste Charge

The waste collection service charge is a cost recovery model whereby all costs for delivering the service, including funding the required infrastructure, are recovered through the charge. This includes direct, indirect and overhead costs. A reserve is used to manage the funding of the waste collection service.

Significant investments are expected to be made over the ten years of the plan in order to deliver state government's waste plans. Investments include:

- Rollout of the food organics and garden organics service delivery, requiring facility upgrade works to allow for organics processing
- Purchase of kerbside glass bins for kerbside collection of glass bins by 2027 as mandated by kerbside reform
- Planning and construction of a regional resource hub
- Investment in the development of a new resource recovery centre due to growth in the region
- State government Environment Protection Authority levy increases

Assumptions

The waste charge has been increased by 7.67% in 2025-26 and is expected to increase by 7.00% from the 2026-27 to 2028-29. This increase is required to absorb the increase in the EPA levy of 27.9% in 2025-26 and to deliver the kerbside reform mandated by the state government.

Beyond 2028-29, it is planned the waste charge be set at a level consistent with CPI.

Growth in tenements (kerbside bins) is expected to generally increase consistent with the growth in assessable properties.

b. Contributions

Contributions represent funds received by Council, usually in the form of developer contributions, that are linked the to the delivery of infrastructure. Contributions can be made to the City in the form of either cash payments (monetary) or asset handovers (non-monetary).

The plan includes the following contributions based on current projections:

- Monetary contributions from developers under planning and development agreements
- Monetary contributions under developer contribution plans and infrastructure contribution plans
- Facility upgrade contributions from user groups
- Assets handed over to the City from developers at the completion of a subdivision, such as roads, drainage, and streetlights.
- Monetary contributions are based on the contract payments as outlined in developer contribution plans.

c. User Fees

The City provides a wide range of services to our community. In undertaking this role, the City, through its planning and engagement processes, will assesses community needs and outline which services the City will fund. Contributions can be made by the users of the services to help fund service delivery; all fees and charges are reviewed annually and are guided by the City's fees and charges policy.

Assumptions

User Fees are generally assumed to increase in line with the CPI annually. Growth in the volume of User Fees is also expected at a rate generally consistent with assessable property growth.

d. Government Grants

Grant revenue represents income usually received from other levels of government. The City actively advocates external grant funds for programs and prioritised works.

A large proportion of operating grants income is made up of the Financial Assistance Grant provided by the Commonwealth Government under the Local Government (Financial Assistance) Act 1995 (Commonwealth) and distributed annually to 79 local governing bodies within Victoria.

Capital grants have a material impact on the City's financial capacity to deliver infrastructure. The City will continue to advocate for grants to complete large projects over the life of the Plan.

Assumptions

Operating grants are assumed to increase a rate slightly beyond inflation. It is common practice that the formulas used for grant funding allocation consider increase in volumes and growth. Due to our expected growth, it is assumed that operating grants to be received will increase at rate slightly beyond inflation.

The value of capital grants will vary over the life of the plan depending on the value and nature of the capital projects being undertake and commitments made by the State and Federal Government. Based on recent trends, capital grants are expected to represent around 12% of the funding for the City's capital program.

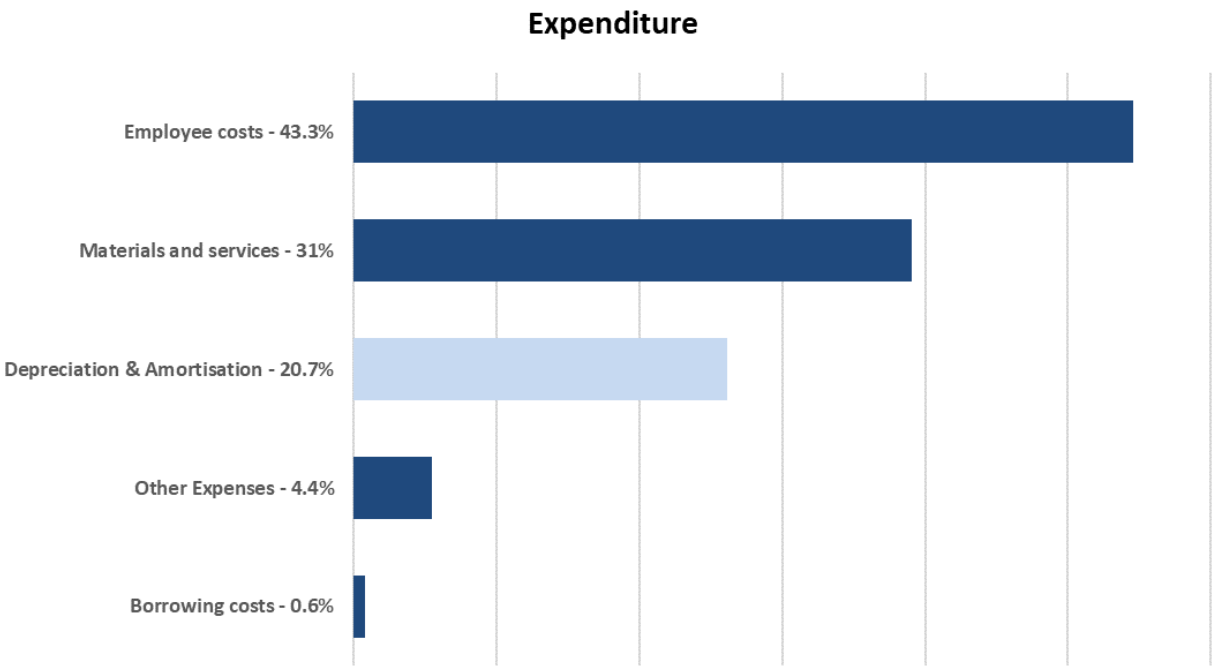
e. Statutory Fees & Charges

Statutory fees and fines are those which the City collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Assumptions

Statutory Fees are assumed to increase in line with the CPI annually generally, however, will be updated in line with any government announcements. Prior year data and trends suggests the these are announced at a rate slightly lower than CPI.

EXPENDITURE



a. Employee Costs

Employees are an integral part of the success of the City through the delivery of programs and services to our community. Total employee costs on average account for 43.3% of all expenditure. Employee costs are forecast at $210.6 million for the 2025-26 financial year and will rise to $341.8 million over the 10 years of the plan, to meet the growing needs of the municipality.

Assumptions

Consistent with the current EBA, increases to salaries are expected to be 3.00% until 2028-29. Beyond this, EA increases are assumed to be 2.5% consistent with the assumed CPI.

The growth in population and rateable properties will result in an increase in demand for services. Growth in staff numbers is therefore expected to increase at a level generally consistent with assessable property growth.

b. Materials & Services

The 2025-26 budget for materials and services is $171.4mil, growing to $222.9 million by 2034-35. The most significant expense category within materials and services are contracts, which account for almost half of total materials and services.

Where the private sector is better positioned to deliver services on its behalf, contractors are engaged. The City's most significant contracted services are for waste management, home care support, parking and asset maintenance.

Assumptions

Materials and services are assumed to increase consistent with inflation over the life of the plan.

The growth in population and rateable properties will result in an increase in demand for services. Growth in materials and services are therefore expected to increase at a level generally consistent with assessable property growth.

c. Depreciation & Amortisation

The City has infrastructure assets including roads, footpaths, buildings, drains and open space that average $xx billion over the life of the Plan.

Assumptions

Depreciation is calculated based on the expected useful life of each asset (excluding land). Depreciation fluctuates based on the changes in the City's asset base. With a growing asset base, depreciation is expected to increase on average by around 4.5% over the life of the plan.

d. Efficiency Realisation

The 2025-26 budget includes an efficiency benefit of $16.6mil to be realised. The plan also shows a need for on-going efficiency beyond the 2025-26 budget. The realisation of this efficiency is critical for the achievement of the financial results projected in this plan.

Realisation of permanent efficiencies that result in on-going financial benefit to the organisation will diminish and eliminate the need for further financial rectification.

CAPITAL PROGRAM OF WORKS

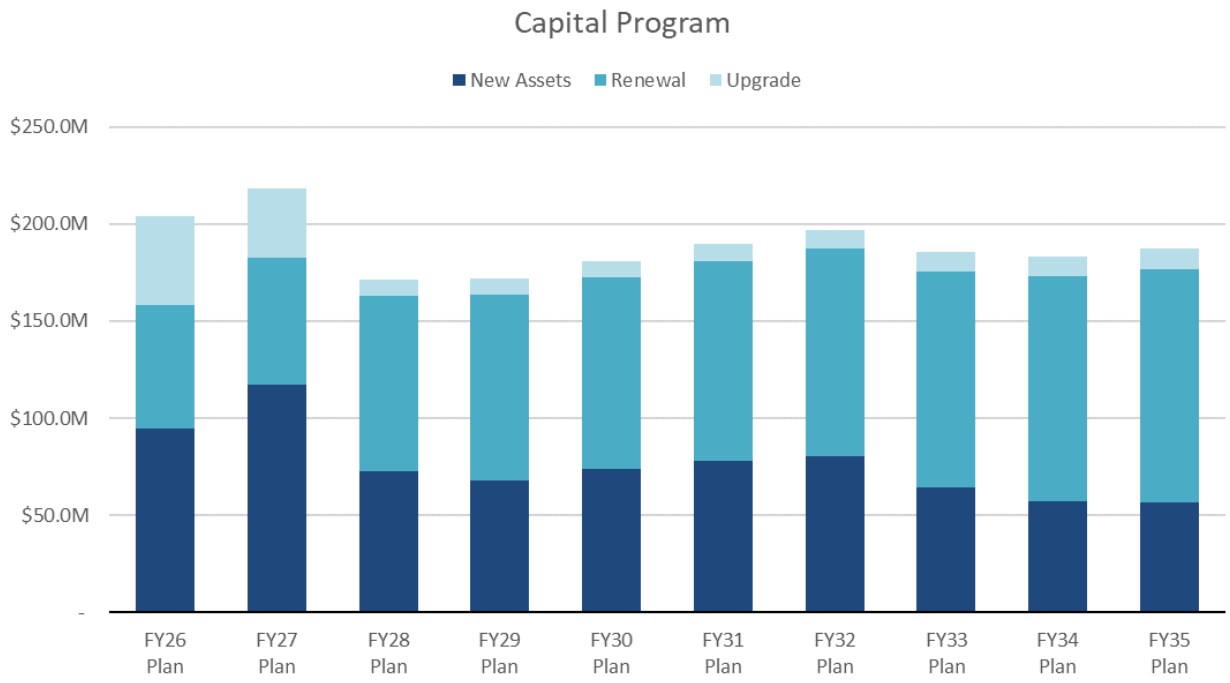
The capital works program aims to meet the infrastructure service requirements of the City and its forecasted population growth. High demand for new infrastructure needs to be balanced with the community's expectation on maintenance and renewal of existing assets.

The Asset Management Plan will guide the investment in renewal, replacement and upgrade and our assets. The Asset Management Plan also guides how we identify, plan and decommission building assets that are no longer safe or functional, where a viable alternative is available.

The capital works program for 2025-26 to 2028-29 is as per the 2056-26 adopted budget. Beyond this, the capital program has been projected based on the key principles that underpin the strategic financial outcomes included in the plan, including:

- Achieving an asset renewal and upgrade ratio of 85%
- Achieving cash surpluses over the life of the plan
- No further utilisation of debt
- Holding sufficient working capital

The planned strengthening of the working capital position and the reduction of debt provides the City with the financial capacity to respond to growth and future community needs in the capital program. This allows the City to utilise cash reserves, debt, or a combination of both to strategically fund intergenerational infrastructure of a high community value.



Appendix 1 – Financial Statements

Financial Plan Statements

This section presents information in regard to the financial plan statements for the ten years from 2025-25 to 2034-35.

Comprehensive Income Statement

Income Statement Converted to Cash

Balance Sheet

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Statement of Changes in Equity

COMPREHENSIVE INCOME STATEMENT

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income / Revenue											
Rates and charges	323,128	341,652	362,184	384,263	408,313	428,637	449,124	470,242	492,363	514,182	536,968
Statutory fees and fines	16,301	18,328	19,256	20,231	21,151	22,060	22,951	23,855	24,794	25,758	26,759
User fees	65,848	67,662	70,161	73,713	77,067	80,377	83,624	86,917	90,340	93,852	97,500
Grants - operating	74,868	77,794	71,963	73,942	75,976	78,065	80,212	82,418	84,684	87,013	89,406
Grants - capital	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Contributions - monetary	39,053	41,515	30,881	24,469	40,778	26,278	27,988	35,764	13,534	10,742	2,500
Contributions - non-monetary	137,907	116,012	120,652	125,478	127,988	130,547	133,158	135,822	138,538	141,309	144,135
Net gain (or loss) on disposal of PPE	(2,147)	11,018	3,405	707	726	744	762	780	799	818	838
Other income	16,275	13,760	11,574	11,666	12,856	13,265	13,707	14,342	14,879	15,550	16,024
Total income / revenue	**692,162**	**728,047**	**729,229**	**719,336**	**769,721**	**801,545**	**834,125**	**873,613**	**882,042**	**911,042**	**936,475**
Expenses											
Employee costs	203,906	210,553	220,950	235,098	250,152	264,256	278,481	293,186	308,669	324,811	341,797
Materials and services	152,423	171,382	173,115	179,337	186,177	192,181	197,522	203,347	211,085	215,924	222,896
Depreciation	99,617	105,358	110,226	115,129	121,010	126,138	131,494	137,061	142,611	148,256	154,079
Amortisation - intangible assets	1,726	1,727	1,727	1,470	1,340	1,340	1,340	1,340	-	-	-
Depreciation - right of use assets	1,522	2,042	685	388	341	325	325	183	-	-	-
Allowance for impairment losses	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	5,755	5,124	2,823	3,216	2,989	3,973	4,535	4,775	4,111	4,562	3,360
Finance costs - leases	179	164	106	70	56	43	33	21	-	-	-
Other expenses	22,200	21,215	22,938	23,450	25,306	26,587	27,933	29,347	30,833	32,394	34,034
Total expenses	**487,328**	**517,565**	**532,570**	**558,158**	**587,370**	**614,844**	**641,662**	**669,260**	**697,308**	**725,946**	**756,166**
Surplus/(deficit) for the year	**204,834**	**210,482**	**196,659**	**161,177**	**182,350**	**186,701**	**192,464**	**204,353**	**184,734**	**185,097**	**180,309**
Other comprehensive income											
Net asset revaluation gain /(loss)	203,611	211,755	220,226	229,035	233,615	238,288	243,053	247,915	252,873	257,930	263,089
Total other comprehensive income	**203,611**	**211,755**	**220,226**	**229,035**	**233,615**	**238,288**	**243,053**	**247,915**	**252,873**	**257,930**	**263,089**
Total comprehensive result	**408,445**	**422,237**	**416,885**	**390,212**	**415,966**	**424,989**	**435,517**	**452,267**	**437,607**	**443,027**	**443,398**

INCOME STATEMENT CONVERTED TO CASH

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Surplus/(deficit) for the year	**204,834**	**210,482**	**196,659**	**161,177**	**182,350**	**186,701**	**192,464**	**204,353**	**184,734**	**185,097**	**180,309**
Adjustment for Non-Cash Items											
Contributions - non-monetary	(137,907)	(116,012)	(120,652)	(125,478)	(127,988)	(130,547)	(133,158)	(135,822)	(138,538)	(141,309)	(144,135)
Depreciaiton & ammortisation	102,865	109,126	112,637	116,987	122,690	127,803	133,159	138,584	142,611	148,256	154,079
Written-Down Value of Asset Diposals	3,892	6,456	485	507	530	553	575	598	621	645	670
Adjustment for Non-Cash Items											
Capital Expenditure	(158,234)	(204,342)	(218,204)	(171,135)	(171,695)	(180,927)	(189,547)	(196,876)	(185,447)	(183,000)	(187,407)
Adjustment for Financing Items											
New Borrowings	-	-	-	-	-	-	41,000	17,000	-	70,000	-
Loan Repayments	(20,085)	(7,423)	(7,555)	(7,690)	(6,347)	(3,427)	(42,808)	(18,700)	-	(70,000)	-
Lease Repayments	(718)	(1,274)	(1,360)	(720)	(399)	(367)	(370)	(302)	-	-	-
Adjustment for Reserve Movements											
Reserve Drawdown/(Replishment)	5,700	6,759	21,160	22,123	13,801	3,287	-	-	-	-	(2,994)
Cash Surplus/(Deficit) for the Year	**346**	**3,773**	**(16,829)**	**(4,230)**	**12,943**	**3,075**	**1,314**	**8,834**	**3,981**	**9,688**	**523**

BALANCE SHEET

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Assets											
Current assets											
Cash and cash equivalents	75,040	75,590	77,301	70,573	77,474	79,870	83,016	90,155	95,060	102,637	105,906
Trade and other receivables	24,702	26,181	26,925	28,043	30,741	31,181	32,691	34,639	34,693	36,000	37,016
Other financial assets	112,561	113,384	77,301	57,742	51,649	53,246	55,344	60,103	63,373	68,425	70,604
Inventories	1,266	1,279	1,292	1,305	1,318	1,331	1,344	1,358	1,371	1,385	1,399
Prepayments	4,373	5,391	5,072	3,598	3,690	4,548	4,693	4,834	4,875	4,968	5,101
Non-current assets classified as held for sale	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479	9,479
Other assets	2,222	2,394	2,347	2,120	2,138	2,304	2,328	2,351	2,358	2,373	2,394
Total current assets	**229,643**	**233,698**	**199,718**	**172,858**	**176,489**	**181,959**	**188,895**	**202,919**	**211,209**	**225,267**	**231,900**
Non-current assets											
Trade and other receivables	13,672	14,491	14,903	15,521	17,015	17,258	18,094	19,172	19,202	19,925	20,488
Investments in associates	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586	10,586
Property, infrastructure, plant & equipment	5,268,388	5,688,684	6,137,055	6,547,068	6,958,825	7,381,897	7,815,588	8,258,542	8,692,168	9,125,505	9,565,388
Right-of-use assets	4,288	2,246	1,562	1,174	833	508	183	-	-	-	-
Intangible assets	10,284	8,557	6,830	5,360	4,020	2,680	1,340	-	-	-	-
Total non-current assets	**5,307,218**	**5,724,564**	**6,170,936**	**6,579,709**	**6,991,279**	**7,412,930**	**7,845,790**	**8,288,300**	**8,721,956**	**9,156,017**	**9,596,462**
Total assets	**5,536,861**	**5,958,262**	**6,370,653**	**6,752,567**	**7,167,769**	**7,594,889**	**8,034,685**	**8,491,218**	**8,933,165**	**9,381,283**	**9,828,362**

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Liabilities											
Current liabilities											
Trade and other payables	39,425	42,579	44,602	40,128	41,317	42,557	44,295	45,712	44,989	44,837	43,044
Trust funds and deposits	17,434	17,957	18,496	19,051	19,622	20,211	20,817	21,442	22,085	22,748	23,430
Contract and other liabilities	23,079	24,333	23,092	23,840	24,588	25,347	26,116	26,903	27,714	28,548	29,407
Provisions	50,844	53,773	56,874	60,156	63,631	66,970	70,313	73,752	77,361	81,109	85,039
Interest-bearing liabilities	7,423	7,555	7,690	6,347	3,427	1,808	1,700	-	-	-	-
Lease liabilities	1,274	1,360	720	399	367	370	302	-	-	-	-
Total current liabilities	**139,480**	**147,557**	**151,474**	**149,921**	**152,952**	**157,262**	**163,543**	**167,809**	**172,149**	**177,242**	**180,920**
Non-current liabilities											
Provisions	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336	30,336
Interest-bearing liabilities	157,558	150,003	142,313	135,966	132,539	130,731	129,031	129,031	129,031	129,031	129,031
Lease liabilities	4,165	2,805	2,085	1,685	1,319	948	646	646	646	646	646
Total non-current liabilities	192,058	183,143	174,733	167,987	164,193	162,015	160,012	160,012	160,012	160,012	160,012
Total liabilities	**331,538**	**330,701**	**326,207**	**317,908**	**317,145**	**319,277**	**323,556**	**327,821**	**332,162**	**337,254**	**340,933**
Net assets	**5,205,323**	**5,627,561**	**6,044,446**	**6,434,658**	**6,850,623**	**7,275,612**	**7,711,130**	**8,163,397**	**8,601,004**	**9,044,030**	**9,487,429**
Equity											
Accumulated surplus	2,368,222	2,585,463	2,803,283	2,986,583	3,182,735	3,372,724	3,565,187	3,769,540	3,954,274	4,139,371	4,316,686
Asset Revalution Reserves	2,769,970	2,981,725	3,201,951	3,430,986	3,664,601	3,902,889	4,145,942	4,393,857	4,646,729	4,904,660	5,167,749
Other Cash Reserves	67,131	60,372	39,212	17,088	3,287	-	-	-	-	-	2,994
Total equity	**5,205,323**	**5,627,561**	**6,044,446**	**6,434,658**	**6,850,623**	**7,275,612**	**7,711,130**	**8,163,397**	**8,601,004**	**9,044,030**	**9,487,429**

STATEMENT OF CHANGES IN EQUITY

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2025 Forecast Actual				
Balance at beginning of the financial year	4,796,878	2,157,689	2,566,359	72,831
Surplus/(deficit) for the year	204,834	204,834	-	-
Net asset revaluation gain/(loss)	203,611	-	203,611	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	5,700	-	(5,700)
Balance at end of the financial year	**5,205,323**	**2,368,222**	**2,769,970**	**67,131**
2026 Budget				
Balance at beginning of the financial year	5,205,323	2,368,222	2,769,970	67,131
Surplus/(deficit) for the year	210,482	210,482	-	-
Net asset revaluation gain/(loss)	211,755	-	211,755	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	6,759	-	(6,759)
Balance at end of the financial year	**5,627,561**	**2,585,463**	**2,981,725**	**60,372**
2027				
Balance at beginning of the financial year	5,627,561	2,585,463	2,981,725	60,372
Surplus/(deficit) for the year	196,659	196,659	-	-
Net asset revaluation gain/(loss)	220,226	-	220,226	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	21,160	-	(21,160)
Balance at end of the financial year	**6,044,446**	**2,803,283**	**3,201,951**	**39,212**
2028				
Balance at beginning of the financial year	6,044,446	2,803,283	3,201,951	39,212
Surplus/(deficit) for the year	161,177	161,177	-	-
Net asset revaluation gain/(loss)	229,035	-	229,035	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	22,123	-	(22,123)
Balance at end of the financial year	**6,434,658**	**2,986,583**	**3,430,986**	**17,088**
2029				
Balance at beginning of the financial year	6,434,658	2,986,583	3,430,986	17,088
Surplus/(deficit) for the year	182,350	182,350	-	-
Net asset revaluation gain/(loss)	233,615	-	233,615	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	13,801	-	(13,801)
Balance at end of the financial year	**6,850,623**	**3,182,735**	**3,664,601**	**3,287**
2030				
Balance at beginning of the financial year	6,850,623	3,182,735	3,664,601	3,287
Surplus/(deficit) for the year	186,701	186,701	-	-
Net asset revaluation gain/(loss)	238,288	-	238,288	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	3,287	-	(3,287)
Balance at end of the financial year	**7,275,612**	**3,372,724**	**3,902,889**	**-**

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2031				
Balance at beginning of the financial year	7,275,612	3,372,724	3,902,889	-
Surplus/(deficit) for the year	192,464	192,464	-	-
Net asset revaluation gain/(loss)	243,053	-	243,053	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**7,711,130**	**3,565,187**	**4,145,942**	**-**
2032				
Balance at beginning of the financial year	7,711,130	3,565,187	4,145,942	-
Surplus/(deficit) for the year	204,353	204,353	-	-
Net asset revaluation gain/(loss)	247,915	-	247,915	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**8,163,397**	**3,769,540**	**4,393,857**	**-**
2033				
Balance at beginning of the financial year	8,163,397	3,769,540	4,393,857	-
Surplus/(deficit) for the year	184,734	184,734	-	-
Net asset revaluation gain/(loss)	252,873	-	252,873	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**8,601,004**	**3,954,274**	**4,646,729**	**-**
2034				
Balance at beginning of the financial year	8,601,004	3,954,274	4,646,729	-
Surplus/(deficit) for the year	185,097	185,097	-	-
Net asset revaluation gain/(loss)	257,930	-	257,930	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**9,044,030**	**4,139,371**	**4,904,660**	**-**
2035				
Balance at beginning of the financial year	9,044,030	4,139,371	4,904,660	-
Surplus/(deficit) for the year	180,309	180,309	-	-
Net asset revaluation gain/(loss)	263,089	-	263,089	-
Transfers to other reserves	-	(2,994)	-	2,994
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**9,487,429**	**4,316,686**	**5,167,749**	**2,994**

STATEMENT OF CASH FLOWS

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	322,912	339,954	361,329	382,979	405,215	428,132	447,391	468,005	492,300	512,681	535,802
Statutory fees and fines	18,730	19,610	20,457	21,480	22,361	23,443	24,338	25,275	26,376	27,332	28,412
User fees	63,666	66,656	69,536	73,012	76,008	79,684	82,727	85,911	89,656	92,905	96,574
Grants - operating	80,679	78,689	70,648	74,704	76,304	78,625	80,735	82,894	85,482	87,638	90,095
Grants - capital	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Contributions - monetary	39,053	41,515	30,881	24,469	40,778	26,278	27,988	35,764	13,534	10,742	2,500
Interest received	8,563	7,169	4,814	3,241	3,093	3,118	3,179	3,427	3,562	3,819	3,866
Other receipts	8,957	6,426	6,542	8,193	9,490	9,900	10,255	10,625	11,048	11,429	11,851
Employee costs	(200,981)	(209,089)	(219,400)	(233,457)	(248,415)	(262,587)	(276,809)	(291,467)	(306,864)	(322,937)	(339,831)
Materials and services	(169,113)	(189,010)	(192,174)	(204,158)	(208,662)	(216,731)	(222,203)	(229,711)	(240,892)	(246,702)	(256,905)
Net cash from operating activities	**193,396**	**202,226**	**191,787**	**155,330**	**181,039**	**191,434**	**200,199**	**214,196**	**196,313**	**198,727**	**194,707**
Cash flows from investing activities											
Payments for PPE	(158,272)	(204,342)	(218,204)	(171,135)	(171,695)	(180,927)	(189,547)	(196,876)	(185,447)	(183,000)	(187,407)
Proceeds from sale of PPE	1,744	17,474	3,890	1,214	1,255	1,296	1,337	1,377	1,420	1,463	1,509
Net cash for investing activities	**(156,528)**	**(186,868)**	**(214,314)**	**(169,921)**	**(170,439)**	**(179,631)**	**(188,210)**	**(195,499)**	**(184,027)**	**(181,537)**	**(185,899)**
Cash flows from financing activities											
Finance costs	(5,934)	(5,288)	(2,930)	(3,286)	(3,045)	(4,016)	(4,567)	(4,796)	(4,111)	(4,562)	(3,360)
Proceeds from borrowings		-	-	-	-	-	41,000	17,000	-	70,000	-
Repayment of borrowings	(20,085)	(7,423)	(7,555)	(7,690)	(6,347)	(3,427)	(42,808)	(18,700)	-	(70,000)	-
Interest paid - lease liability	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities	(718)	(1,274)	(1,360)	(720)	(399)	(367)	(370)	(302)	-	-	-
Net cash from financing activities	**(26,737)**	**(13,985)**	**(11,844)**	**(11,696)**	**(9,791)**	**(7,811)**	**(6,746)**	**(6,799)**	**(4,111)**	**(4,562)**	**(3,360)**
Net increase/(decrease) in cash	10,131	1,373	(34,371)	(26,288)	809	3,993	5,244	11,898	8,175	12,629	5,449
Cash at the beginning of the financial year	177,470	187,601	188,974	154,603	128,314	129,123	133,116	138,360	150,258	158,433	171,062
Cash at the end of the financial year	**187,601**	**188,974**	**154,603**	**128,314**	**129,123**	**133,116**	**138,360**	**150,258**	**158,433**	**171,062**	**176,510**

STATEMENT OF CAPITAL WORKS

	Forecast Actual	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Property											
Land	49,018	23,494	8,711	5,719	8,836	18,762	19,656	20,416	19,231	18,977	19,434
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Total land	**49,018**	**23,494**	**8,711**	**5,719**	**8,836**	**18,762**	**19,656**	**20,416**	**19,231**	**18,977**	**19,434**
Buildings	22,735	64,782	60,243	34,527	48,595	45,228	47,383	49,215	46,358	45,746	46,848
Heritage buildings	345	2,000	2,000	3,000	1,000	1,635	1,712	1,779	1,675	1,653	1,693
Total buildings	**23,079**	**66,782**	**62,243**	**37,527**	**49,595**	**46,862**	**49,095**	**50,993**	**48,033**	**47,399**	**48,541**
Total property	**72,097**	**90,276**	**70,954**	**43,246**	**58,431**	**65,625**	**68,751**	**71,410**	**67,264**	**66,377**	**67,975**
Plant and equipment											
Plant, machinery and equipment	3,987	6,428	6,859	8,813	9,502	6,971	7,304	7,586	7,146	7,051	7,221
Fixtures, fittings and furniture	378	352	366	446	470	394	413	429	404	398	408
Computers and telecommunications	2,311	1,942	1,981	2,642	2,838	2,295	2,404	2,497	2,352	2,321	2,377
Library books	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	**6,676**	**8,722**	**9,206**	**11,901**	**12,810**	**9,660**	**10,121**	**10,512**	**9,902**	**9,771**	**10,006**
Infrastructure											
Roads	27,114	29,567	37,416	47,066	43,521	36,178	37,902	39,367	37,082	36,593	37,474
Bridges	310	610	310	419	452	412	431	448	422	416	426
Footpaths and cycleways	9,225	12,874	5,023	6,446	6,185	7,787	8,158	8,474	7,982	7,877	8,066
Drainage	4,622	6,449	7,670	7,933	7,897	6,772	7,095	7,369	6,941	6,850	7,015
Recreational, leisure and community facilities	4,777	5,688	5,820	10,276	19,769	9,076	9,508	9,876	9,303	9,180	9,401
Waste management	2,935	15,183	38,727	10,114	1,517	13,414	14,053	14,596	13,749	13,568	13,894
Parks, open space and streetscapes	18,052	24,566	32,904	25,169	12,184	22,112	23,165	24,061	22,664	22,365	22,904
Other infrastructure	12,425	10,405	10,174	8,564	8,928	9,892	10,363	10,764	10,139	10,005	10,246
Total infrastructure	79,460	105,344	138,044	115,988	100,454	105,642	110,675	114,955	108,281	106,853	109,426
Total capital works expenditure	**158,234**	**204,342**	**218,204**	**171,135**	**171,695**	**180,927**	**189,547**	**196,876**	**185,447**	**183,000**	**187,407**

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Represented by:											
New asset expenditure	84,306	94,363	117,500	72,400	68,022	73,708	77,774	80,374	64,235	57,003	56,479
Asset renewal expenditure	51,943	63,664	64,923	90,750	95,492	98,655	102,846	107,197	111,531	115,934	120,471
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	21,985	46,315	35,781	7,986	8,180	8,564	8,927	9,305	9,681	10,063	10,457
Total capital works expenditure	**158,234**	**204,342**	**218,204**	**171,135**	**171,695**	**180,927**	**189,547**	**196,876**	**185,447**	**183,000**	**187,407**
Funding sources represented by:											
Grants	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Contributions	39,053	22,514	30,157	34,981	43,206	26,278	27,988	35,764	13,534	10,742	2,500
Council cash	98,251	141,522	148,894	131,287	123,622	133,077	138,960	137,639	149,802	150,439	162,563
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	**158,234**	**204,342**	**218,204**	**171,135**	**171,695**	**180,927**	**189,547**	**196,876**	**185,447**	**183,000**	**187,407**

STATEMENT OF HUMAN RESOURCES

Planned Expenditure	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/230 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Chief Executive										
Permanent - Full time	**654**	**686**	**730**	**777**	**820**	**864**	**910**	**958**	**1,008**	**1,061**
Women	654	686	730	777	820	864	910	958	1,008	1,061
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Chief Executive	**654**	**686**	**730**	**777**	**820**	**864**	**910**	**958**	**1,008**	**1,061**
City Infrastructure										
Permanent - Full time	**35,498**	**37,251**	**39,636**	**42,174**	**44,552**	**46,951**	**49,430**	**52,040**	**54,762**	**57,625**
Women	6,451	6,770	7,203	7,664	8,096	8,532	8,983	9,457	9,952	10,472
Men	29,047	30,482	32,433	34,510	36,456	38,418	40,447	42,583	44,810	47,153
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**14,446**	**15,159**	**16,130**	**17,163**	**18,131**	**19,107**	**20,115**	**21,178**	**22,285**	**23,451**
Women	2,625	2,755	2,931	3,119	3,295	3,472	3,656	3,849	4,050	4,262
Men	11,821	12,404	13,199	14,044	14,836	15,634	16,460	17,329	18,235	19,189
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total City Infrastructure	**49,944**	**52,410**	**55,766**	**59,337**	**62,683**	**66,057**	**69,545**	**73,218**	**77,047**	**81,076**
City Life										
Permanent - Full time	**30,097**	**31,583**	**33,605**	**35,757**	**37,773**	**39,806**	**41,908**	**44,121**	**46,429**	**48,857**
Women	23,642	24,810	26,398	28,089	29,672	31,269	32,921	34,659	36,472	38,379
Men	6,393	6,708	7,138	7,595	8,023	8,455	8,901	9,371	9,862	10,377
Persons of self-described gender	62	65	69	74	78	82	86	91	95	100
Permanent - Part time	**33,434**	**35,085**	**37,331**	**39,722**	**41,961**	**44,220**	**46,555**	**49,013**	**51,577**	**54,274**
Women	26,264	27,560	29,325	31,203	32,962	34,737	36,571	38,502	40,516	42,634
Men	7,101	7,452	7,929	8,437	8,913	9,392	9,888	10,411	10,955	11,528
Persons of self-described gender	69	72	77	82	86	91	96	101	106	112
Total City Life	**63,530**	**66,667**	**70,936**	**75,478**	**79,734**	**84,026**	**88,463**	**93,135**	**98,005**	**103,130**

Planned Expenditure	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/230 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Corporate Services										
Permanent - Full time	**32,389**	**33,989**	**36,165**	**38,481**	**40,650**	**42,839**	**45,101**	**47,482**	**49,966**	**52,579**
Women	21,683	22,754	24,211	25,761	27,213	28,678	30,193	31,787	33,449	35,198
Men	10,706	11,235	11,955	12,720	13,437	14,161	14,908	15,696	16,516	17,380
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**5,801**	**6,087**	**6,477**	**6,892**	**7,280**	**7,672**	**8,077**	**8,504**	**8,949**	**9,417**
Women	3,883	4,075	4,336	4,614	4,874	5,136	5,407	5,693	5,991	6,304
Men	1,918	2,012	2,141	2,278	2,407	2,536	2,670	2,811	2,958	3,113
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	**38,190**	**40,076**	**42,642**	**45,373**	**47,931**	**50,511**	**53,178**	**55,986**	**58,914**	**61,995**
Placemaking										
Permanent - Full time	**22,193**	**23,289**	**24,780**	**26,367**	**27,853**	**29,353**	**30,903**	**32,534**	**34,236**	**36,026**
Women	14,597	15,318	16,298	17,342	18,320	19,306	20,325	21,399	22,518	23,695
Men	7,487	7,857	8,360	8,895	9,397	9,902	10,425	10,976	11,550	12,154
Persons of self-described gender	109	115	122	130	137	144	152	160	168	177
Permanent - Part time	**3,589**	**3,766**	**4,007**	**4,264**	**4,504**	**4,747**	**4,998**	**5,262**	**5,537**	**5,826**
Women	2,361	2,477	2,636	2,805	2,963	3,122	3,287	3,461	3,642	3,832
Men	1,211	1,271	1,352	1,439	1,520	1,601	1,686	1,775	1,868	1,966
Persons of self-described gender	18	19	20	21	22	23	25	26	27	29
Total Placemaking	**25,782**	**27,055**	**28,787**	**30,631**	**32,358**	**34,100**	**35,900**	**37,796**	**39,773**	**41,852**
Casuals, temporary and other expenditure	32,453	34,055	36,236	38,556	40,730	42,923	45,189	47,575	50,063	52,682
Total Salaries & Wages (Operating)	**210,553**	**220,950**	**235,098**	**250,152**	**264,256**	**278,481**	**293,186**	**308,668**	**324,811**	**341,797**
Capitalised labour costs	9,421	10,026	10,670	11,355	11,995	12,641	13,308	14,011	14,743	15,515
Total staff expenditure	**219,975**	**230,976**	**245,767**	**261,507**	**276,251**	**291,121**	**306,494**	**322,679**	**339,554**	**357,311**

Planned FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2028/30 FTE	2028/31 FTE	2028/32 FTE	2028/33 FTE	2028/34 FTE	2028/35 FTE
Chief Executive										
Permanent - Full time	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Chief Executive	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
City Infrastructure										
Permanent - Full time	**321.3**	**329.3**	**337.6**	**346.0**	**353.8**	**360.9**	**367.7**	**374.7**	**381.6**	**388.7**
Women	58.4	59.8	61.3	62.9	64.3	65.6	66.8	68.1	69.4	70.6
Men	262.9	269.5	276.2	283.1	289.5	295.3	300.9	306.6	312.3	318.1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**130.7**	**134.0**	**137.4**	**140.8**	**144.0**	**146.8**	**149.6**	**152.5**	**155.3**	**158.2**
Women	23.8	24.4	25.0	25.6	26.2	26.7	27.2	27.7	28.2	28.7
Men	107.0	109.7	112.4	115.2	117.8	120.2	122.4	124.8	127.1	129.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total City Infrastructure	**452.0**	**463.3**	**474.9**	**486.8**	**497.7**	**507.7**	**517.4**	**527.2**	**536.9**	**546.9**
City Life										
Permanent - Full time	**288.2**	**295.4**	**302.8**	**310.3**	**317.3**	**323.7**	**329.8**	**336.1**	**342.3**	**348.6**
Women	226.4	232.0	237.8	243.8	249.3	254.3	259.1	264.0	268.9	273.9
Men	61.2	62.7	64.3	65.9	67.4	68.7	70.1	71.4	72.7	74.1
Persons of self-described gender	0.6	0.6	0.6	0.6	0.7	0.7	0.7	0.7	0.7	0.7
Permanent - Part time	**320.1**	**328.1**	**336.3**	**344.8**	**352.5**	**359.6**	**366.4**	**373.4**	**380.3**	**387.3**
Women	251.5	257.8	264.2	270.8	276.9	282.5	287.8	293.3	298.7	304.2
Men	68.0	69.7	71.4	73.2	74.9	76.4	77.8	79.3	80.8	82.3
Persons of self-described gender	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.8	0.8	0.8
Total City Life	**608.3**	**623.5**	**639.1**	**655.1**	**669.8**	**683.2**	**696.2**	**709.4**	**722.6**	**735.9**

Planned FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2028/30 FTE	2028/31 FTE	2028/32 FTE	2028/33 FTE	2028/34 FTE	2028/35 FTE
Corporate Services										
Permanent - Full time	**223.6**	**229.2**	**234.9**	**240.8**	**246.2**	**251.1**	**255.9**	**260.8**	**265.6**	**270.5**
Women	149.7	153.4	157.3	161.2	164.8	168.1	171.3	174.6	177.8	181.1
Men	73.9	75.8	77.7	79.6	81.4	83.0	84.6	86.2	87.8	89.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	**40.0**	**41.0**	**42.1**	**43.1**	**44.1**	**45.0**	**45.8**	**46.7**	**47.6**	**48.4**
Women	26.8	27.5	28.2	28.9	29.5	30.1	30.7	31.3	31.8	32.4
Men	13.2	13.6	13.9	14.3	14.6	14.9	15.1	15.4	15.7	16.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	**263.6**	**270.2**	**277.0**	**283.9**	**290.3**	**296.1**	**301.7**	**307.5**	**313.2**	**318.9**
Placemaking										
Permanent - Full time	**153.4**	**157.3**	**161.2**	**165.2**	**168.9**	**172.3**	**175.6**	**178.9**	**182.2**	**185.6**
Women	100.9	103.4	106.0	108.7	111.1	113.3	115.5	117.7	119.9	122.1
Men	51.8	53.1	54.4	55.7	57.0	58.1	59.2	60.4	61.5	62.6
Persons of self-described gender	0.8	0.8	0.8	0.8	0.8	0.8	0.9	0.9	0.9	0.9
Permanent - Part time	**24.8**	**25.4**	**26.1**	**26.7**	**27.3**	**27.9**	**28.4**	**28.9**	**29.5**	**30.0**
Women	16.3	16.7	17.1	17.6	18.0	18.3	18.7	19.0	19.4	19.7
Men	8.4	8.6	8.8	9.0	9.2	9.4	9.6	9.8	9.9	10.1
Persons of self-described gender	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Placemaking	**178.2**	**182.7**	**187.3**	**192.0**	**196.3**	**200.2**	**204.0**	**207.9**	**211.7**	**215.6**
Casuals and temporary staff	293.5	300.8	308.4	316.1	323.2	329.6	335.9	342.3	348.6	355.1
Capitalised labour	71.2	72.9	74.8	76.6	78.3	79.9	81.4	83.0	84.5	86.1
Total staff numbers	**1,868.9**	**1,915.6**	**1,963.4**	**2,012.5**	**2,057.7**	**2,098.8**	**2,138.6**	**2,179.2**	**2,219.5**	**2,260.5**

Appendix 2: Financial Performance Indicators

The following table highlights the City's projected performance across a range of key financial performance indicators. These indicators provide an analysis of our ten year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Performance Indicators	Measure	Note	FY24 Actual	FY25 Forecast	FY26 Plan	FY27 Plan	FY28 Plan	FY29 Plan	FY30 Plan	FY31 Plan	FY32 Plan	FY33 Plan	FY34 Plan	FY35 Plan	Trend
Operating Position															
Underlying Operating Margin	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(4.14%)	1.10%	0.10%	0.40%	0.78%	1.00%	0.90%	0.90%	0.90%	1.10%	1.10%	1.10%	+
Liquidity															
Working Capital Ratio	Current Asset / Current Liabilities	2	1.60	1.65	1.58	1.32	1.15	1.15	1.16	1.16	1.21	1.23	1.27	1.28	+
Unrestricted Working Capital	Unrestricted cash / current liabilities	3	0.76	0.86	0.87	0.76	0.74	0.82	0.85	0.85	0.90	0.92	0.97	0.96	+
Obligations															
Indebtedness Ratio	Interest bearing loans and borrowings / rate revenue	4	60.6%	51.1%	46.1%	41.4%	37.0%	33.3%	30.9%	29.1%	27.4%	26.2%	25.1%	24.0%	+
Debt Coverage Ratio	Interest and principal repayments / rate revenue		5.8%	8.1%	3.7%	2.9%	2.9%	2.3%	1.7%	10.5%	5.0%	0.8%	14.5%	0.6%	+
Non-Current Liability Coverage Ratio	Non-current liabilities / own source revenue		46.1%	45.8%	40.5%	37.4%	34.2%	31.6%	29.7%	28.1%	26.8%	25.7%	24.6%	23.6%	+
Asset Renewal & Upgrade Ratio	Asset Renewal and Upgrade / Depreciation	5	67.8%	74.2%	104.4%	91.4%	85.8%	85.7%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	o
Asset Renewal Ratio	Asset Renewal / Depreciation		54.2%	52.1%	60.4%	58.9%	78.8%	78.9%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	+
Stability															
Rates Concentration	Rate revenue / adjusted underlying revenue	6	69.89%	65.58%	65.95%	67.73%	68.31%	68.85%	69.13%	69.39%	69.64%	69.89%	70.08%	70.29%	o
Rates Effort	Rate revenue / CIV of rateable properties in the municipal district		0.27%	0.28%	0.29%	0.30%	0.30%	0.31%	0.32%	0.33%	0.33%	0.34%	0.34%	0.35%	+
Efficinecy															
Expenditure Level	Total expenses / no. of property assessments		3,273	3,404	3,616	3,630	3,711	3,810	3,891	3,972	4,062	4,153	4,242	4,339	+
Revenue Level	General rates and municipal charges / no. of property assessments		2,245	2,323	2,396	2,478	2,565	2,665	2,743	2,821	2,898	2,980	3,055	3,191	+

Key to Forecast Trend:

+ Forecasts improvement in the organisation's financial performance/financial position indicator

o Forecasts that the organisations financial performance/financial position indicator will be steady

- Forecasts deterioration in the organisation's financial performance/financial position indicator

Notes to Indicators

1. Underlying Operating Margin

Adjusted underlying results represents the operating result of the organisation, removing the impact of non-recurrent grants used to fund the capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from developers. The result is remaining stable over the life of the plan.

2. Working Capital Ratio

Over the life of the plan, current assets are maintained at levels to meet short term liabilities. Working capital remain stable over the ten years of the plan.

3. Unrestricted Working Capital

Represents all cash and cash equivalents other than cash held for specific purposes.

4. Indebtedness Ratio

Debt levels are increasing over the duration of the plan ratio to rates increasing. Debt levels are maintained within approved benchmarks.

5. Asset Renewal & Upgrade Ratio

Investment in renewing and upgrading existing assets occurs over the plan.

6. Rates Concentration

Rate concentration as a proportion of the adjusted underlying result is increasing over the life of the plan as rates increase, whilst contributions and grants remain relatively stable.

Adjusted Underlying Result

	Forecast	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Operating Income											
Rates & Charges	322,502	340,636	361,729	384,263	408,313	428,637	449,124	470,242	492,363	514,182	536,968
Government Grants - Operating	74,868	77,794	71,963	73,942	75,976	78,065	80,212	82,418	84,684	87,013	89,406
User Fees	65,841	67,662	70,161	73,713	77,067	80,377	83,624	86,917	90,340	93,852	97,500
Statutory Fees & Fines	16,301	18,328	19,256	20,231	21,151	22,060	22,951	23,855	24,794	25,758	26,759
Interest Received	8,563	7,169	4,814	3,241	3,093	3,118	3,179	3,427	3,562	3,819	3,866
Reimbursements, Contributions & Other	4,442	6,113	6,422	6,747	7,054	7,357	7,655	7,956	8,269	8,591	8,925
Gain/Loss on Sale of Property	210	372	389	407	426	444	462	480	499	518	538
Total Operating Income	**492,727**	**518,075**	**534,735**	**562,544**	**593,080**	**620,058**	**647,206**	**675,294**	**704,511**	**733,733**	**763,961**
Operating Expenditure											
Employee Costs	203,906	210,553	220,950	235,098	250,152	264,256	278,481	293,186	308,669	324,811	341,797
Materials & Services	142,669	160,812	162,010	167,670	173,919	179,303	183,991	189,131	196,150	200,233	206,410
Depreciation	99,617	105,358	110,226	115,129	121,010	126,138	131,494	137,061	142,611	148,256	154,079
Ammortisation - intangible assets	1,726	1,727	1,727	1,470	1,340	1,340	1,340	1,340	-	-	-
Depreciation - right of use assets	1,522	2,042	685	388	341	325	325	183	-	-	-
Community Support	22,161	21,215	22,938	23,450	25,306	26,587	27,933	29,347	30,833	32,394	34,034
Utilities	9,754	10,570	11,105	11,667	12,258	12,879	13,531	14,216	14,935	15,691	16,486
Interest Expense	5,755	5,124	2,823	3,216	2,989	3,973	4,535	4,775	4,111	4,562	3,360
Finance Costs - Leases	179	164	106	70	56	43	33	21	-	-	-
Total Operating Expenditure	**487,290**	**517,565**	**532,570**	**558,158**	**587,370**	**614,844**	**641,662**	**669,260**	**697,308**	**725,946**	**756,166**
Underlying Operating Surplus/(deficit)	**5,437**	**509**	**2,166**	**4,385**	**5,710**	**5,214**	**5,545**	**6,034**	**7,203**	**7,787**	**7,796**
Non-Recurrent Income											
Government Grant - Capital	20,930	40,306	39,152	4,867	4,867	21,572	22,600	23,474	22,111	21,819	22,345
Developer Contributions	39,053	41,515	30,881	24,469	40,778	26,278	27,988	35,764	13,534	10,742	2,500
Gain/(Loss) on Sale of Property	(2,396)	10,646	3,016	300	300	300	300	300	300	300	300
Recognition of Infrastructure	137,907	116,012	120,652	125,478	127,988	130,547	133,158	135,822	138,538	141,309	144,135
Net Asset Revaluation Gain	203,611	211,755	220,226	229,035	233,615	238,288	243,053	247,915	252,873	257,930	263,089
Other Capital Income	3,903	1,494	792	1,678	2,708	2,790	2,873	2,960	3,048	3,140	3,234
Total Non-Recurrent Income	**403,008**	**421,728**	**414,719**	**385,827**	**410,256**	**419,775**	**429,973**	**446,233**	**430,404**	**435,240**	**435,602**
Total comprehensive result	**408,445**	**422,237**	**416,885**	**390,212**	**415,966**	**424,989**	**435,517**	**452,267**	**437,607**	**443,027**	**443,398**

Appendix 3: Strategies & Plans

BORROWING STRATEGY

The total value of the debt as at 30 June 2025 is forecast to be $165.0 million.

Debt is expected to decrease to $36.0 million by the end of the plan. Borrowings are used to support the cash requirements of major capital projects. Borrowings are utilised in accordance with the City's borrowing policy and are maintained within prescribed indebtedness targets of being below 60 per cent.

	Forecast	Budget	Projections								
	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Opening Balance	185,066	164,981	157,558	150,003	142,313	135,966	132,539	130,731	129,031	129,031	129,031
Plus: New Loans	-	-	-	-	-	-	41,000	17,000	-	70,000	-
Less Principal Repayment	(20,085)	(7,423)	(7,555)	(7,690)	(6,347)	(3,427)	(42,808)	(18,700)	-	(70,000)	-
Closing Balance	**164,981**	**157,558**	**150,003**	**142,313**	**135,966**	**132,539**	**130,731**	**129,031**	**129,031**	**129,031**	**129,031**
Interest Payment	5,934	5,288	2,930	3,286	3,045	4,016	4,567	4,796	4,111	4,562	3,360

RESERVES STRATEGY

Development Contributions Reserve

The City is authorised under part 3B of the *Planning and Environment Act 1987* to levy contributions for the provision of works, services and facilities specified in a development contribution plan. Developer contribution plans are the mechanism to collect funds for future development related infrastructure projects.

Funds are collected for two types of levies:

- **Development Infrastructure Fund (DIL):** for example: roads, traffic lights, drainage, active open spaces, community centres
- **Community Infrastructure Fund (CIL**): for example: libraries, civic and cultural spaces, community infrastructure levies,

Transfers from the reserve are for identified capital works programs that deliver specific DIL and CIL projects.

Waste Reserve

The City funds the waste collection service through the waste collection charge. The calculation of the waste charge is based on the resources and infrastructure required to deliver the service. Where the City is funding infrastructure for the waste collection service through the waste charge, the relevant component of revenue relating to infrastructure delivery is transferred to the waste reserve. This acts as a funding mechanism for the required infrastructure and drawdowns from the reserve occur as the infrastructure is delivered.

Capital Commitment Reserve

The Capital Commitment Reserve is used to record our future commitments for completion of capital works approved in prior years. The Capital Commitment Reserve will be utilised for unspent capital project budgets to reflect the commitment of the cash required to complete the project in the future.

	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$'000	$'000	$'000	$'000	$'000	$'000
Developer Contributions Reserve											
Opening Balance	51,850	51,850	53,699	39,212	17,088	3,287	-	-	-	-	-
Transfer to reserve		44,967	29,597	23,146	38,278	23,778	25,488	33,264	11,034	8,242	-
Transfer from reserve		(43,118)	(44,085)	(45,269)	(52,079)	(27,065)	(25,488)	(33,264)	(11,034)	(8,242)	-
Closing Balance	**51,850**	**53,699**	**39,212**	**17,088**	**3,287**	**-**	**-**	**-**	**-**	**-**	**-**
Waste Reserve											
Opening Balance	15,281	15,281	6,673	-	-	-	-	-	-	-	-
Transfer to reserve		85,117	92,648	100,869	109,847	115,923	122,334	129,101	136,242	142,619	149,297
Transfer from reserve		(93,725)	(99,321)	(100,869)	(109,847)	(115,923)	(122,334)	(129,101)	(136,242)	(142,619)	(146,303)
Closing Balance	**15,281**	**6,673**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,994**
Total											
Opening Balance	67,131	67,131	60,372	39,212	17,088	3,287	-	-	-	-	-
Transfer to reserve	-	130,084	122,245	124,016	148,125	139,701	147,822	162,365	147,275	150,861	149,297
Transfer from reserve	-	(136,843)	(143,406)	(146,139)	(161,926)	(142,988)	(147,822)	(162,365)	(147,275)	(150,861)	(146,303)
Closing Balance	**67,131**	**60,372**	**39,212**	**17,088**	**3,287**	**-**	**-**	**-**	**-**	**-**	**2,994**

Contact Us

This document contains important information about the City of Greater Geelong. Please contact us if you have any questions or would like to request a paper copy of the report. Customer Service 03 5272 5272.

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GREATER GEELONG

DRAFT LONG-TERM FINANCIAL PLAN 2025-35 ENGAGEMENT REPORT

CITY OF GREATER GEELONG

The feedback period for the draft Long Term Financial Plan 2025-35 (LTFP) has now closed. We sincerely appreciate everyone who took the time to share their thoughts—your input is valued and helps shape our City's future.

The City invited the community to review and comment on the draft Long Term Financial Plan 2025–2035, which was updated following deliberative community engagement in February 2025. This process ensures the plan reflects the priorities and aspirations of our community.

The LTFP is a crucial document that outlines our community's financial strategy for the next decade. This plan, although a financial document, is about ensuring a sustainable and prosperous future for all community members. By carefully planning our financial resources, the City can invest in essential services, infrastructure, and initiatives that will enhance the quality of life in Greater Geelong.

The primary aim was to align the goals from the Council, Strategic, and Asset Management Plans to develop a clear financial roadmap for the next decade. The plan outlines what the City intends to achieve and how these initiatives will be funded over the next 10 years.

In January 2025 an Expression of Interest process was carried out with approximately 60 panellists from the Council Plan deliberative engagement process to recruit willing participants for Long Term Financial plan engagement. Thirteen responses were received and all were invited to a face to face workshop on 6th February 2025. On the day 11 participants were in attendance and all actively contributed feedback on two key areas. To score in terms of importance, the key factors of a Long Term Financial Plan by using a prioritisation decision tool for projects and initiatives competing for constrained resources. Secondly, attendees were asked to select their four (from a total of eight) most important areas of significance to the Greater Geelong City Council in the next decade.

Feedback from the deliberative engagement process informed the development of the draft Long Term Financial Plan which was presented to Council in July for endorsement to invite community feedback.

From 23 July 2025 until 24 August 2025, the community was invited to provide feedback on the draft plan, specifically the financial indicators The City uses financial indicators to assess the City's financial health and long-term financial sustainability. These measures are consistent with the financial performance indicators reported under the Local Government Performance Reporting Framework (LGPRF) to measure financial performance and position.

The LTFP uses 5 primary financial sustainability measures assess the financial health of the City. Each measure covers a pillar of financial heath:

PILLAR OF FINANCIAL HEALTH	FINANCIAL SUSTAINABILIT MEASURE
Operating Position	Underlying Operating Margin Operating Costs per Assessable Property Rates Concentration
Asset Management	Asset Renewal and Upgrade Ratio Asset Renewal Ratio
Liquidity	Working Capital Ratio Unrestricted Working Capital Ratio
Debt	Indebtedness V Rates Ratio Loan Repayment Effort Indebtedness Ratio
Cash Allocation	Cash Surpluses

Feedback was received from two community members. Feedback was supportive of the proposed risk ratios for each of the financial indicators.

The feedback was then used to finalise the document for presentation to Council and subsequent adoption by 31st October 2025 in accordance with the Section 91 of the *Local Government Act 2020*.

Community feedback on Council's Strategic, Asset and Financial strategies has helped us prioritise key focus areas and make adjustments to reflect the community's values and aspirations.



28DAYS

of community engagement



182

Visitors to the Have Your Say Page



2

Number of people to leave feedback



1

People following the project

2.14. Asset Plan 2025-35

Source: **City Infrastructure**
Executive Director: **James Stirton**

Purpose

1. To enable the Council to adopt the attached Asset Plan 2025-35, following community consultation.

Background

2. An initial Asset Plan 2022-32 was adopted by Council in 2022 in accordance with Section 92 of the *Local Government Act 2020*. The City is also required to update the current plan and have adopted by 31 October in the year following a general election.

3. The City manages an asset portfolio with a fair value of over $6b. It is responsible for the maintenance of over 3,300km of road segments, 2,400km of footpaths, over 150,000 drainage assets (pits, pipes and basins), 850 plus buildings and over 200 hectares of active and passive open space.

4. The Asset Plan 2025-35 underwent community consultation via the 'Have You Say' page from 23 July to 24 August 2025.

5. This Asset Plan 2025-35 has been updated from community feedback.

Key Matters

6. This Asset Plan provides the community with a snapshot of our primary assets that enable the delivery of value to our community. As the delivery of the performance of the assets relies on maintenance and renewal funding, this Asset Plan is presented to Council at the same time as the 10-year Long Term Financial Plan. These two plans have been developed collaboratively between the City's finance and asset teams.

Recommendation

That Council adopts the Asset Plan 2025-35 (Attachment 1).

Financial Sustainability

7. The implementation of the Asset Plan measures depends on funding for asset maintenance and renewal, which is allocated through the City's annual budgets and Long-Term Financial Plan.

8. This Asset Plan will be issued in parallel with the City's Long-Term Financial Plan.

Community Engagement

9. The Manager Asset Management participated in the deliberative engagement process for the Council Plan, conducted in late 2024. During that engagement, the following Asset Management principles were determined:

    9.1. Asset performance through financial impact, purpose and frequency of use;

    9.2. Prioritise flexible, multipurpose buildings;

    9.3. Renew assets we already have, where possible;

    9.4. Prioritised investing in our natural assets; and

    9.5. Prefer lesser quality assets that are closer to my home.

10. This Asset Plan was made available for community comment via 'Have Your Say' from 23 July to 24 August 2025. Feedback from the community has been incorporated into this Asset Plan.

Social Equity and Sustainability

11. The detail in this Asset Plan addresses the City's ability to manage and report on asset performance and community value.

12. Social equity is not specifically addressed in this Asset Plan, as the assets are provided to deliver Council Services. Council Services should address social equity.

Relevant Law/Policy/Legal Implications

13. The City is obligated to complete the next iteration of the Asset Plan 2025-35 by 31 October 2025 in accordance with Section 92 of the *Local Government Act 2020.*

Alignment to Council Plan and Vision

14. This Asset Plan aligns directly with three of the five Council objectives as described in the endorsed Council Plan 2025-29:

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

    14.2. Protect and enhance our unique natural environment and surrounds; and

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

15. This report aligns with the Community led 30-year Vision, “Greater Geelong:

    15.1. A Clever and Creative Future” community aspiration;

    15.2. Development and implementation of sustainable solutions; and

    15.3. Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

17. Asset risks are not addressed in this community facing Asset Plan. They will be considered as part of the City’s Asset Management Strategy.

Environmental Sustainability

18. A key component of this Asset Plan addresses environmental sustainability through understanding the impacts of climate change on our assets.

Attachments

1. 1701487 - Asset Plan 1 d [**2.14.1** - 20 pages]

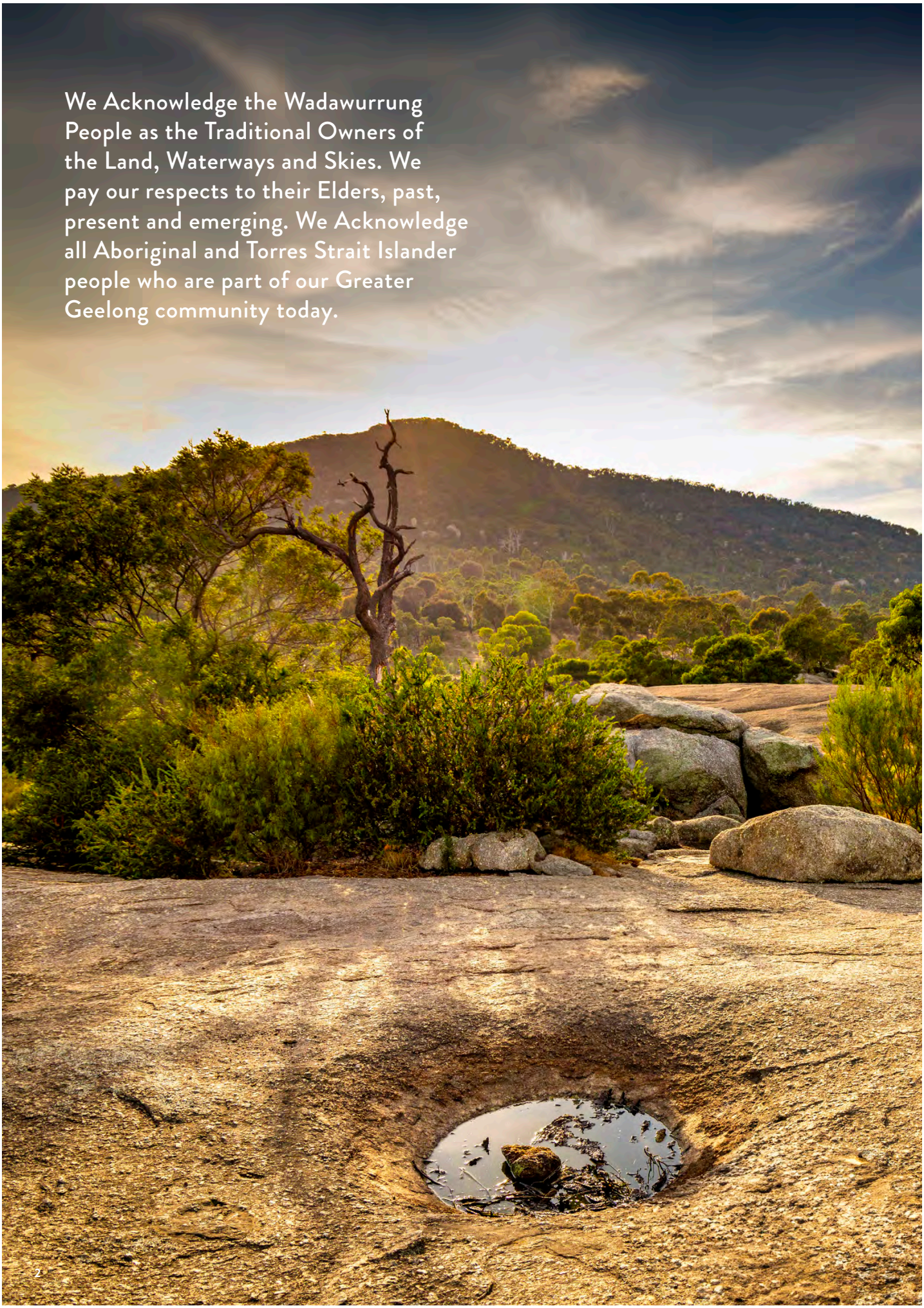
THE CITY OF GREATER GEELONG

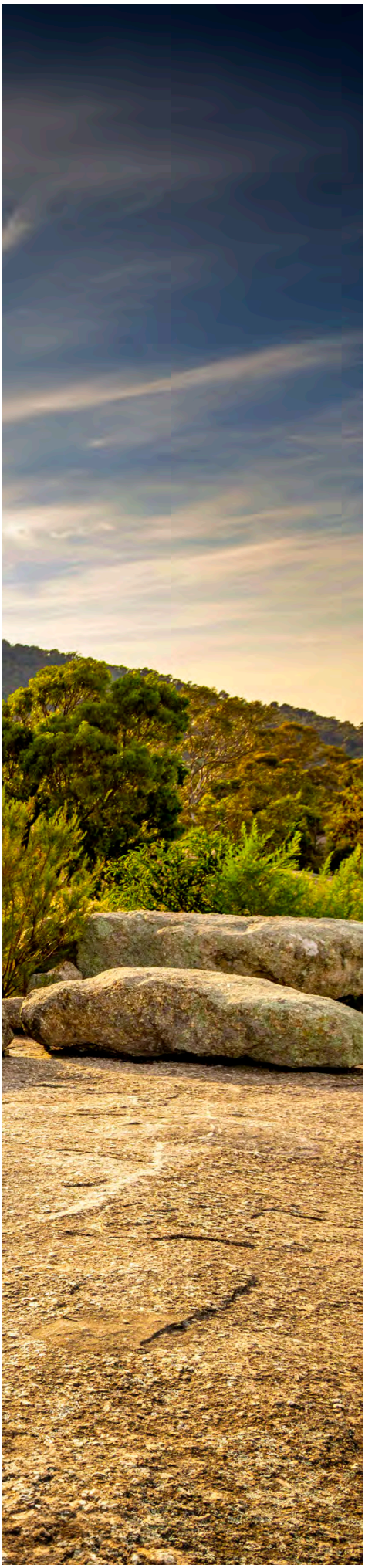
ASSET PLAN

2025–35



CITY OF GREATER GEELONG


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



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EXECUTIVE SUMMARY

The City of Greater Geelong (City) manages a diverse and extensive asset portfolio valued at $6.85 billion[1], encompassing infrastructure essential to the delivery of 31 community services across more than 1,200 hectares. This Asset Plan 2025–35 (Plan) sets out a strategic approach for managing, maintaining, and renewing our assets to support the City's long-term vision and community outcomes, in alignment with the Council Plan.

This Plan meets the legislative requirements of Section 92 of the *Local Government Act 2020* and is a key component of the City's integrated planning and financial management framework. It defines how asset management underpins service delivery, sets performance expectations, and guides investment decisions to ensure the asset portfolio remains functional, financially sustainable, and fit for purpose.

Drawing on data-driven insights and asset performance measures, the Plan responds to evolving community expectations and challenges, including climate change, population growth, demographic shifts, and service delivery pressures. It commits to maintaining asset health above 65 per cent across all classes, limiting poor-condition assets to below 6 per cent, and sustaining an asset renewal ratio of at least 85 per cent over the next decade.

The *Asset Plan 2025-35* provides a clear framework to guide investment, improve asset performance, and ensure the City can continue to meet the needs of a growing and changing community.



INTRODUCTION

This Plan will be adopted as the next *Asset Plan 2025-35* for the City in accordance with Section 92 of the *Local Government Act 2020*. The Plan performance indicators align with the *Council Plan 2025-29* (Council Plan) and will be incorporated into the City's annual performance reporting. This Plan is to be reviewed on an annual basis and republished at the change of each Council term.

DEFINITIONS[2]

Terminology	Description
Asset capacity data	The ability of the physical infrastructure to meet service delivery needs. It measures the appropriateness of asset usage for the designated service hierarchy. Capacity data typically informs demand management, upgrade, expansion and/or disposal strategies.
Asset condition data	The condition of the physical infrastructure that allows it to meet the intended service level. Where condition data is available, it can assist in estimating remaining useful life as input into the capital renewal projections.
Asset functionality data	The ability of the physical infrastructure to meet program delivery needs. It measures appropriateness of the asset to meet the designated service hierarchy. Function data typically informs demand management, upgrade, expansion and/or disposal strategies.
Asset health	Average remaining useful life of an asset class.
Capital renewal asset expenditure	Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally.
Capital asset upgrade expenditure	Expenditure which enhances an existing asset to provide a higher level of service.
Capital new asset expenditure	Expenditure which creates a new asset providing a new service/output that does not currently exist.
Critical assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Depreciation	The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.
Remaining useful life	The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.
Useful life	It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

OUR PLACE

With a population of nearly 285,000 people, the City of Greater Geelong is Victoria's largest regional municipality. Located 75 kilometres south-west of Melbourne, the municipality covers an area of 1,252 km², comprising suburban, coastal and country areas.

The Greater Geelong area is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south. Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, parklands and wildlife sanctuaries.

Our region is made up of the city of Geelong and its surrounding suburbs, rural and coastal townships and rural, agricultural and coastal landscapes.

The Wadawurrung People are the Traditional Owners of this area. As custodians of the land, their history, knowledge and passion continue to inform and shape the environmental practices of today. Our region is under immense pressure from development – our population is expected to grow to 387,900 by 2036.

289,565
ESTIMATED RESIDENT POPULATION (2024)

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

39
MEDIAN AGE

82%
WORKFORCE LIVE IN GREATER GEELONG

47.4%
FORECAST POPULATION CHANGE (2025-46)

17.7%
POPULATION BORN OVERSEAS

2.41
AVERAGE HOUSEHOLD SIZE

133 KM
OF COASTLINE

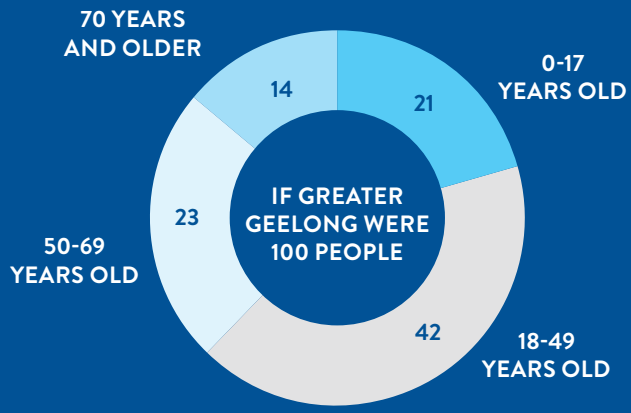
12%
SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME UP FROM 11%

22,874
THERE ARE 22,874 BUSINESSES

$20.51B
GROSS REGIONAL PRODUCT (2023/24)

1,466.64 HECTARES
PROTECTED NATURAL HABITAT





Graphic 1 – Greater Geelong Statistics



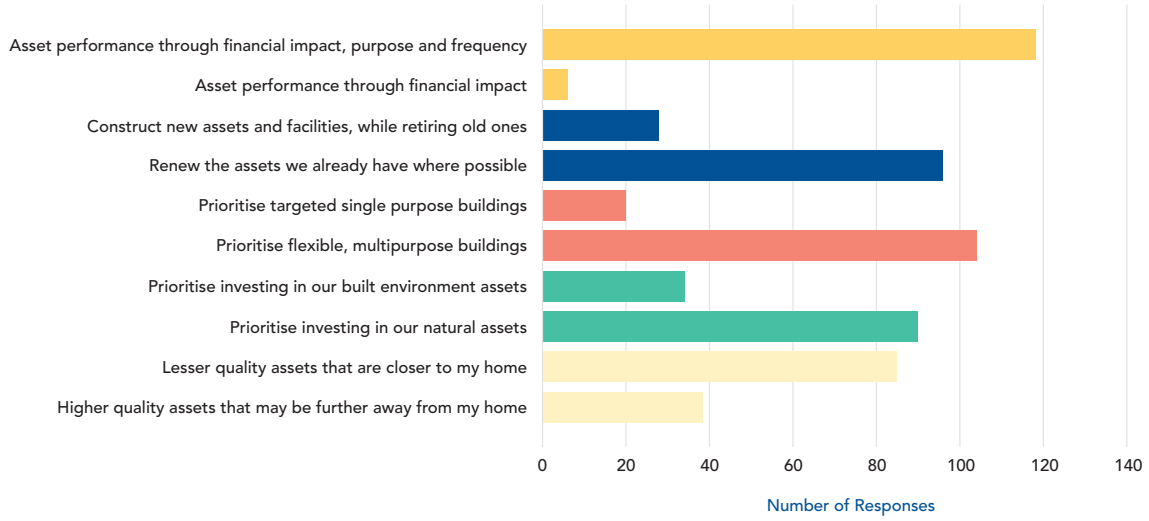
COMMUNITY ENGAGEMENT

In the second half of 2024, the City conducted a deliberative planning activity with the community, to understand the priorities and themes for the next iteration of the *Council Plan 2025-29*. The asset management team contributed to that engagement and obtained the feedback below, relating to the asset portfolio.

The outcome from that engagement included asset management related themes that are now reflected in the Council Plan objectives.

Recent feedback from the community identified the desire for ongoing engagement on the Asset Plan, particularly in relation to the progress of the performance measures. The City will therefore provide opportunities for an annual review of the progress of this Plan with the community.

COMMUNITY RESPONSES



OUR ASSET PLAN

This Asset Plan provides the community with:

- Information about maintenance, renewal, acquisition, upgrade, and disposal in relation to each class of infrastructure asset[3] under the control of the Council.
- Any other matters prescribed by the regulations.

The key outcomes of this Asset Plan are to:

- Identify the assets and their various attributes.
- Understand how the assets support the delivery of community services.
- Commit to maintaining assets aligned to funding within the *Long-Term Financial Plan 2025-35* (LTFP).
- Commit to expending relevant capital to meet asset renewal, acquisition, upgrade and disposal planning requirements.
- Measure the performance of the assets.
- Report on the Plan.

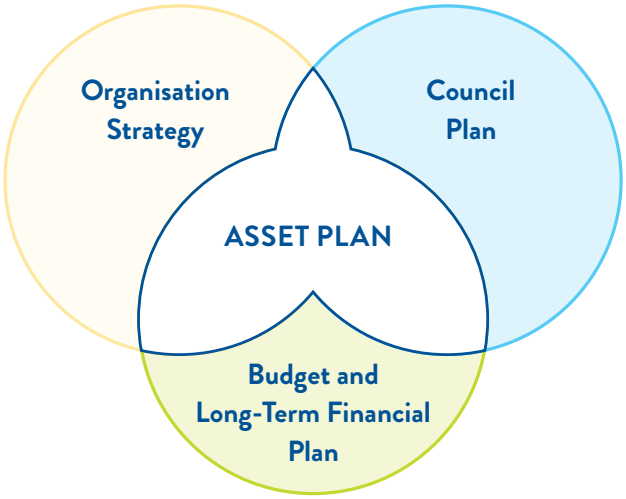
CITY PLANNING

The City conducts planning in accordance with the graphic below. This Asset Plan aligns with our ten-year horizon and is linked to business and service planning that occurs on an annual cycle.

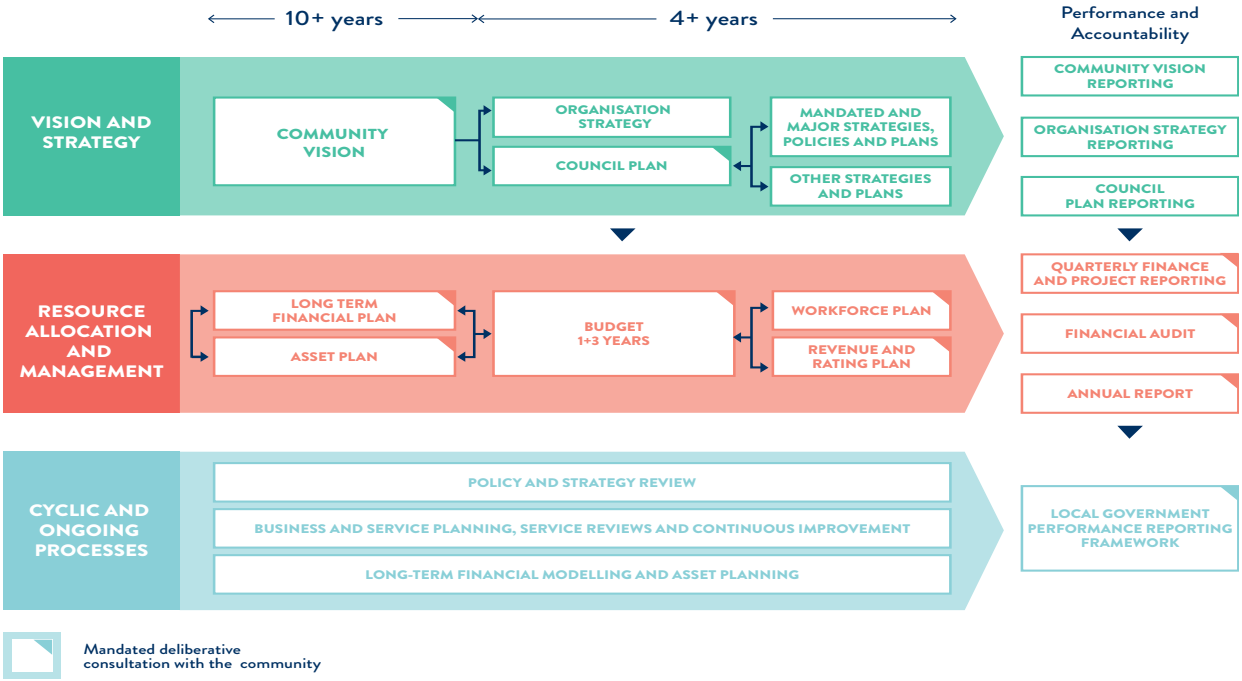
The key elements of planning for asset management and the Asset Plan are:

- Council Plan
- Financial planning
- Organisation Strategy
- Departmental service planning.

The graphic below identifies the importance of strategic guidance to enable the effective management of assets in delivering services to the community.



INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK (ISPRF)



COUNCIL PLAN

A summary of our recently endorsed Council Plan commitment and high-level goals is detailed below:

- **Commitment:** We are committed to advancing community outcomes for a thriving Greater Geelong.
  - › Plan, deliver, manage and optimise core and critical infrastructure across the region.
  - › Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities.
  - › Lead efforts to strengthen our diverse economy and workforce to enhance prosperity across our community.
  - › Champion our unique heritage and culture.
  - › Protect and enhance our unique natural environment and surrounds.
  - › Commit to the highest levels of leadership, integrity, financial stewardship and meaningful community engagement.

FINANCIAL PLANNING

The success of effective asset management relies on the financial commitment to the Long-Term Financial Plan (LTFP). Specifically, the renewal targets and allocation of renewal, upgrade and new asset funding across the asset portfolio.

Financial planning within the City incorporates year one budgeting, budgeting in years two to four and long-term financial planning. Departments within the City develop annual budgets to cover the operational and maintenance costs of the assets that they are responsible for. Finance business partners work with the departments to budget year one and forecast years two to four.

The more strategic financial planning is coordinated between finance and asset management and is predominantly driven through the LTFP. The four key funding components are:

- **New asset expenditure** – expenditure that creates a new asset that provides a service that does not currently exist.
- **Asset upgrade expenditure** – expenditure that:
  - enhances an existing asset to provide a higher level of service
  - extends the life of an asset beyond its original life.
- **Asset renewal expenditure** – expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
- **Maintenance expenditure** – recurrent expenditure which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service.



New asset and upgrade asset capital expenditure. A business case is required to be developed by the relevant service manager within the City to justify any new asset or upgrade to an existing asset. The business case is developed in consultation with the asset management team and requires the development of a life cycle cost model. This level of information informs any future capital and maintenance expenditure. Management and allocation of this type of funding sits outside this Asset Plan. Asset functionality and capacity is addressed with capital expenditure.

Asset renewal capital expenditure. Renewal planning is led by the asset management team and supported by the finance team. Using up-to-date asset data such as asset health and condition, the asset team develops a plan per asset class to improve condition gradings.

ORGANISATION STRATEGY

Our new *Organisation Strategy 2024-29* depicted in the graphic to the right, outlines how we will do our work.

It identifies where we must focus as an organisation to ensure the delivery of the Council Plan in the most effective and efficient way. Creating the foundation to achieve our aspiration of becoming the highest performing and best local government to work for.

The three key pillars are: Great People, Greater Performance and Greatest Impact.



SERVICE PLANNING

Asset management is one of 31 key services provided to the community by the City. It is an enabling service for many other community services. The graphic to the right shows the primary service and sub-services of asset management, including a detailed description of the sub-services.

Service: Strategic Asset Management

Service description: Stewardship of the City's asset portfolio through the development and implementation of an effective Asset Management capability

Service purpose: We care for Geelong: A commitment to leave everything better

Sub service: Asset management strategy and planning	**Sub service:** Asset management services
Formulation of asset management policy, strategy and plans aligned with the City's goals and long-term financial plans. Implementing methodologies for evaluating asset performance, risk, and cost ensuring data-driven decision making in asset management.	The provision of an asset management capability through the asset life cycle (acquire, operate, maintain and dispose) to enable the provision of assets to meet service needs across the city.

With the inputs of the Council Plan, Organisation Strategy and the LTFP, asset management service planning is then conducted. This is a top-down approach ensuring that the outputs of asset management, as a service, align to the Council Plan outcomes. The graphic below depicts the outcomes of service planning and identifies the actions in which asset management will be assessed. Note the five actions that specifically relate to this Asset Plan.

Service Plan: Asset Management

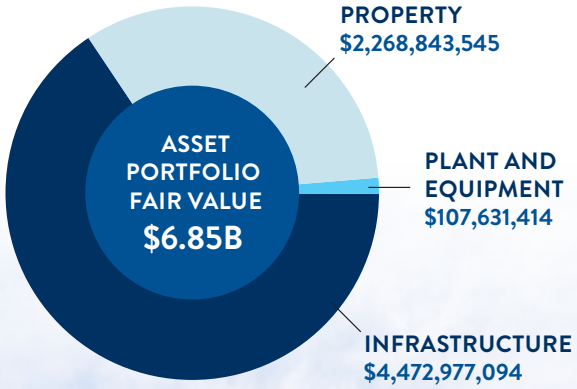
Plan, deliver, manage and optimise core and critical infrastructure across the region	Protect and enhance our unique natural environment and surrounds	Commit to the highest levels of leadership, integrity, financial stewardship and meaningful community engagement
Community facilities and public spaces are accessible and fit for purpose	Significant reductions in emissions and increased community resilience to climate change impacts	Public finds and assets are used equitably and efficiently
Multi-modal transport networks are well connected and accessible		Decision making is evidence-based, transparent and strategically aligned
Increase asset portfolio performance	Have climate change impact mitigation strategies for asset classes	Improve asset data integrity
		Increase asset management capability
Monitor and manage asset health per asset class (>65 per cent)	Develop asset class climate impact reports	Improve asset management capability from 56 per cent to 90 per cent
Conduct asset condition assessments and invest in assets to maintain asset condition (<6 per cent condition 4 and 5 (all asset classes))		Develop an asset records review program
		Develop class asset management plans
		Conduct asset revaluations annually
Sustain asset renewal ratio of 85 per cent across the asset portfolio		Draft asset management strategy
		Data cleansing and remediation plan
		Develop asset data strategy
		Lead asset management working group

Asset Management Service
Asset Management Initiatives
Asset Management Key Actions
Council Plan: Objectives
Council Plan: Outcomes
Asset Plan Reporting

OUR ASSETS

OUR ASSET PORTFOLIO

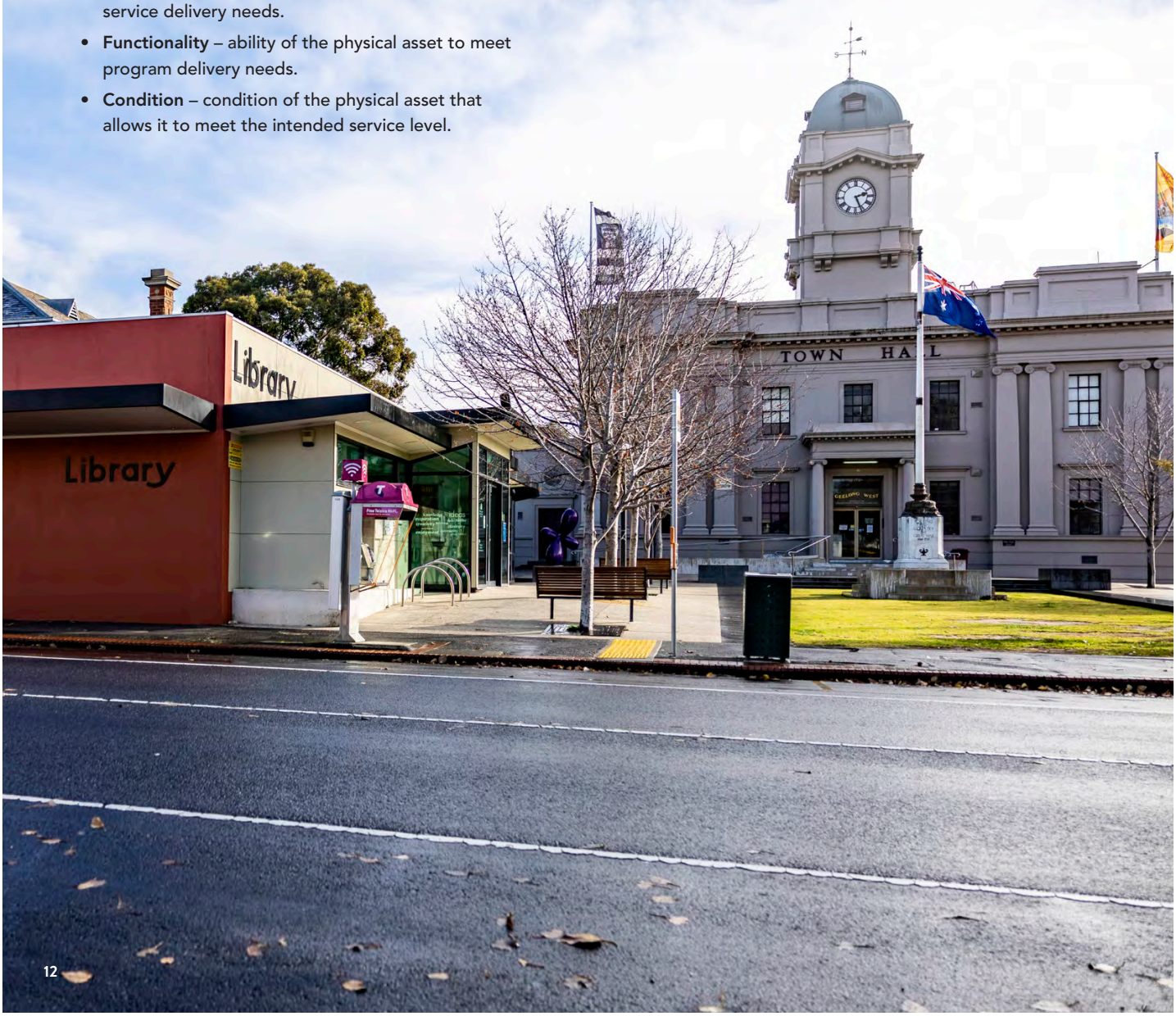
The City's asset portfolio's fair value is $6.85 billion. There are three financial groups that arrange the financial categories of our assets to enable financial reporting in accordance with the *Local Government Act 2020*. The graph right shows a breakdown of fair value for the three groups.



ASSET ATTRIBUTES

The following are key asset attributes to consider when determining asset value[4]:

- **Capacity** – ability of the physical asset to meet service delivery needs.
- **Functionality** – ability of the physical asset to meet program delivery needs.
- **Condition** – condition of the physical asset that allows it to meet the intended service level.



ASSET CLASSES

Our asset portfolio comprises of 19 asset classes, however not all asset classes are subject to detailed strategic asset management and renewal funding. Most of the assets are within seven primary assets classes, which will form the basis of this Asset Plan. This primary asset class list aligns with the major components of Part 2 of our Annual Report, the Financial Report.

The table below shows a breakup of the 19 asset classes.

INFRASTRUCTURE

- **Roads**
  - Seal
  - Pavement
  - Kerb and Channel
  - Appurtenance
- **Bridge**
  - Road Bridge
- **Footpaths and Cycleways**
  - Pathways
  - Stairs
- **Drainage**
  - Pipes underground
  - Channels (lined and unlined)
  - Water Sensitive Urban Designs
  - Pits
  - Levee Banks
  - Pump Stations
- **Off Street Car Parks**
  - Car Parks
- **Recreation, Leisure and Community**
  - Sporting Facilities
  - Aquatic Facilities
  - Arts and Culture
  - Open Space Infrastructure
  - Irrigation
  - Playspaces
- **Parks, Open Spaces and Streetscapes**
  - Open Space Green Infrastructure
  - Nature Reserves
- **Waste Management**
  - Landfill
  - Weighbridge
  - Bins
- **Other Infrastructure**
  - Marine
  - Electrical

PROPERTY

- **Land**
  - Non- Specialised
  - Land Under Roads
  - Specialised
- **Land improvements**
- **Building improvements**
- **Buildings**
  - Non-Specialised
  - Specialised
- **Leasehold improvements**
- **Heritage Buildings**

PLANT AND EQUIPMENT

- **Plant Machinery and Equipment**
  - Light fleet
  - Heavy fleet
  - Plant fleet
- **Heritage Plant and Equipment**
- **Fixtures, Fittings and Furniture**
  - Office
- **Computers and Telecomms**
  - IT Hardware
  - IT Software

Financial Group

Asset class

Asset sub-class

PRIMARY ASSET CLASSES

The City comprises 31 services of which 12 predominantly rely on assets as a key component of the service delivery. Most of the community facing services are delivered utilising assets in the asset classes to the right.

Renewal funding is set aside to address asset condition. Where an asset is not meeting functional or capacity requirements, funding is raised from capital. The following sections relate only to renewal funding.

- Bridges
- Buildings
- Drainage
- Footpaths and Cycleways
- Parks and Open Spaces
- Recreation, Leisure and Community
- Roads

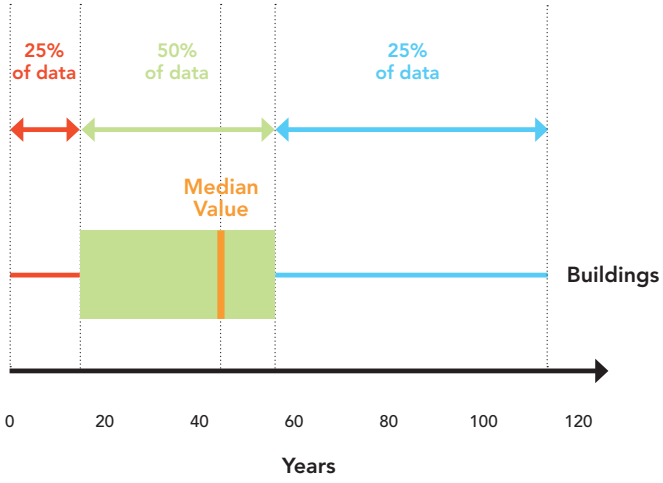
STATE OF ASSETS

Our asset profile is best described through, age, health and condition lenses. The detail below reveals that the City has a very large asset portfolio, that has aged significantly, but remains generally, in good condition.

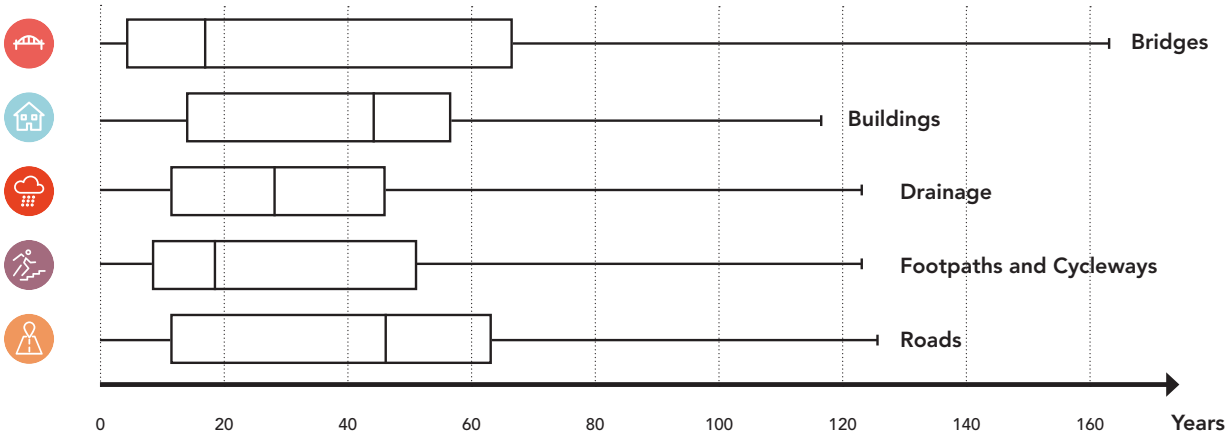
ASSET AGE

The City's asset portfolio age range varies significantly, and many of the asset classes have a high number of assets. For these reasons it is easier to view the age portfolio via a box and whisker plot. The graph at right is an example of the box and whisker plot using the buildings asset class.

The green rectangular box represents 50 per cent of the data. Hence, 50 per cent of the buildings are aged between 14 and 55 years. The red line (whisker) to the left of the green box represents the bottom 25 per cent of the data. So, 25 per cent of the buildings are aged from 0-14 years. The blue whisker to the right of the green box represents the top 25 per cent of the data. Therefore, 25 per cent of the buildings are aged from 55-115 years. The median (middle) age of the asset class is 44 years (orange vertical line).



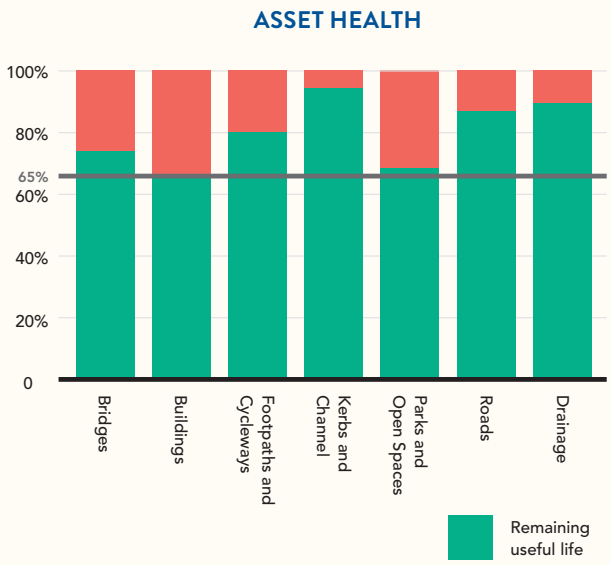
The City's asset portfolio has a range of useful lives, ranging from 0 years to 160 years. The profile below is the age of five[5] of the seven primary asset classes.



ASSET HEALTH

The health of an asset class is defined as the average remaining useful life of the class. It is dependent on the asset type, the asset useful life and the asset condition. The Institute of Public Works Engineering Australasia (IPWEA) recommends a minimum of 50 per cent life on all its asset classes for councils, whereas the National State of the Assets (NSoA) recommendation is 60 per cent. The City proposes to ensure that all asset classes have a minimum of 65 per cent remaining useful life. The current profile of the seven[6] primary asset classes is in the graph at right.

Note that the health of six of seven of the City's asset classes is above minimum recommended levels as at 2025, however open space is below the City's target of 65 per cent. To ensure that all classes meet the 65 per cent target, the City will use the asset management governance framework to allocate sufficient funding to maintain desired asset health levels. Prudent maintenance and ongoing renewal effort is required to sustain this over a ten-year period.



ASSET CONDITION

In addition to measuring asset health, we also conduct regular condition assessments. All assets are inspected and given a condition score ranging from 1-5. The Table[7] below explains each of the condition grading.

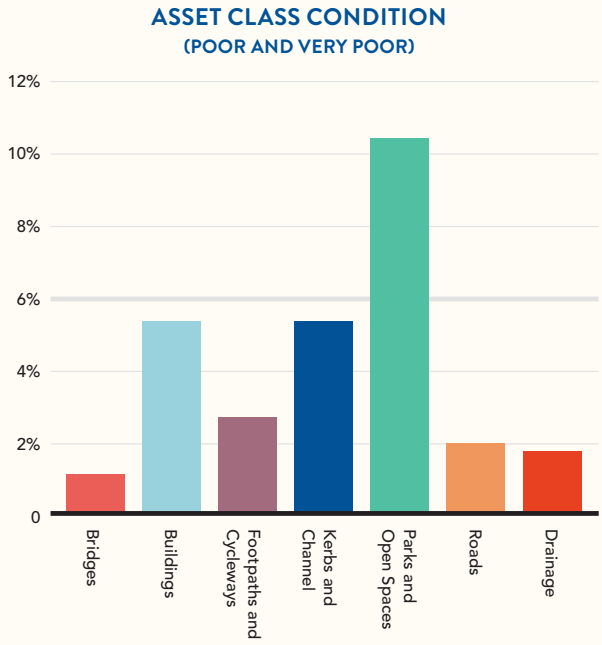
National Standard for Condition Grading Scores		
Condition	**Grading**	**Description of condition**
Good	1	**Very good:** free of defects, only planned and/or routine maintenance required
	2	**Good:** minor defects, increasing maintenance required plus planned maintenance
Fair	3	**Fair:** defects requiring regular and/or significant maintenance to reinstate service
Poor	4	**Poor:** significant defects, higher order cost intervention likely
	5	**Very Poor:** physically unsound and/or beyond rehabilitation, immediate action required

General maintenance funding provided from the recurrent budget will address ongoing asset maintenance, which includes addressing assets in good or fair condition. Renewal funding targets assets in poor condition, grades four and five. Renewal funding is allocated with the following considerations:

- **Condition** - the condition rating of the asset.
- **Capacity** - the level of utilisation of the asset (where it can be measured).
- **Functionality** - the ongoing requirement for the asset to meet a service need (in consultation with the asset planner and the service manager).
- The deterioration rate of the asset.

The City has set a target that all asset classes have no more than 6 per cent assessed as condition grading four or five. The current profile of the seven prime asset classes is at right[8].

From the graph at right, the Parks and Open Spaces asset class will require additional renewal investment to meet the City's targets, and this is reflected in the LTFP allocation of funding.



ASSET MANAGEMENT

We intend to deliver a high level of asset management services, aligned to the Council Plan, through the application of our organisation strategy. We will ensure:

- Asset needs are determined through service planning.
- Asset planning is supported by data driven insights.
- Asset portfolio is managed through a set of realistic data measures.
- Asset management knowledge uplift across the city from councillors to asset users.









ASSET PERFORMANCE AND REPORTING

An important component of this Plan is the identification of a series of performance measures, that reflect how well the assets are managed to deliver on the objectives within the Council Plan. The below key performance indicators will form part of the City's annual reporting, which provides the community with an update on the City's progress in achieving the Council Plan outcomes.

- AM01 – Develop Asset Class Climate Impact Reports.
- AM02 – Sustain asset renewal ratio of 85 per cent across the asset portfolio.
- AM03 – Maintain asset class health greater than 65 per cent.
- AM04 – Maintain asset class conditions (four and five) at less than 6 per cent.
- AM05 – Improve asset management capability from 56 per cent to 90 per cent.

COMMUNITY VALUE

The above metrics are only half of the story when it comes to the City's assets. They exist primarily to deliver a service to the community of the City of Greater Geelong. In addition to measuring the performance of the asset, we must also consider the following community value benefits when making decisions on the City's assets:

- **Social** – access to services, community cohesion, inclusiveness, public safety.
- **Economic** – Support to local businesses, job creation, property value uplift.
- **Environmental** – Biodiversity, stormwater retention, tree canopy, CO2 reduction.
- **Cultural** – Heritage protection, use of public space for events/traditions.
- **Health and wellbeing** – physical activity opportunities, mental health support, accessibility.

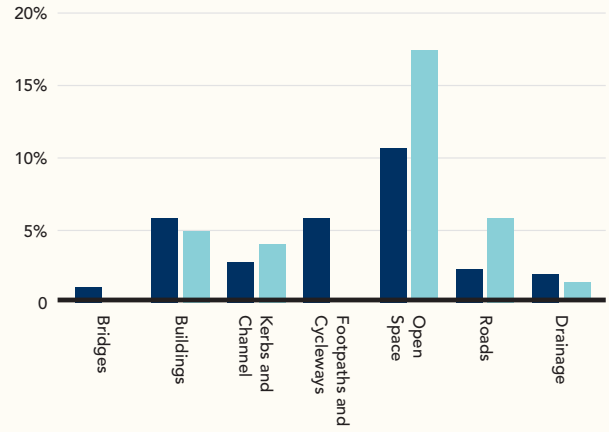
Balancing the physical asset performance with the needs and benefits to the community requires a holistic approach to asset management, and an integrated approach to decision making within the City.

TEN-YEAR FORECAST

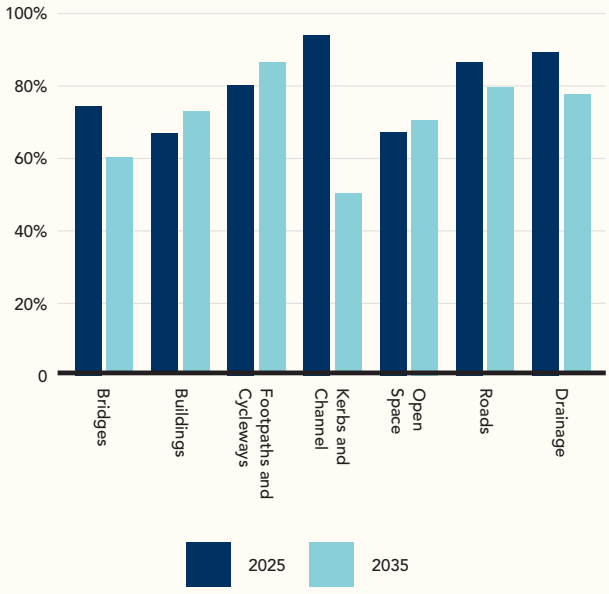
With the maintenance and renewal funding provided in the LTFP, the asset management team can forecast the asset health and asset condition for the seven primary asset classes, for the next ten years. The data in the graphs below is indicative of what can be achieved with the forecast level of funding.

Throughout the ten-year period, the asset governance forum will authorise changes to funding to meet any change to asset performance requirements. Note that the forecasts below are aggregated to the asset class level. There are several asset sub-classes that may have different asset conditions and health, depending on the priorities of the City and the needs of the community.

ASSET CLASS FORECAST
(POOR AND VERY POOR)



ASSET CLASS HEALTH FORECAST
(REMAINING USEFUL LIFE)



CHALLENGES

As a local government authority, the City has over 500,000 assets with a fair value of over $6b. We have a diverse geographical region that we manage and provide a broad range of services to our community. As we strengthen our relationships with the community and improve our asset management capability, we will be better able to address the following challenges:

- **Financial sustainability** – maintaining financial sustainability with rate caps, inflation, maintenance costs and availability of funding for asset upgrades and renewals.
- **Climate Change** – the effects of climate change are being experienced in our community now, however we are only just starting to consider climate change impacts across our asset class over the long term. We need to understand how the impacts affect asset condition and functionality.
- **Growing region** – our region is expected to grow by 38 per cent by 2045. This will place considerable strain on our current asset base, so we need to be prepared for our assets to be upgraded and/or replaced over the next 20 years.
- **Demographics** – with the ever-changing demographics from one generation to another, there are different demands placed on our assets. Asset design must include a level of flexibility in asset functionality and capacity.

OPPORTUNITIES

The following is a list of strategic improvement initiatives targeted at uplifting the asset management capability within the City. This will also significantly improve the planning and delivery of asset management across our asset portfolio.

- **Asset management system** – the investment in a modern enterprise asset management system, integrated with the financial system will significantly improve the storage and access to reliable data in a timely manner, easily linked to asset and financial classes.
- **Digitisation** – there is a growing desire for the City's staff and the community to be able to see where assets are and understand their usage, condition and availability. As the new asset system is implemented, the City will look to enhance this capability and provide the community ready access to asset information.
- **Service management approach to assets** – the City should only ever have assets to meet a service need, and not develop a need to have an asset. As part of the strategic asset management planning function, assets will undergo a review and alignment to the 31 services that are delivered to the community. This is to ensure that the City only retains assets that deliver value by meeting the needs of the community through the Council Plan. Where assets are deemed no longer required, they will be disposed of. As part of service management planning, we will be considering delivering multiple services from the same asset, where it is appropriate. This will increase asset utilisation and demonstrate improved value to meet the needs of the community.
- **Asset utilisation** – we intend to adopt several innovative approaches to measure the utilisation of our assets. This includes providing people counters for buildings and public spaces, traffic counters at some of our critical infrastructure assets, to enable us to measure the value these assets provide to the community. Where an asset is underutilised, then we will work with service managers to rationalise assets to gain better value to the community.
- **Climate change** – understanding the impacts of climate change on our asset base. Whilst we are seeing the impacts of additional rainfall on our drainage assets, we are yet to fully understand other elements such as increased heat, drought and rising sea level on our assets. One of our targets for this Asset Plan is to prioritise the assessment of climate change impacts on our critical asset classes and subclasses. That will enable us to be better prepared for the future.
- **Asset management maturity** – in 2024, the City's asset management capability was externally assessed against the *National Asset Management Assessment Framework*. The results show clear opportunity for improvements in several areas. We have set an ambitious target to uplift the capability to 90 per cent within this Asset Plan period. An organisational review conducted in 2023 restructured the asset management team and they are now better equipped and arranged to meet this ambitious target.

CONCLUSION

This Asset Plan provides the community with a high level of detail that relates to the large portfolio of assets owned and managed by the City of Greater Geelong. We understand the alignment of our assets with the community services. We have linked asset management service planning with the objectives of the Council Plan. We have simplified the assets into seven primary classes and provided a range of profiles on the assets. A range of performance measures have been recommended that enable reporting on the outcomes of this Plan.

END NOTES

1 Note that all dollar values in this Asset Plan are drawn from the draft version of the *City of Greater Geelong Annual Report 2025*.

2 Note that many of these definitions are found in the documents: *Local Government (Planning and Reporting) Regulations 2020* and *Local Government Asset Management – Better Practice Guide 2015*.

3 We have also included details of other asset classes within the Property and Plant and Equipment financial groups.

4 As defined by the Institute of Public Works Engineering Australasia.

5 At the time of printing, we were in the process of auditing Open Space and Kerb and Channel assets to verify asset age data.

6 Note that Plant and Equipment Financial Group assets generally have short lives and are not assessed for asset health.

7 The Table is an extract from the IPWEA Practice Note 3.

8 Note that the Plant, Machinery and Equipment Financial Group assets generally have short lives and are not assessed for asset health or long-term condition management.



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CITY OF GREATER GEELONG

2.15. Municipal Road Management Plan

Source: **City Infrastructure**
Executive Director: **James Stirton**

Purpose

1. To adopt the reviewed Municipal Road Management Plan (version 9).

Background

2. The City's Municipal Road Management Plan (version 8) was reviewed and adopted by Council on 25 May 2021. As required by the Road Management (General) Regulations 2016, the Municipal Road Management Plan (Plan) is required to be reviewed and adopted before 31 October 2025, triggered by the election of the new Council. The plan details the City's approach to how often roads and footpaths are inspected, what defects are repaired and the timeline for repairs.

3. The review of the plan has resulted in several changes in the maintenance standards for infrastructure where the City is the coordinating road authority under the Road Management Act 2004.

4. The Municipal Road Management Plan (version 9) is included at (Attachment 1).

5. The schedule of changes and amendments from version 8 to the updated version 9 is attached to this report (Attachment 2).

Key Matters

6. In November 2024, the community was invited to attend a series of workshops to explore key elements of the Municipal Road Management Plan, being: Proactive inspection frequencies, Defect intervention levels and Defect repair times. 47 community members registered to attend, and two community workshops were held in December 2024.

7. In January and February, a comprehensive internal review of the Municipal Road Management Plan was undertaken involving input from City Works, Enterprise Risk & Insurance, Transport Unit, Infrastructure Planning Unit, Asset Management and Urban Design Unit. The review took into consideration feedback from the two community workshops, the MAV insurance Road Management Plan Guidelines, current resources and available budget to develop the Municipal Road Management Plan (version 9).

8. The Road Management (General) Regulations 2016, requires the draft plan be advertised for a period of 28 days, where submissions from the community may be received for consideration.

9. The draft plan was advertised from the 23rd of July to the 22nd of August on the City's Have your say web page, the Government Gazette, the City News and social media.

10. There were 343 visitors to the Have your say web page and 13 submissions were received during the advertising period.

11. Engagement submissions are to be referred, reviewed and responded to.

Recommendation

That Council:

1. **Adopts the Municipal Road Management Plan (version 9) (Attachment 1).**

Financial Sustainability

12. The endorsement of the Municipal Road Management Plan (version 9) will have no direct financial implications.

13. Internal workshops have been held across all relevant departments, including City Works, Enterprise Risk & Insurance, Transport Unit, Infrastructure Planning Unit, Asset Management and Urban Design Unit. These workshops reviewed inspection frequencies, hazard intervention levels and repair response timeframes and determined that the amendments made to version 9 will not have a material impact on budgetary restraints or available resources.

Community Engagement

14. In November 2024 community members were invited via the Have Your Say webpage to express interest in attending Municipal Road Management Plan workshops. A total of 47 people registered. Two community workshops were held in December 2024 which sort feedback from the community on proactive inspection frequencies, defect intervention levels and defect response times.

15. Internal workshops were held in January and February with all relevant departments, including City Works, Enterprise Risk & Insurance, Transport Unit, Infrastructure Planning Unit, Asset Management and Urban Design Unit. The community feedback and themes were presented to internal stakeholders and considered along with available budget and resources to develop the inspection frequencies, hazard intervention levels and defect response times suggested in the draft Municipal Road Management Plan (version 9).

16. The Road Management (General) Regulations 2016, requires the draft plan be advertised for a period of 28 days, where submissions from the community may be received for consideration.

17. The draft plan was advertised from the 23rd of July to the 22nd of August on the City's Have your say web page, the Government Gazette, the City News and social media.

18. There were 343 visitors to the Have your say web page and 13 submissions were received during the advertising period.

19. Although many submissions did not relate directly to the plan, some requested an increase in inspection frequencies, lower hazard intervention levels or faster repair response times.

20. Community submissions have been evaluated and considered in finalising the Plan. This evaluation has been done in conjunction with the work undertaken in the internal workshops, benchmarking with other Councils and consideration of available resources.

21. Acknowledgement was provided to everyone who made a submission. Once the review process is finalised and the Plan has been adopted, a formal response will be issued to all submitters who requested a response.

Social Equity and Sustainability

22. The adoption of the Municipal Road Management Plan (version 9) has no direct social equity implications.

Relevant Law/Policy/Legal Implications

23. The Municipal Road Management Plan (version 9) has been prepared in accordance with the following Acts, Regulations and Codes of Practice:

    24.1. *Local Government Act 2020 (Vic);*

    24.2. *Local Government (Best Value Principles) Act 1999 (Vic);*

    24.3. *Road Management Act 2004 (Vic);*

    24.4. Road Management (General) Regulations 2016 (Vic);

    24.5. Road Management (Works and Infrastructure) Regulations 2015 (Vic);

    24.6. *Road Safety Act 1986 (Vic);*

    24.7. *Wrongs Act 1958 (Vic); and*

    24.8. Ministerial Codes of Practice

Alignment to Council Plan and Vision

24. This report aligns with the Council Plan 2025-29 strategic priority:
    Core and Critical Infrastructure.
25. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    A fast, reliable and connected transport network.

Conflict of Interest

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

Risk Assessment

27. Benchmarking against the MAV Insurance Road Management Plan guidelines indicated that the proposed levels of service are comparable and can therefore be considered reasonable maintenance standards in relation to the City’s roads, footpaths, kerb and channel, and other road-related infrastructure.

28. The City reviews its compliance in terms of inspection frequency and repair time frames through monthly and quarterly reports. These reports have indicated that the standards outlined in the proposed Plan are set at an appropriate level considering the City’s current resourcing levels and ensures greater compliance of the Plan.

29. There are no significant risks associated with adopting the Plan.

Environmental Sustainability

30. There are no direct environmental impacts associated with the Plan.

Attachments

1. 2025 Road Management Plan version 9 Final for 28 October 2025 Council Meeting (1) [**2.15.1** - 32 pages]
2. Road Management Plan Version 9 0 Summary of Changes final (1) [**2.15.2** - 2 pages]

THE CITY OF

GREATER GEELONG

MUNICIPAL ROAD MANAGEMENT PLAN

—

VERSION 9.00

ADOPTED 28 OCTOBER 2025

CITY OF GREATER GEELONG

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Definitions

Arterial road – refers to freeways, highways and declared main roads, which are managed by the Victorian Government, through Department of Transport and Planning (DTP)(as the co-ordinating road authority).

Co-ordinating road authority – is the organisation which has the responsibility to co-ordinate works. Generally, if the road is a freeway or arterial road, this will be DTP. Generally, if the road is a municipal road, this will be the City.

the City, we, us and our – refers to the City of Greater Geelong.

Council - means the City.

Demarcation agreement – a formal agreement between the City and another organisation that defines areas of responsibility.

Motor vehicle – refers to a vehicle that is propelled by an in-built motor and is intended to be used on a roadway. This does not include a motorised wheelchair or mobility scooter which is incapable of travelling at a speed greater than 10 km/h and is solely used for the conveyance of an injured or disabled person.

Municipal road(s) – roads for which the municipal council – in this case, the City – is the co-ordinating road authority. The *Road Management Act 2004* imposes specific duties on the municipal council with respect to the inspection, repair and maintenance of these roads.

Non-road infrastructure – refers to infrastructure that is contained in, on, under or over a road, which is not road infrastructure. This includes gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure (including boom gates, level crossings and tram safety zones), bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport and nature strips.

Other roads – include roads in state forests and reserves, and roads on private property. Municipal councils are not responsible for the inspection, repair or maintenance of these roads.

Pathway – refers to a footpath, bicycle path, shared path or other area that is constructed for members of the public (not motor vehicles) to use.

Public Road – has the same meaning as in the *Road Management Act 2004* and includes a freeway, an arterial road, a municipal road declared under section 14(1) of the Act and a road in respect of which the City has made a decision that it is reasonably required for general public use and is included on the Municipal Public Road Register.

Road – has the same meaning as in the *Road Management Act 2004*, being inclusive of any public highway, any ancillary area and any land declared to be a road under section 11 of that Act or forming part of a public highway or ancillary area.

Road infrastructure – refers to infrastructure which forms part of a roadway, pathway or shoulder, which includes structures and materials.

Road-related infrastructure – refers to infrastructure installed or constructed by the relevant road authority to either facilitate the operation or use of the roadway or pathway, or support or protect the roadway or pathway.

Road Reserve – refers to the area of land that is within the boundaries of a road.

Roadside – refers to any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway. This includes land on which any vehicle crossing or pathway, which connects from a roadway or pathway on a road to other land, has been constructed.

Roadway – refers to the area of a public road that is open to, or used by, the public, and has been developed by a road authority for the driving or riding of motor vehicles. This does not include a driveway providing access to a public road, or other road, from adjoining land.

Shoulder – refers to the cleared area, whether constructed or not, that adjoins a roadway to provide clearance between the roadway and roadside. This does not refer to any area that is not in the road reserve.

Introduction

The City of Greater Geelong is the coordinating road authority for approximately $2.1 billion of infrastructure assets.

This Municipal Road Management Plan explains the standards, policies and systems we use to manage, inspect, repair and maintain these assets.

1.1 WHAT IS THE PURPOSE OF THIS PLAN?

Section 50 of the *Road Management Act 2004* sets the following objectives for a municipal road management plan:

1) To establish a system for our road management functions, which is based on policy, operational objectives and available resources.

2) To set a performance standard for our road management functions.

Although it is termed a 'plan' in the legislation, it is functionally an operational protocol document – describing the systems and rules we use to make decisions and execute our duties, within our available resources. The plan forms part of a larger Asset Management Framework related to maintenance and operations.

1.2 LEGISLATION GUIDING THIS PLAN

In addition to the *Road Management Act 2004*, the plan also considers the following Acts, regulations and codes of practice:

- Local Government Act 1989
- Ministerial Codes of Practice
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015
- Road Safety Act 1986
- Wrongs Act 1958.

1.3 WHAT IS COVERED IN THE PLAN?

The Municipal Road Management Plan is divided into seven sections:

1. Rights and responsibilities – covers legislation and local laws relevant to road management.
2. Road management systems - how we classify roads, streets and footpaths – known as our asset hierarchy – and the plans and processes we use to maintain roads and road-related infrastructure.
3. Road management framework – plans, policies and processes that influence how we manage roads.
4. Municipal Public Road Register – what's in it, how to access it and the process for making changes.
5. Technical references.
6. Supporting documents.
7. Attachments.

1.4 UPDATING THE PLAN

This plan must be updated within a set period following a Council election. Outside of this cycle, changes may be required from time to time.

The following process will be used to manage these changes:

- If material changes are made to standards and specifications, a report will be presented to Council, along with a brief explanation as to why such changes are necessary. The review process must follow the steps as set out in the Road Management (General) Regulations 2016 Part 3 – Road Management Plans.
- When changes do not alter these technical aspects of road management, changes will be approved by the Executive Director of City Infrastructure or equivalent at the time

These changes will be made in accordance with the processes prescribed by the *Road Management Act 2004*. To assist with version control, these changes will be numbered as follows:

- Versions presented to Council will be renumbered by whole numbers – for example, from Version 1.00 to 2.00.
- Those approved by the Director will be renumbered by decimals – for example, from Version 1.00 to 1.01.

1.5 SUSPENDING THE PLAN

Although we will do our best to meet the requirements of this plan, there are times when circumstances beyond our control may prevent this from happening.

Our obligations may be suspended in the event of:

- Natural disasters – including floods, fires, droughts or similar events.
- Any other major event beyond our control.

Our Chief Executive Officer has delegated authority to suspend the plan in such circumstances. The decision to suspend the plan will be made in consultation with our Executive Director of City Infrastructure. Factors that might influence the decision include available resources and conflicting priorities.

If the plan is suspended, entirely or in part, the necessary changes to our activities and response times will also be documented.

As soon as circumstances allow, the Executive Director of City Infrastructure will recommend to the Chief Executive Officer how and when the plan should be reactivated, and the Chief Executive Officer will determine whether to do so.

1.6 RESPONSIBILITY FOR THE PLAN

Overall responsibility for administering and implementing the plan rests with the Executive Director of City Infrastructure.

Rights and Responsibilities

2.1 PUBLIC ROADS

Public roads are defined in the *Road Management Act 2004* as including:

- a freeway
- an arterial road
- a road declared under section 204(1) of the *Local Government Act 1989*
- a municipal road declared under section 14(1) of the *Road Management Act 2004*
- a road in respect of which the City has made a decision that it is reasonably required for general public use and is included on the Municipal Public Road Register.

They can include streets, rights of way, bridges, footpaths, bicycle paths and nature strips.

2.2 KEY STAKEHOLDERS

The key stakeholder impacted by this plan include:

- the general community (for recreation, sport, leisure and business)
- residents and businesses adjoining the road network
- pedestrians
- vehicle users with motorised vehicles, such as trucks, buses, commercial vehicles, cars and motorcycles
- users of smaller, lightweight vehicles, such as pedal-powered bicycles, motorised buggies, wheelchairs, prams and so on
- tourists and visitors to the area
- emergency agencies (Victoria Police, Country Fire Authority, Ambulance Victoria, State Emergency Services)
- the military (in times of conflict and emergency)
- traffic and transportation managers
- managers of the road network asset
- construction and maintenance personnel, who build and maintain asset components
- utility agencies using the road reserve for infrastructure (water, sewerage, gas, electricity, telecommunications)
- the City of Greater Geelong, as custodian of the asset
- state and federal governments, who periodically provide funding for roads.

2.3 COORDINATING ROAD AUTHORITY

Section 36 of the *Road Management Act 2004* provides information on coordinating road authority. According to subsection (c), the coordinating road authority:

> If the road is a municipal road, it is the municipal council of the municipal district in which the road or part of the road is situated.

However, there are instances where several authorities are responsible for components of the road within the road reserve. Section 33 of the *Road Management Act 2004* covers this by saying:

> A road authority must, in performing road management functions, have regard to the principal object of road management and the works and infrastructure management principles.

Furthermore, Section 35 says:

> Subject to this Act, a road authority has power to do all things necessary or convenient to be done for or in connection with the performance of its functions under this Act.

2.4 GENERAL FUNCTIONS OF A ROAD AUTHORITY

Section 34 of the Road Management Act 2004 describes the general functions of a road authority, as follows:

(1) A road authority has the following general functions –

(a) to provide and maintain, as part of a network of roads, roads for use by the community served by the road authority

(b) to manage the use of roads having regard to the principle that the primary purpose of a road is to be used by members of the public and that other uses are to be managed in a manner which minimises any adverse effect on the safe and efficient operation of the road and on the environment

(c) to manage traffic on roads in a manner that enhances the safe and efficient operation of roads

(ca) to design, construct, inspect, repair and maintain roads and road infrastructure

(d) to coordinate the installation of infrastructure on roads and the conduct of other works in such a way as to minimise, as far as is reasonably practicable, adverse impacts on the provision of utility or public transport services

(e) to undertake works and activities which promote the functions referred to in paragraphs (a), (b) and (c) and to undertake activities which promote the function in paragraph (d).

(2) The general functions conferred on a road authority under sub-section (1) are not to be construed as limiting any other functions conferred on a road authority by or under this Act or any other Act.

(3) In seeking to achieve its functions, a road authority should—

(a) consult with the community and disseminate information in relation to the exercise of those functions

(b) take steps as are reasonably practicable to ensure the structural integrity and safety of public roads in accordance with this Act.

2.5 RIGHTS OF THE ROAD USER

Sections 8 to 10 of the *Road Management Act 2004* outline the rights of public road users, which are legally enforceable:

Section 8 – Right of passage

(1) A member of the public is individually entitled as of right to pass along a road.

(2) Members of the public are generally entitled as of right to pass along a road.

(3) The rights conferred by this section extend to a member of the public using any means of public transport along a road.

(4) The rights conferred by this section do not derogate from any right of passage conferred by the common law.

(5) Rights of passage conferred by this section or at common law are subject to any restrictions, limitations or conditions which may be specified by or under this Act or any other Act or law.

Section 9 – Rights of owners and occupiers of adjoining land

(1) An owner or occupier of any land which adjoins a road is entitled as of right to access the road from that land.

(2) Rights of access conferred by this section or at common law are subject to any restrictions, limitations or conditions which may be specified by or under this Act or any other Act or laws.

Section 10 – Rights of the public in relation to a public highway

The rights of the public whether under this Act or at common law in relation to a public highway can only be extinguished if the public highway is discontinued as a road in accordance with section 12 or discontinued as a road or permanently closed as a road under a power to discontinue or permanently close a road by or under any other Act.

2.6 OBLIGATIONS OF ROAD USERS

2.6.1 General usage

The *Road Safety Act 1986* requires that:

(1) A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors.

(2) A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors.

(2A) For the purpose of subsections (1) and (2) and without limiting their generality, the relevant factors include the following:

(a) physical characteristics of the road

(b) prevailing weather conditions

(c) level of visibility

(d) the condition of any vehicle the person is driving or riding on the highway

(e) prevailing traffic conditions

(f) the relevant road laws and advisory signs

(g) the physical and mental condition of the driver or road user.

(3) A road user must:

(a) take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users

(b) take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve

(c) take reasonable care to avoid conduct that may harm the environment of the road reserve.

2.6.2 Incident claims

If a person proposes to make a claim in relation to a public road or infrastructure for which we are the responsible road authority, they must send us something in writing within 30 days of the incident they are proposing to claim for.

In line with Section 110 of the *Road Management Act 2004*, we are not legally liable for property damages where the value of the damage is equal to or less than the threshold amount.

In cases where the claim relates to assets we don't own on the road reserve, claims should be referred to the authority responsible for those assets.

2.6.3 Permits for works within a road reserve

In cases where an individual or organisation proposes to carry out works within the road reserve that may impede public access, or interfere with road infrastructure, they must apply for a 'works within road reserve' permit. There are some exemptions, as noted in the *Road Management (Works and Infrastructure) Regulations 2015*.

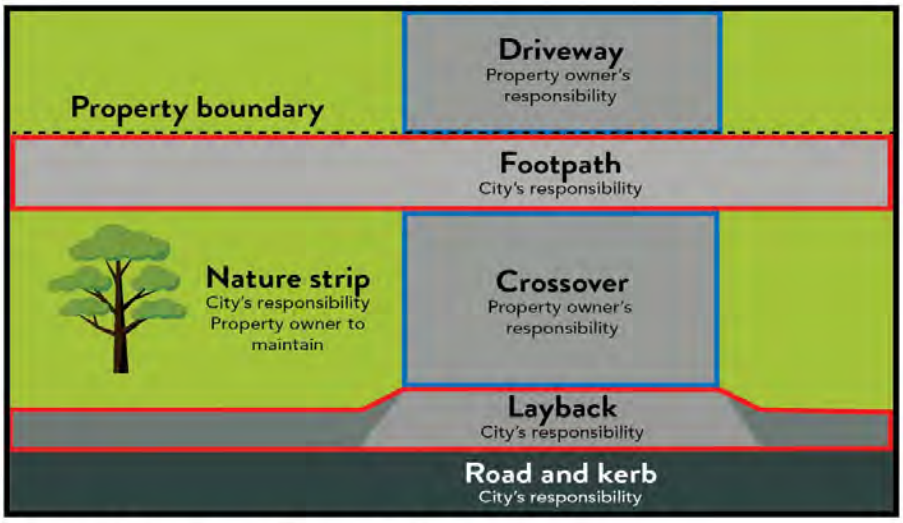
Local laws also require property owners to apply for a vehicle crossing permit if they plan to build a driveway.

In both cases, a fee applies to cover the costs of the administration and inspection of the work with further information available on our Geelong Australia website

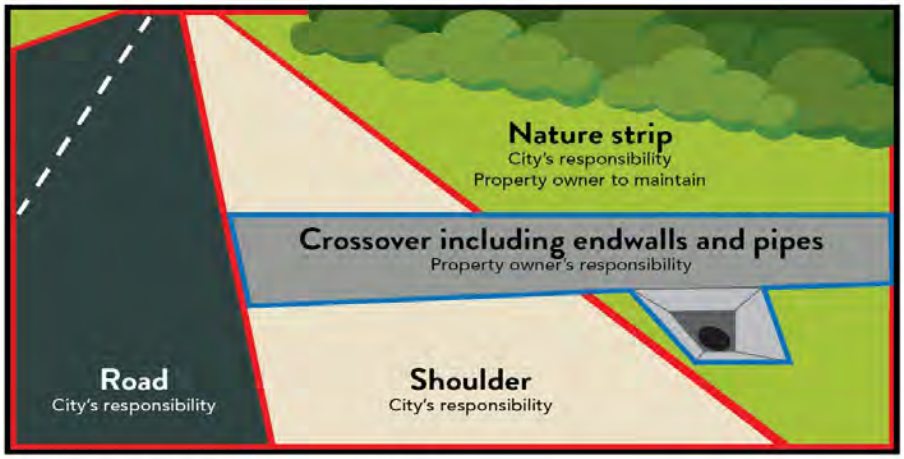
2.6.4 Obligation to maintain exclusions

There are several assets within the road reserve that we do not have an obligation to inspect and/or maintain. These include:

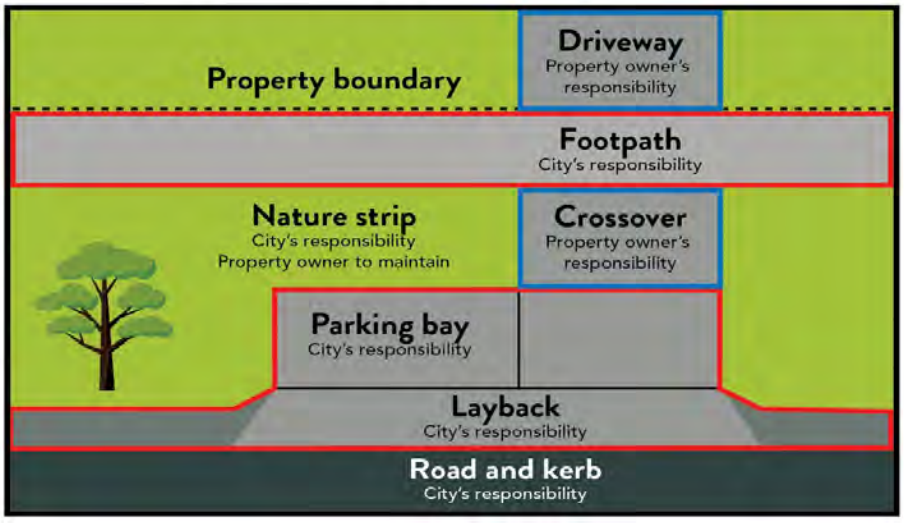
- **Non-road infrastructure**
- **Vehicle driveways** – the vehicle crossing, located between the carriageway and the property boundary, must be maintained by the adjoining property owner. However, the City is responsible for the portion of the driveway where it forms part of a constructed pathway along the property frontage. See Figure 1.1 illustration of responsibility for typical layouts.



Responsibilities in a road reserve (urban)



Responsibilities in a road reserve (rural)



Responsibilities in a road reserve that include a parking bay (urban)

Figure 1.1 Typical Vehicle Crossing Layouts

- **Single property stormwater drains** – for drains constructed within the reserve that carry water from a single property to an outlet (referred to as a LPOD or Legal Point of Discharge) in the kerb, or other drain.
- **Utilities** – including, but not limited to, telecommunication, power, water, gas and rail authority assets.
- **Paper Roads** - 'Paper Road' is a term commonly used for a road that is legally established (i.e. a designated road reservation as recorded in survey plans) but the physical road has not formally been constructed. Paper roads typically comprise a natural surface generally cleared for access to property and formed only with a worn path from local vehicle usage. Paper roads are not uncommon throughout the municipality and the public have the right to access these road reservations. The City will not proactively inspect or maintain "Paper Roads".

Road Management Systems

3.1 BACKGROUND AND PROCESS

Section 50 of the *Road Management Act 2004* states:

> The purposes of a road management plan are having regard to the principal object of road management and the works and infrastructure management principles –
>
> (a) to establish a management system for the road management functions of a road authority which is based on policy and operational objectives and available resources and
>
> (b) to set the relevant standard in relation to the discharge of duties in the performance of those road management functions.

Road asset management involves managing both physical assets and uses and operation that have the potential to impact their condition. It applies to all road assets, including:

- the road – pavement and surface, as well as footpaths, kerb and channel
- structures – bridges, culverts and traffic management devices
- road infrastructure – traffic signals and on-road electrical assets.

The aim of our road management system is to deliver a safe and efficient road network and meet community needs to the best of our ability, within available resources.

To create a road asset management system that would best meet our needs when inspecting, maintaining and repairing public roads, we used the following nationally recognised asset management frameworks:

- International Infrastructure Management Manual (IIMM) 2020, IPWEA
- IPWEA National Asset Management Systems (NAMS+)
- Other references, as listed in Technical References.

The system is designed to set the direction for our asset management activities. It is also linked to the annual business planning cycle.

3.2 ASSET HIERARCHIES – MUNICIPAL ROAD NETWORK

All roads and footpaths within the municipal road network are classified according to a hierarchy that considers how they are used, who uses them and how often. The hierarchy classification is used to determine the levels of service required, prioritise works programs and determine defect intervention responses.

The City may in some circumstances temporarily alter a classification in order to align with a permitted temporary use. Fees and charges may be applicable.

The designation levels within each the hierarchies are:

1. **Urban road and street network**

   This is further divided into four categories, as follows:

- Category 4: Link road – 4-U, 4I-U & 4A-U
- Category 3: Collector road – 3-U, 3I-U & 3A-U
- Category 2: Local access – 2U & 2A-U
- Category 1: Lane – 1A-U & 1-U

See Attachment 1 for more information

2. **Rural road network**

   This is further divided into four categories, as follows:

- Category 4: Link road – 4-R
- Category 3: Collector road – sealed and gravel – 3-R
- Category 2: Local road – sealed and gravel – 2-R
- Category 1: Limited access track and fire tracks. – 1-R

See Attachment 2 for more information.

3. **Footpath network**

   This is further divided into five categories, similar to roads, as follows:

- Category 5: Regionally Significant Paths
- Category 4: Precinct Paths
- Category 3: Neighbourhood Paths
- Category 2: Local Paths
- Category 1: Other areas.

See Attachment 3 for more information.

4. **Bike, Shared and Access Paths**

- Category 8: Shared Paths
- Category 7: Access Paths
- Category 10: Bike Paths

See Attachment 4 for more information.

3.3 OUR ROAD NETWORK

More information about the City's road network is shown in the tables below.

Table 3.1 – Road Length by Hierarchy – May 2025

Hierarchy	Designation	Length (km)	Percent of Network
Category 4: Link	4-U, 4-R, 4I-U & 4A-U	255	11
Category 3: Collector	3-U, 3-R, 3A-U & 3I-U	360	15
Category 2: Local Access	2-U, 2-R & 2A-U	1730	71
Category 1: Lane	1-U, 1A-U & 1-R	71	3
Total		2,416	100

Table 3.2 – Road Length by Surface Type – May 2025

Surface Type	Length (km)	Percent of Network
Sealed	2070	86
Unsealed	346	14
Total	2416	100

3.4 MAINTENANCE MANAGEMENT REGIME

3.4.1 Maintenance management

We have a duty of care to all road users and the community to maintain public roads to a reasonably safe and suitable standard, within our available funds and resources. By developing long-term maintenance programs for our assets, we are better able to plan how we do this.

The following maintenance requirements shape our annual program and budget:

Routine maintenance standards

Standards vary across the network depending on the asset type and relevant risk factors, such as traffic volumes and composition, operating speeds, the susceptibility of assets to deterioration and the cost effectiveness of repairs. Competing priorities for funding are also relevant.

Defect intervention levels have been established using the *VicRoads Standard Specification Section 750* and adapting it to local conditions.

The standards will be reviewed periodically to make sure they are adequate.

Repair and maintenance works

Works must be completed within a specified time, depending on the severity and location of the defect. Response times were determined using local knowledge and experience and past performance as a guide.

Response times are monitored and will be periodically reviewed (see section 3.4.4).

Temporary mitigation measures

These are temporary works designed to reduce the risk of an incident, until such time as repair or maintenance works can be completed.

Response times and safety measures – for example warning signs, flashing lights, and safety barriers, etc – are determined by reference to the risk to safety, road type and traffic volume.

Emergency works

Works that result from emergency incidents must be undertaken within 2 working days, for the safety of road users and the public. Temporary measures (e.g. installing barriers, signage, closing the road/footpath, etc.) will be implemented to reduce the risk to users of the road network until such time as appropriate repairs can be completed.

Emergency works might include traffic incident management, responses to fires, floods, storms and spillages, and any assistance required under the Victorian State Emergency Response Plan and Municipal Emergency Management Plan.

3.4.2 Asset management plans

Our asset management plans guide the development of long-term asset renewal programs, helping us to plan and finance asset renewal and replacement.

3.4.3 Maintenance surveys and inspections

A four-tier regime is used to inspect our road network assets. It covers safety issues, incidents, defects and condition inspections.

1. Request for Service or RFS (reactive) inspections

These inspections are conducted in response to requests from the community. The inspection is carried out by a City employee and assessed according to the *Hazard intervention levels*, contained within Attachment 7.

2. Programmed (proactive) inspections

Regular timetabled inspections that are scheduled depending on traffic flow, the types of defects likely to impact the asset and the perceived risks of these defects (in line with *VicRoads Standard Specification Section 750*).

3. Condition inspections

These inspections identify structural integrity issues which, if untreated, are likely to adversely affect the network overall. These issues may impact short-term serviceability, as well as the ability of the asset to perform for the duration of its intended life span.

These inspections are carried out in accordance with the City's asset management plans. They are generally undertaken by specialised consultants on a four-yearly schedule.

4. Fatality inspections

These inspections are conducted by our City Infrastructure and Governance and Risk personnel, in situations where a death has occurred on a municipal road. The inspection is conducted as soon as possible after the fatality, to record on-site conditions.

3.4.4 Maintenance responsiveness and performance targets

The following information is recorded when we receive a Request for Service (RFS) from the community:

- date the request was received
- details of the request
- date by which the request must be actioned (based on the target response time below)
- date when the request was actioned and/or completed (this typically involves someone carrying out an RFS inspection, as described in section 3.4.3).

By recording this information, we can monitor response times – that is, the time it takes from receiving a request to carrying out an inspection.

Customer requests will be inspected and assessed in no more than 6 working days. Following are some possible outcomes from a road inspection:

- If repairs are straight-forward, a work order would be created based on the *Hazard intervention levels* in Attachment 7.
- If repairs are significant - for example, rehabilitation works are required – this would be programmed. Temporary mitigation measures may be undertaken to manage the hazard until the ultimate rectification work is complete.
- If the defect is below the intervention levels specified in Attachment 7, it would be noted, but no remedial action would necessarily be planned.

In all cases, the action taken would be noted against the original request.

Target response times and intervention times are based on 'normal' conditions. The same level of service would not apply in cases where this plan has been suspended, under Section 1.5.

3.5 ASSET LEVELS OF SERVICE

Five elements are taken into account when determining appropriate levels of service for the road network. These are:

- community expectations
- technical standards
- organisational capacity
- performance measures and targets
- safety of road and footpath users.

Register of Public Roads

The City maintains a register of public roads – called the Municipal Public Road Register – with the details of all public roads, and ancillary areas for which we are responsible.

The Municipal Public Road Register is available on the City's website. A hard copy is made available at our Geelong Customer Service Centre, 137-149 Mercer Street, upon request.

4.1 MAINTENANCE DEMARCATION (BOUNDARY) AGREEMENTS

Where there are boundary agreements between us and other road authorities or private organisations, the schedule of roads affected, and agreements are listed in the Municipal Road Register.

We have agreements with the following road authorities:

- Surf Coast Shire - bridges and roads
- Golden Plains Shire – bridges and roads
- Moorabool Shire – bridges and roads
- City of Wyndham – bridges
- Borough of Queenscliff – roads
- Department of Transport and Planning – roads.

4.2 ROADS NOT ON THE REGISTER

The following roads are not listed on our Municipal Public Road Register:

- roads which are the full responsibility of the state government, or a private enterprise
- unused roads that we have not accepted responsibility for
- roads drawn out on a plan of subdivision that have not currently been categorised as a Paper Road
- roads which we have not determined are reasonably required for general public use.

Technical References

i. Risk Management Standard, AS/NZS ISO 31000:2009
ii. Integrated Asset Management Guidelines for Road Networks (AP-R202) 2002, Austroads Inc.
iii. International Infrastructure Management Manual (IIMM) 2020, IPWEA.
iv. VicRoads Risk Management Guidelines.
v. VicRoads Standard Specification Section 750 – Routine Maintenance.

ATTACHMENT 1: ROAD HIERARCHY – URBAN ROADS

Road Hierarchy - Urban	Description
Category 4 • **Link Roads – 4-U, 4I-U & 4A-U**	These carry heavy volumes of traffic, including commercial vehicles, and act as principle routes for traffic flows in and around the municipality. Key features typically include: • Target low vehicle speeds in activity areas (30-40km/h), reflecting the wide range of intersecting users. Target low-moderate speeds elsewhere (40-60km/h), balancing movement needs with safety and comfort for all users. • Provides inter-neighbourhood access for service and heavy vehicles, particularly in industrial settings, but may be restricted in some scenarios • Good walkability, particularly in activity settings, including wide enough paths for the expected volumes • Protection and/or alternative quiet routes should be provided for people cycling • Likely to have a public transport role, such as 'trunk' or 'connector' routes, per Victoria's Bus Plan. Stops should be designed to provide commensurate priority (e.g. bus boarders) • Reduced parking function, particularly outside of activity areas
Category 3 • **Collector – 3-U, 3I-U & 3A-U**	These carry significant volumes of traffic and provide access, by linking residential areas to arterial roads. They also provide links between the various collector roads. Key features typically: • Target low vehicle speeds (30-40km/h in activity areas, 40-50km/h elsewhere), balancing movement needs with safety and comfort for all users • Provides neighbourhood access for service and heavy vehicles, particularly in industrial settings, but may be restricted in some scenarios • Narrower traffic lanes, indented parallel parking and built-out kerbs to reduce crossing distances and travel speeds • Target good walkability, particularly in activity settings, including shade and footpaths on both sides of the road, wide enough paths for the expected volumes • Separation and/or protection should be provided for people cycling • May have some public transport role, including 'neighbourhood' and 'connector' type routes, per Victoria's Bus Plan

Category 2 • **Local Access – 2-U & 2A-U**	These carry only local traffic. The primary function is to provide access to private properties. Key features typically: • Target low travel speeds (20-30km/h), aligned with walking / cycling speeds • Vehicle access focussed on local users -discourage through-vehicle access (e.g. modal filters, traffic speed and volume calming) • Target narrower vehicle lanes and tighter turns to reduce speeds and increase awareness • Target good walkability, including shade and footpaths on both sides of the road, wide enough paths for the expected volumes • Roadway generally shared with people cycling • Sealed surface –potential for some creative pavements and paving in certain contexts (e.g. activity areas) • May have a minor public transport role, including 'local' or 'demand responsive' type routes, per Victoria's Bus Plan
Category 1 • **Lane – 1-U & 1A-U**	These perform a very minimal function as local access roads. Key features typically: • Prioritise walking • Target very low travel speeds, aligned with walking / cycling speeds • Target narrower road widths and tighter corners to enable easier crossing and support lower travel speeds • Discourage vehicle use except for local access • Opportunities for a variety of surfaces, such as paving • Opportunities for flexible use of space –e.g. laneways can be used for loading at certain times of day, and dining at other times.

ATTACHMENT 2: ROAD HIERARCHY – RURAL ROADS

Road Hierarchy - Rural	Description
Category 4 • **Link – 4-R**	These roads act as links between population centres and are supplementary to the arterial road network. Key features typically include: • Key non-arterial links between population centres (e.g. Lara and Little River), or to popular destinations, such as the You Yangs and Thirteenth Beach Road scenic drive. • As a result, typically have higher traffic volumes, and may carry heavier commercial vehicles to industry uses. Usually sealed
Category 3 • **Collector – 3-R**	These carry moderate volumes of traffic and provide access, by linking local areas to link and arterial roads. They also provide links between the various collector roads. Key features typically include: • Link together minor rural roads and provide a local/secondary connection between more major roads. • Typically sealed with low-moderate rural traffic volumes with two clear traffic lanes. May have some recreational / touring cycling presence.
Category 2 • **Local Access –2-R**	These carry only local traffic. The primary function is to provide access to private properties. Key features typically: • Lower traffic volumes and often unsealed but may be sealed (e.g. if particular land uses/destinations warrant sealed roads). In the case of an unsealed local access road providing access to a single property, the road will only be maintained to the closest boundary of that property. The balance will be maintained as a limited access track (see below)
Category 1 • **Fire Access Tracks and Limited Access Track – 1-R**	These perform a very minimal function. They typically act as fire access, or as a secondary or seasonal access road to large rural / farming properties. Key features typically: • Generally unsealed and very low traffic volumes. Due to the limited function and use of these roads, they are not subject to a proactive inspection regime or the same hazard intervention levels of other roads.

ATTACHMENT 3: FOOTPATH HIERARCHY

Footpath Hierarchy	Area	Description of categories
Category 5	**Regionally Significant Paths**	Areas of activity with a regionally significant level of significance
Category 4	**Precinct Paths**	Areas of activity with a municipal level of significance
Category 3	**Neighbourhood Paths**	Areas of activity with a neighbourhood level of significance
Category 2	**Local Paths**	Areas of activity with a local level of significance
Category 1	**Other Areas**	Mixed activity areas where vehicles and pedestrians interact

ATTACHMENT 4: BIKE, SHARED AND ACCESS PATHS HIERARCHY

Bike, Shared and Access Path Hierarchy	Area	Description of categories
Category 8	**Access Paths**	Pathways designated for shared usage typically outside of the road reserve
Category 7	**Shared Paths**	Pathways designated for access typically outside of the road reserve, such as those within recreation reserves, between court bowls and other ancillary areas
Category 10	**Bike Paths**	Pathways designated for bicycle use only not on road.

ATTACHMENT 5: INSPECTION REQUIREMENTS

Inspection Type	Purpose	Inspection Performed by and Reporting Requirements
Request for Service (RFS) **(Reactive)**	Reactive inspections are designed to identify any defect that exceeds the intervention levels specified in Attachment 7. Safety issues may be detected as the result of notification by members of the community or City employees while undertaking their normal work duties. A subsequent inspection will be conducted by an appropriate City-employed officer.	Performed by a City representative with some knowledge of road maintenance techniques who may then call in a higher level of expertise if necessary. The report is required to identify specific safety defect, time first reported, time inspected and by whom, subsequent action and time of completion.
Programmed Inspection **(Proactive)**	Inspection undertaken in accordance with a formal programmed inspection schedule to determine if the asset complies with the levels of service as specified. A record of each inspection is to be completed detailing the name of the inspector, the inspection date, and a description of any defects found that exceed the specified intervention levels. In addition, the date of inspection and the inspector's details shall be recorded during the inspection process and in turn, electronically recorded against the particular asset inspected.	Performed by dedicated civil asset inspectors.

ATTACHMENT 6: INSPECTION FREQUENCIES

Asset Group	Hierarchy Category	Programmed Inspection Frequency
Sealed Roads	Category 4 (Main Distributor & Link Roads)	4 months
Unsealed Roads **Kerb & Channel**	Category 3 (Secondary Distributor & Collector Roads)	6 months
Regulatory, Warning and Hazard Signs	Category 2 (Local Access Roads)	12 months
	Category 1 (Lanes) – **Urban Only**	24 months
Footpaths	Category 5 (Regionally Significant Paths)	4 months
	Category 4 (Precinct Paths)	6 months
	Category 3 (Neighbourhood Paths)	12 months
	Category 2 (Local Paths)	24 months
	Category 1 (Other Paths)	24 months
Off-Street Car Parks	All	12 months
Bridges	Level 1 Bridge Inspections	6 months
Bike, Shared and Access Paths	Category 10 (Bike Paths)	12 months
	Category 8 (Access Paths)	12 months
	Category 7 (Shared Paths)	12 months

A Note on Inspection Frequencies

Inspections are scheduled to occur within a given month.

For example, an asset may have an inspection frequency of 12 months and be scheduled in January. In this case it is expected that the asset will be inspected anytime within January, regardless of the specific date. All

inspections shall be completed within the specified timeframe or as soon as practicable thereafter. In the event that inspections are unable to be undertaken due to inaccessibility the inspection shall take place in the next scheduled routine inspection assuming access has been restored.

ATTACHMENT 7: HAZARD INTERVENTION LEVELS & RESPONSE TIMES

Defect Code	Description	Response Times by Hierarchy (Business Days)			
R01	**Sealed Roads**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
R01P	Potholes in the traffic lane of a sealed pavement greater than 70mm in depth and 200mm in diameter.	10	10	20	20
R01E	Edge breaks exceeding 70mm laterally over a 5m or greater length from the nominal seal line	10	10	20	20
R01DO	Edge drops onto an unsealed shoulder greater than 50mm in depth over a 5m or greater length	10	10	20	20
R01R	Depression / deformations in the traffic lane of a sealed pavement greater than 70mm in depth under a 3m long straight edge	10	10	20	20
R01T	Transition drop between sealed and unsealed road surface is greater than 50mm and width greater than 150mm	10	10	20	20
R01LM	Debris on a sealed road posing a possible danger to motorists, cyclists or pedestrians such as fallen materials from vehicles, dead animals, slippery surfaces and hazardous material	2	2	2	2
R01MPL	Missing drainage pit lids within the trafficable lane of the road, including side entry pits	2	2	2	2
R01BPL	Broken drainage pit lids within the trafficable lane of the road, including side entry pits	10	10	20	20
R01VE	Vegetation intruding into the road envelope creating a hazard to road users, located from the back of shoulder or kerb and a minimum height of 4m over the trafficable portion of the road	10	10	20	20
R01VO	Vegetation that is obstructing minimum sight distances at intersections and regulatory, warning and hazard signs	20	60	120	240

Defect Code	Description	Response Times by Hierarchy (Business Days)			
R02	**Unsealed Roads**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
R02P	Potholes on an unsealed road greater than 70mm in depth and 500mm in diameter	30	60	120	240
R02R	Wheel ruts on an unsealed road greater than 70mm in depth	30	60	120	240
R02S	Scouring on an unsealed road greater than 70mm in depth	30	60	120	240
R02CO	Corrugations on an unsealed road greater than 70mm in depth and greater than 250m in length	30	60	120	240
R02V	Vegetation intruding into the road envelope creating a hazard to road users, located from the back of shoulder or kerb and a minimum height of 4m over the trafficable portion of the road	10	10	20	20
R02VO	Vegetation that is obstructing minimum sight distances at intersections and regulatory, warning and hazard signs	20	60	120	240
R03, R15, R23	**Traffic Control Devices**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
R03DAM **R03FAD** **R03GRA** **R03MIS** **R03WRO**	Regulatory, warning and hazard signs missing, illegible or damaged making them substantially ineffective	10	10	20	20
R15GRR	Guard rail/fence damaged or missing making them substantially ineffective	20	20	90	90
MIN10 **MIN50** **MIN75**	Pavement markings which are missing or faded making them substantially ineffective	20	20	90	90

Defect Code	Description	Response Times by Hierarchy (Business Days)					
EFC	**Footpaths, Bike, Shared and Access Paths**	**Cat 7, 8 & 10**	**Cat 5**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
EFCTRP	Lip or step greater than 30mm in height	120	30	90	120	240	240
EFCCR	Cracking greater than 50mm wide over a 1.5m length	120	30	90	120	240	240
EFCP	Potholes greater than 30mm deep and 300mm in diameter	120	30	90	120	240	240
EFCSUB	Subsidence (depression) greater than 75mm in depth over a 1.5 metre straight edge	120	30	90	120	240	240
EFCMP	Dislodged or missing pieces creating depressions of 300mm in length/width and lips greater than 30mm	120	30	90	120	240	240
EFCSC	Scouring greater than 50mm in depth of a length of 10m or more	60	20	20	60	60	60
EFCMPL	Missing drainage pit lids within the trafficable lane of the path	2	2	2	2	2	2
EFCBPL	Broken drainage pit lids within the trafficable lane of the path	20	10	10	20	20	20
EFCVEG	Vegetation which presents a physical hazard to the public over pedestrian/bicycle paths, intruding into a clearance envelope between the edges of the path and a minimum of 2.4m height clearance over path	60	20	20	60	60	60
EFCTAC	Where tactiles are missing >16 indicators within 400mm x 400mm square	120	30	90	120	240	240

Defect Code	Description	Response Times by Hierarchy (Business Days)			
EKC	**Kerb & Channel**	**Cat 4**	**Cat 3**	**Cat 2**	**Cat 1**
EKCVD	Vertical displacement – uplift section greater than 30mm in tray	120	240	480	480
EKCHD	Horizontal displacement – lateral displacement of top of kerb and tilted tray greater than 50mm	120	240	480	480
EKCMP	Missing Piece in back of kerb within 50mm of the invert and greater than 200mm in length.	120	240	480	480

ATTACHMENT 8: MUNICIPAL BOUNDARY MAP



MAP OF CITY OF GREATER GEELONG
AND NEIGHBOURING COUNCILS

THE CITY OF
GREATER GEELONG

ROAD MANAGEMENT PLAN REVIEW (2025)

CITY OF GREATER GEELONG

SUMMARY OF CHANGES

SECTION	AMENDMENTS
General	General formatting changes and updates to references of relevant documents
2.6.4	**Added** reference to and included vehicle driveway illustrations Figure 1.1
2.6.4	**Added** reference and description of “Paper Roads”
3.2	**Added** reference to temporary classification changes to coincide with permitted uses
3.2	**Amended** hierarchy to new naming conventions as per hierarchy review recommendations report
3.3	**Amended** road network tables with current road length data and new designations as per hierarchy review recommendations report
3.4.1	**Added** timeframe of 2 days to undertake emergency works as a result of an emergency incident
3.4.4	**Amended** response time to customer requests from 10 working days to 6 working days
ATT 1	**Amended** categories, updated descriptions and removed reference to Infrastructure Design Manual
ATT 2	**Amended** categories, updated descriptions and removed reference to Infrastructure Design Manual
ATT 3	**Amended** hierarchy to new naming conventions and descriptions as per hierarchy review recommendations report
ATT 4	**Added** Bike, Shared and Access Paths hierarchy as a new Attachment 4
ATT 6	**Amended** bridge inspection from 12 monthly to 6 monthly
ATT 6	**Added** Bike, Shared and Access Paths inspection frequency
ATT 6	**Added** further notes on Inspection frequency “..completion as soon as practicable..” and “in the event of inaccessibility…”

SECTION	AMENDMENTS
ATT 7 (sealed roads)	**Amended** potholes, edge breaks, depressions, wheel ruts, scouring and corrugations from “75mm deep” to “70mm deep”
ATT 7 (sealed roads)	**Amended** sealed road potholes from “300mm width” to “200mm width”
ATT 7 (sealed roads)	**Amended** edge drop from “10m or greater length” to “5m or greater length”
ATT 7 (sealed roads)	**New** defect type added “transition drop” between sealed and unsealed
ATT 7 (footpaths)	**Added** Category 1 Response times as well as Bike, Shared and Access Paths to description and included Category 7, Category 8 and Category 10 Response Times
ATT 7 (footpaths)	**New** defect type added for Scour
ATT 7 (footpaths)	**New** defect type added for “Tactile Ground Surface Indicators” (TGSI’s)
ATT 7 (kerb & channel)	**New** defect type added “missing pieces”

2.16. Planning Committee Terms of Reference Update

Source: **Placemaking**
Executive Director: **Tennille Bradley**

Purpose

1. To seek Council endorsement of the revised Planning Committee Terms of Reference and provide an update to Council on the Planning Committee performance in the 2024 calendar year.

Background

2. Established in 1995 the Planning Committee serves as a Delegated Committee, pursuant to section 63 of the Local Government Act to consider and decide planning permit applications which have been called in by a Councillor.

3. A review of the Terms of Reference is undertaken annually with the most recent review completed in April 2025.

4. Several key matters have been identified to streamline the process and suggested changes to improve the efficiency and effectiveness of the Planning Committee are recommended.

5. In accordance with the Planning Committee Terms of Reference, an annual report detailing the Committee's activities is required to be presented to the Council. This report addresses that requirement for the 2024 calendar year.

Key Matters

6. Updates to the Planning Committee Terms of reference (Attachment 1) include:

    6.1. Revising section 30 ii) to require agreement from the ward Councillor, a second Councillor, and the Committee Chairperson for a call-in;

    6.2. Increasing the threshold for 'call in' from six to ten objections/submissions, and excluding applications that are deemed to comply with the relevant clause(s) from being called in;

    6.3. Updating the flowchart to reflect the above; and

    6.4. Making other minor adjustments, such as updating position names, portfolio titles, and the process for appointing the chairperson.

7. In the last calendar year (2024), Council heard 2 planning permit applications via the Planning Committee (Attachment 3). This is compared to 10 planning permit applications in 2023 and 7 planning permit applications in 2022.

8. Increasing the threshold for ‘call in’ from six to ten objections/submissions, Councillors would still have been able to 'call in' 17 out of the 19 applications that the Planning Committee considered between 2022 and 2024 (see **Attachment 2**).

9. The internal Decision-Making Committee was established in August 2019 to provide oversite of officer recommendations involving a refusal and/or 6 or more objections.

10. This committee meets weekly and considered 57 applications last calendar year.

11. In the 2024 calendar year, 1302 planning permit applications were lodged with the City. This is compared to the previous calendar year where 1440 planning permit applications were lodged.

Recommendation

That Council:

1. **Adopts the updated Planning Committee Terms of Reference (Attachment 1); and**

2. **Notes the 2024 Planning Committee performance.**

Financial Sustainability

12. There are no financial implications with the proposed amendments to the Planning Committee terms of reference.

13. There were no additional costs associated with matters heard by the Planning Committee in 2024.

Community Engagement

14. The Planning Committee is considered to be a positive means to engage the community in the planning process for significant applications. The planning officer provides a summary of their report and answers questions on the night. Objectors/submitters can express their concerns about the planning permit application being heard to Councillors prior to a decision being made. Applicants can also articulate the benefits of their proposals and answer any questions.

Social Equity and Sustainability

15. Retaining the Planning Committee and allowing all Councillors the option to call in applications with 10 or more objections/submissions or for refusal, will provide a public forum for applicants and objectors/submitters to be equally heard.

Relevant Law/Policy/Legal Implications

16. On 6 March 2025, the Minister for Planning amended all Victorian planning schemes via amendment VC267. This amendment replaced the clause 55 (previously known as ResCode) with the new clause 55 (now known as the Townhouse and Low-Rise Code.

17. Any planning permit application for two or more dwellings up to an including three storeys in a residential and mixed use zone lodged (or amended) on or after 6 March 2025, must be assessed against the new Code.

18. Under the Townhouse and Low-Rise Code, there are ‘deemed to comply’ standards. This means, if the standard is met, then the objective is automatically met. Where all the standards are met (and there are no overlays or other permit triggers to be considered), regardless of any objections that the application may have received, if the application is deemed to comply, then a planning permit must be issued.

Alignment to Council Plan and Vision

19. This report aligns with the Council Plan 2025-29 strategic priority: Governance and Integrity.

Conflict of Interest

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

Risk Assessment

21. Under section 29 of the updated Terms of Reference, provision has been included that where a proposal is deemed under the planning scheme to comply with the relevant

state clause(s), and there are no overlays or other permit triggers applicable, the application cannot be referred to a Planning Committee.

22. If this is not included in the adopted Terms of Reference, there is a risk that the Planning Committee could make decisions that are illegal.

Environmental Sustainability

23. There are no relevant environmental implications.

Attachments

1. Proposed Planning Committee Terms of Reference w track changes 2025 [**2.16.1** - 10 pages]
2. Planning Committee Review Report 2025 Attachment 2 Discussion [**2.16.2** - 2 pages]
3. Planning Committee Review Report 2025 Attachment 3 [**2.16.3** - 3 pages]

THE CITY OF
GREATER GEELONG

PLANNING COMMITTEE

TERMS OF REFERENCE

VERSION: ~~09~~10.

Approval Date	22 March 2022
Approved by	Council
Review Date	22 March 2025
Responsible Officer	~~Director, City Planning and Economy~~ Executive Director, Placemaking
Authorising Officer	Chief Executive Officer

CITY OF GREATER GEELONG

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Introduction

BACKGROUND

1. By this Terms of Reference document, the Greater Geelong City Council establishes the Planning Committee as a delegated committee pursuant to section 63 of the Local Government Act 2020. The Committee is established to consider and decide planning permit applications which have been called in by a Councillor.
2. The committee has the powers, duties and functions of Council as set out in these Terms of Reference and its Instrument of Delegation. These Terms of Reference set out the structure and basis on which the Committee can make decisions for and on behalf of Council

PURPOSE

3. The Committee is established for the purpose of:
    - Considering and determining planning permit applications which have been called in by a Councillor under the Committee Terms of Reference.

OBJECTIVES

4. To broadly represent and involve the community in Council's decision-making processes.

DELEGATION OF POWERS, DUTIES AND FUNCTIONS

5. In order to fulfil and carry out its purposes and objectives Council has delegated to the Committee, pursuant to section 63 of the Local Government Act 2020, the powers, duties and functions set out in the Instrument of Delegation made by Council on 1 September 2020.
6. The powers, duties and functions of Council conferred on the Committee by these Terms of Reference and Instrument of Delegation must be exercised in accordance with any guidelines or policies that Council may from time to time adopt.

Definitions

Act

The *Local Government Act 2020*.

Applications of interest

Is the data base distributed by the Manager City Development on a fortnightly basis that provides all Councillors with a list of planning applications of interest, which could include those that:

- raise an issue of significant public interest, opportunity, concern or controversy, or are likely to do so. Such issues would normally involve an assessed high or extreme risk rating and are likely to impact on people and the places they live, work and play; or
- Councillors have made enquiries on a particular application.

Call in

The process of initiating a Council intervention in the consideration of a planning permit application through referral of the planning permit application to the Planning Committee.

CEO

The Chief Executive Officer of the City appointed by Council.

City

The administration of the Greater Geelong City Council, led by the Chief Executive Officer.

Council

The Greater Geelong City Council.

Councillor

Elected officials representing the City of Greater Geelong, including the Mayor.

Council officer

All staff of the City, including all contractors and volunteers engaged by the City, and the Executive Leadership Team.

Conflict of interest

Has the same meaning as defined in the Act.

Deemed to comply

The application meets all the required standards of Clause 54 and 55 (including any other deemed to comply clauses) of the planning scheme

Delegated Committee

Committee established by Council under section 63 of the Act.

Delegated Authority

Where Council has given its powers to act on behalf of Council. This can be to members of staff or to Delegated Committee's under the Act.

ELT

Executive Leadership Team consisting of the Directors of the City who all report to the Chief Executive Officer.

Planning Register

A list of all new planning permit applications, including requests to amend planning permits, received for that fortnight.

Terms of Reference

CREATION AND DISSOLUTION

7. By these Terms of Reference the:
   i. Committee is established; and
   ii. powers, duties and functions of the Committee, as set out in the Instrument of Delegation, are delegated.
8. These Terms of Reference and the Instrument of Delegation:
   i. come into force immediately upon the resolution of Council; and
   ii. remain in force until Council determines to vary or revoke both or either of them.
9. The Committee must be dissolved by a resolution of Council.

MEMBERSHIP

Make-up of the committee

10. The Committee shall consist of all Councillors.
11. Council Officers who attend the meetings of the Committee are to provide advice and support to the Committee and are not considered Committee members and do not have voting rights.
12. Each member of the Committee has and may exercise one equal vote on any question before the Committee for determination.
13. The Chairperson will be appointed in accordance with section 63(2)(a) of the Act (generally the current portfolio holder). ~~the current Statutory and Strategic Planning portfolio holder portfolio holder~~.

Role and responsibilities of members

14. The role of the Committee is:
    a. to exercise Council's powers and carry out Council's duties and functions, in accordance with these Terms of Reference and as permitted by the Instrument of Delegation, for planning matters.

~~CHAIRPERSON~~

~~Appointment of the chairperson~~

~~15. The chairperson will be the current Statutory and Strategic Planning portfolio holder portfolio holder.~~

~~16. If the chairperson is absent from a meeting, the members present shall elect a chairperson for that meeting.~~

MEETINGS

~~17.~~15. Unless Council resolves otherwise, Committee meetings must be conducted in accordance with:
   i. Council's Governance Rules;
   ii. Part 3, Division 2 of the Act; and
   iii. the Committee's discretion, as exercised from time to time.

Frequency of meetings

~~18.~~16. Meetings will be held on a monthly basis as agreed by the Committee from time to time.

Minimum meeting attendees

~~19.~~17. A quorum of the Committee meeting for that meeting to proceed is at least one more than half of the appointedmembers.

Conflicts of interest

~~20.~~18. If a member has a conflict of interest in relation to an agenda item this must be declared, and the member mustrefrain from participating in the decision-making process.

Voting

~~21.~~19. Voting will be by a majority of votes by a show of hands. Only members in attendance are entitled to vote. TheChairperson shall have the casting vote in the event of an equality of votes.

Process at meeting

~~22.~~20. The process for submitters to be heard by the Committee:

i. the officer to present the report;

ii. the objectors/submitters to present submissions. A three minute time limit applies to each person addressing the meeting;

iii. the applicant to present a submission. A ten minute time limit applies to the applicant addressing the meeting; and

iv. at the discretion of the Chairperson, the applicant may be permitted to make points of clarification. A three minute time limit applies.

~~23.~~21. Sub Committees may be appointed by the Committee and meet between general meetings and as authorised by thefull Committee. Sub Committees do not have any delegated powers.

REPORTING

~~24.~~22. The Manager City Development is responsible for taking proper minutes of all meetings and preparing reports for theCommittee's consideration in accordance with:

i. Council's Governance Rules;

ii. Part 3, Division 2 of the Act; and

iii. the Committee's discretion, as exercised from time to time.

~~25.~~23. Minutes of all Committee meetings will be published on the Geelong Australia website and must be forwarded toCouncil's Governance Services as soon as practicable after adoption by the Committee.

~~26.~~24. The Manager City Development must prepare and present to Council a report of the Planning Committee's activities at least once per year.

SECRETARIAT

~~27.~~25. The Manager ~~Mayor & Councillor Support~~Council and Executive Services is responsible for convening meetings in consultation with the ManagerCity Development and ensuring a quorum of Councillors is achieved.

~~28.~~26. The Manager City Development is responsible for maintaining the call in register, preparing and delivering meetingagendas, ensuring planning officer attendance and providing advice at meetings, recording of minutes and implementation of decisions of the Committee.

INFORMATION TO COUNCILLORS

~~29.~~27. On a fortnightly basis, the Manager City Development will ~~furnish~~ provide all Councillors with a list of Applications of Interest and the Planning Register.

~~30.~~28. On a weekly basis, the Manager City Development will ~~furnish~~ provide all Councillors with a list of applications to be reviewed by the Decision Making Committee that week. The list will include the officer's recommendation for planning applications with ~~6~~ 10 or more objections/submissions or applications recommended for refusal. It will not include applications that are 'deemed to comply'.

CALLING IN APPLICATIONS TO THE PLANNING COMMITTEE

~~31.~~29. A Councillor may only request to call in planning applications which have ~~6~~ 10 or more objections/submissions lodged or applications recommended for refusal. Where a proposal is deemed under the planning scheme to comply with the relevant clause(s), (including where deemed to have met all relevant objectives, by meeting all corresponding standards) and there are no overlays or other permit triggers applicable, the application cannot be referred to a Planning Committee.

~~32.~~30. The process for a Councillor to call in a matter to be heard by the Committee is as follows (see attached flowchart):

i. Councillors requesting call in notify of intention to call in an application and the reason for doing so. This information will be recorded in the publicly available register for call ins;

ii. The ward ~~A minimum of two ward~~ Councillor~~s~~, a second Councillor and the Committee Chairperson are all required to agree to a call in, or the Mayor where the Committee Chairperson is one of the ~~two~~ ward Councillor~~s~~ requesting a call in;

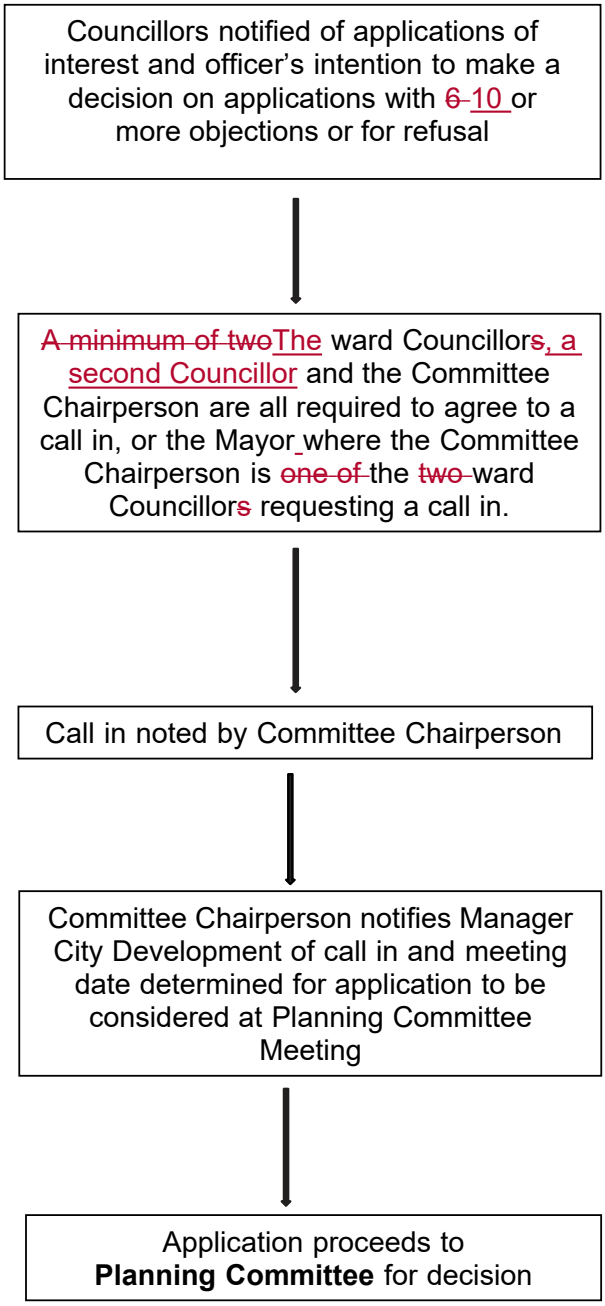
iii. Committee Chairperson advises Manager City Development; and

iv. Officers will contact applicants and objectors to notify them of the meeting and details.

REVIEW

~~33.~~31. The Terms of Reference for this Committee will be reviewed every year as part of the report of the PlanningCommittee's activities.

CALL IN PROCESS FLOWCHART



Records

Records shall be retained for at least the periods shown below.

Table 1: Record retention and disposal schedule

Record	Retention / Disposal Authority	Retention Period	Location
Records relating to the agenda and minutes for the committee meeting.	Retention	Permanent	In Rex under the relevant planning permit number.
Records of the Applications of Interest Register and Call in Register.			In Rex under General reports for City Development

CITY OF GREATER GEELONG

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CITY OF GREATER GEELONG

Discussion

Planning Committee

The Planning Committee considered 2 planning permit applications in the 2024 calendar year (**Attachment 2**). Notably, each of these applications had six or more objections or submissions, representing 0.15% of the total applications determined by the City.

In comparison, the Planning Committee considered ten applications in 2023, accounting for 0.69% of the total, and seven applications in 2022, which equated to 0.43%.

To better align with the recent changes to the council ward structure, it is recommended revising the Planning Committee's terms of reference. Specifically, it is suggested to alter the wording under section 30.ii) to read: "The ward Councillor, a second Councillor, and the Committee Chairperson are all required to agree to a call-in" rather than the current requirement of "A minimum of two ward Councillors and the Committee Chairperson being required to agree to a call-in" (**Attachment 3**).

Under sections 28 and 29, it is recommended that the threshold for the number of objections or submissions required for an application to be eligible for review by the Decision Making Committee (DMC) and for 'call-in' be increased to 10 or more, rather than the current six or more. Reviewing the applications considered by the Planning Committee from 2022 to 2024, Councillors would still have been able to 'call in' 17 out of the 19 applications (see **Attachment 2**).

In light of Amendment VC267 made in March 2025, it is recommended that applications deemed to comply with the relevant clauses of the planning scheme not be eligible for 'call-in.' The rationale behind this is that these applications have a limited scope of assessment, focusing solely on the relevant clause (e.g., Clause 55). If an application meets all the standards of Clause 55, no other matters can be considered, and a planning permit **must** be issued. Therefore, it is proposed to exclude these applications from being called into the Planning Committee.

Other minor changes include updating the flowchart to reflect the changes above along with position names, portfolio titles, and the process for appointing a chairperson.

Decision Making Committee

Management established an appropriate internal protocol to provide effective oversight of application refusals. This has been achieved through establishing an internal Decision Making Committee (DMC). The DMC consists of four staff members, namely the Manager City Development, Coordinator Statutory Planning and Team Leaders Statutory Planning.

DMC meetings are held weekly. In the 2024 calendar year, 57 applications were reviewed by the DMC. All of the applications reviewed by the DMC during this period had six or more objections or were recommended for refusal. This equated to 4.3% of the total applications determined by the City.

Where an application has 6 or more objections or recommended for refusal, the application is listed on a DMC agenda on the Monday before the scheduled Thursday meeting. This agenda is sent to all Councillors on Monday morning giving them an opportunity to “call in” an application from the DMC meeting to a Planning Committee meeting.

At the DMC meeting, the planning officer presents their report and recommendation to the panel of officers. They then review the recommendation and decide whether or not they support the officer recommendation and whether conditions/grounds need to be reviewed.

The DMC is an internal officer process to ensure rigour and consistency is applied to the delegated decisions of more complex planning applications. This process is not open to the public.

With the changes proposed to the Planning Committee Terms of Reference, it is also proposed that the DMC review applications of 10 or more objections or recommendations for refusal. The DMC will not review applications that are ‘deemed to comply’.

Attachment 2

Applications considered by the Planning Committee in 2024

Application number	Address	Application description	Number of objections	Decision Date	Officer Recommendation	Decision	VCAT
PP-1585-2021	26 Hicks Street, Lara	Development of a multi storey building, use of the land for a shop, internally illuminated sign and a reduction of car parking	125	26/06/2024	Notice of Decision	Refused	Pending
PP-935-2020	34 Barrabool Road, Highton	Construction of ten (10) apartments, multi-lot subdivision, and alteration of access to a road in a Transport Zone 2	8	26/06/2024	Notice of Decision	Notice of Decision	Permit issued

Applications considered by the Planning Committee in 2023

Application number	Address	Application description	Number of objections	Decision Date	Officer Recommendation	Decision	VCAT
PP-508-2021	16 Duggan Court, Highton	Buildings and Works Associated with the Construction of Nine (9) Dwellings, Alteration of Access to a Road in a Transport Zone 2 and Reduction of Visitor Car Parking	53	23-Mar-23	Notice of Decision	Notice of Decision	
PP-1312-2021	57 and 59 The Parade, Ocean Grove	Construction of a Three Storey Apartment Building Containing Dwellings with Basement Car Parking	167	30-Mar-23	Refusal	Refused	Permit issued
PP-916-2020	20-34 Newcombe St & 25-27 Fenwick St, Portarlington	Use of the Land For Dwellings, Development of the Land for Shops and Dwellings, Multi-Lot Subdivision, Alter Access to a Transport Zone 2 and Reduction of Car Parking	29	1-May-23	Notice of Decision	Notice of Decision	Permit issued
PP-1065-2022	49 Newcombe Street, Portarlington	Buildings and works for the development of a multi-level building for 10 dwellings (apartments) 2 retail spaces, Subdivision, Create access to a Road Zone and reduction of car parking requirement	249	31-May-23	Refusal	Refused	Refused
PP-509-2022	6 Greenway Court, Wandana Heights	Construction of two or more dwellings on a lot (including apartments), and removal of native vegetation (native grasses)	91	17-Aug-23	Notice of Decision	Notice of Decision	Permit issued
PP-1550-2021	125 & 127 to 165 Heales Road, Corio	Multi Lot Subdivision	1	25-Sep-23	Refusal	Notice of Decision	N/A
PP-158-2023	24 Patullos Road, Lara	Construction of Five Dwellings, Five Lot Subdivision and the Reduction of One Visitor Car Parking Space	6	24-Nov-23	Notice of Decision	Refused	Decision pending
PP-1290-2022	26-34 Sharland Road and 11 McHarry Court, Corio	Construction of 108 dwellings including 48 apartments, associated multi-lot re-subdivision including boundary re-alignment, reduction to the car parking requirement, and removal of Reserve 1 on Plan of Subdivision 123689	9	24-Nov-23	Refusal	Refused	Decision pending
PP-431-2023	2/380 Ryrie Street, East Geelong	Buildings and works in a Heritage Overlay for the purpose of a Rooming House (Clause 43.01-1)	51	8-Dec-23	Notice of Decision	Refused	Permit issued
PP-219-2022	1-45 Point Richards Road, Bellarine	Use and Development of the Land (Chocolaterie, Manufacturing Sales, Restaurant, Group Accommodation, Place of Assembly, Dwelling, and Business Identification Signage)	68	15-Dec-23	Notice of Decision	Refused	N/A

Applications considered by the Planning Committee in 2022

Application number	Address	Application description	Number of objections	Decision Date	Officer Recommendation	Decision	VCAT
PP-663-2021	10 Research Road, Lara	Use and Development of a Place of Worship	1	24-Feb-22	Refusal	Notice of Decision	Refused
PP-1512-2020	149 Bellarine Highway, Newcomb	Use of the Land for a Service Station and Convenience Restaurant, To Construct a Building and Construct and Carry Out Works and Alteration of an Access to a Road in a Transport Zone 2	27	26-May-22	Notice of Decsision	Refused	Permit issued
PP-320-2021	98 Marshalltown Road, Grovedale	Construction of Multiple Dwellings (41 dwellings) and Staged Multi Lot Subdivision	15	26-May-22	Notice of Decsision	Refused	Permit issued
PP-975-2018B	1-37 Rollins Road, Bell Post Hill	Development and Use of a Childcare Centre, Food & Drink Premises, Associated Business Identification Signage and the Construction of Nine (9) Dwellings and a Nine (9) Lot Subdivision	51	14-Jul-22	Notice of Decsision	Notice of Decision	N/A
PP-317-2022	7-8 Oakwood Ridge, St Albans Park	Two Lot Subdivision and Creation of Easement	46	27-Oct-22	Notice of Decsision	Refused	Refused
PP-1459-2018	65-105 Lings Road, Connewarre	Use and Development of the Land for a Restaurant, Function Centre and Outdoor Recreation Facility (Children's Farm)	123	10-Nov-22	Notice of Decsision	Refused	Refused
PP-1578-2021	2 and 4 Stephens Parade, Barwon Heads	Demolition of Two (2) Dwellings and Fences and Construction of a Dwelling and Fences	40	24-Nov-22	Notice of Decsision	Refused	N/A

2.17. Council Risk Appetite Statement

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

Purpose

1. To seek Council endorsement of Council Risk Appetite Statement as contained in **Attachment 1**.

Background

2. Council has developed a risk appetite statement as a best practice tool to inform decision-making when balancing risks and opportunities and prioritising resources and efforts.

3. Council Risk Appetite Statement sets the level and type of risk Council is willing to accept in pursuit of its strategic objectives.

4. Council has expressed the preferred appetite position in setting strategies and plan to meet its strategic ambitions.

Key Matters

5. Council risk appetite position is an enabler of Council strategic ambitions and sets the accepted degree of risk that Council should be prepared to accept to realise its ambitions.

6. Council Risk Appetite Statement is established based on the level and type of risks required to deliver the strategies and plans that Council has endorsed.

7. The appetite position is defined for the nine (9) risk categories where Council has the most risks.

8. The appetite position is defined on a four-point scale. It ranges from adverse to comfortable in taking risks to realise opportunities.

9. Council Risk Appetite Statement has been reviewed by the Audit & Risk Committee as per the Committee's responsibility to oversee Council's governance and risk management practices.

10. Council Risk Appetite Statement is contained in **Attachment 1.**

Recommendation

That Council:

1. Endorses the Council Risk Appetite Statement v01 (Attachment 1).

Financial Sustainability

11. Council Risk Appetite Statement sets a cautious appetite for financial risks to ensure Council's finances are sustainably managed to fund the continual delivery of business as usual operations and strategic projects, so that Council can achieve its internal and external objectives.

Community Engagement

12. No Community engagement occurred for this report.

Social Equity and Sustainability

13. Council Risk Appetite Statement sets a balanced appetite for community risks to respond to its objective of positively engaging with the community by fostering an inclusive, safe environment that considers the diverse needs and expectations of individuals and groups.

Relevant Law/Policy/Legal Implications

14. Council Risk Appetite Statement sets a cautious appetite for regulatory, legal and governance risks to ensure Council complies with all legal and regulatory requirements while fostering innovation within established boundaries.

Alignment to Council Plan and Vision

15. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

Conflict of Interest

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

Risk Assessment

17. Council Risk Appetite Statement supports the Enterprise Risk Management Policy and Framework which provide the structure for Council risk management system. Whilst a risk assessment provide the level of risk exposure, the appetite statement defines whether this exposure is acceptable.

Environmental Sustainability

18. Council Risk Appetite Statement sets a balanced appetite for environmental & waste risks in order to meet its objective to sustain the natural environment while managing growth, reducing non resourced waste, addressing climate resilience, and managing and/or responding to State and Federal regulatory agencies.

Attachments

1. Council Risk Appetite Statement 2025 29 v01 [**2.17.1** - 12 pages]

THE CITY OF
GREATER GEELONG

COUNCIL RISK APPETITE STATEMENT

VERSION	01
TYPE OF POLICY:	Council
APPROVAL DATE:	Xx October 2025
REVIEW DATE:	Xx October 2029
RESPONSIBLE OFFICER:	Manager Enterprise Risk & Insurance
AUTHORISING OFFICER:	Chief Executive Officer

CITY OF GREATER GEELONG

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Introduction

Risk Management is an essential component of the City of Greater Geelong Council's (**Council**) governance framework, supporting the achievement of Council's goals and objectives.

Risk appetite is "the amount and type of risk an organisation is willing to take in pursuit of its objectives". It represents the balance between potential benefits and threats that come with risk taking. Determining and articulating Council's risk appetite assists to make better choices by considering risk more effectively in decision making.

While a risk assessment enables Council to understand its risk exposure, it is risk appetite that defines how much risk Council will accept. Only by comparing risk appetite and exposure can Council assess if it is maintaining the right level of risk and appropriately balancing threats with opportunities.

PURPOSE

The Risk Appetite Statement (**RAS**) documents the boundaries for acceptable risk-taking to Council by considering the most significant categories of potential risks to Council and outlining how much risk Council is willing to accept in each of those areas. This is described through Qualitative Appetite Statements for each material risk category.

Council is documenting its Risk Appetite Statement at the same time it is adopting the Council Plan 2025-29 as this RAS ensures risk-taking is aligned with Council's strategic goals and overall objectives.

BENEFITS

SUPPORTING CONSCIOUS AND INFORMED RISK-TAKING

By defining how much risk Council is willing to accept, its representatives can make risk informed choices and reduce delays in decision making.

PROMOTING MORE CONSISTENT RISK MANAGEMENT

By defining how much risk Council is willing to accept, it communicates broadly how much risk is acceptable, or indeed desirable, enabling more consistent risk taking.

GUIDING RISK DECISION MAKING AND SEIZING OPPORTUNITIES

The risk appetite statement allows Council's representatives to better identify opportunities for further risk taking or identify areas where unacceptable risk taking is occurring.

STRUCTURING THE EXECUTIVE CONVERSATION ON RISK TAKING

The risk appetite statement provides a structured approach to encourage useful debate on what constitutes desirable, acceptable and unacceptable risk.

SCOPE

This RAS is applicable to all Councillors and Officers of the City of Greater Geelong who are involved in decision making. It covers all business units, including all internal and external facing business units.

IMPLEMENTATION

Council's appetite for risks, as outlined in the Risk Appetite Statement, forms the basis of its approach to managing risk in its day-to-day activities. The RAS supports the Enterprise Risk Management Policy and Framework which provide the structure for the Council's risk management system.

All employees are responsible for managing their risk environment. This includes having appropriate controls in place and monitoring their effectiveness. Risks are identified, assessed and managed at both enterprise level (top down) and at operational level (bottom up). Risk registers are used to record and document Council's risks and risk exposure.

The RAS forms an integral part of decision-making through informed risk-taking. Decisions brought to Council are informed by this RAS. Council reports address alignment with this RAS, ensuring decisions reflect acceptable risk levels and enhancing transparency, accountability, and deliberate decision-making.

MONITORING, EVALUATION AND REPORTING

Regular monitoring allows Council to assess whether it operates within its risk appetite, why it may have decided to go beyond and determines if the set appetite is optimal. This approach recognises risk as an enabler rather than the traditional perspective of risk as a threat to strategic objectives, further supporting Council in the decision-making process.

Risk taking that sit outside appetite or agreed tolerance levels as prescribed by this RAS may be agreed to and should be discussed and agreed by the Risk Steering Committee.

The CEO will provide an annual report to the Audit & Risk Committee and Council, indicating whether the organisation is operating within appetite.

REVIEW

Council formally approves its Risk Appetite Statement as the formally accepted degree of risk that Council is prepared to accept in pursuit of its strategic objectives.

The Audit & Risk Committee provides guidance and oversight of the RAS, reviewing it prior to Council's endorsement in line with its legislated functions and responsibilities relating to risk management.

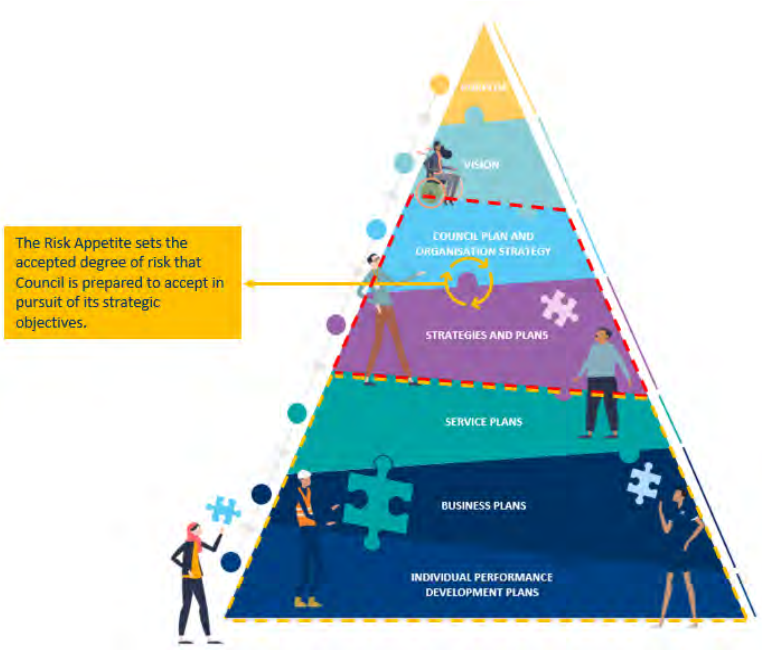
A review of the RAS will be undertaken annually, or earlier, in the event of a material change to Council's risk profile, strategy, operations, or business environment. This review is coordinated by the Manager Enterprise Risk & Insurance, reviewed by the Executive Leadership Team and the Audit & Risk Committee before being presented to Council for endorsement.

The Risk Appetite Statement is formally reviewed and endorsed by Council within 12 months of each new Council term.

Risk Appetite

INTEGRATION WITHIN COUNCIL STRATEGIC LANDSCAPE

Council's risk appetite informs the strategic decision-making process. Council sets its priorities to deliver for the Community in key strategic plans, including the Council Plan, Long-Term Financial Plan, Strategic Asset Management Plan and Strategic Workforce Management Plan. Council has developed its risk appetite to balance the achievement of its strategic goals with the risks inherent in the environments in which it operates, as illustrated by the below diagram.



RISK CATEGORIES

In considering its appetite for risk, Council has identified the different categories of risk that can have a significant impact on its ability to meet its strategic objectives and derail its business plans.

Council has identified nine (9) risk categories which will be reviewed at the same time it reviews its risk appetite to confirm their currency. These categories are:

Assets	Operations & Service Delivery	Health Safety & Wellbeing
Environmental & Waste	Community	Regulatory, Legal & Governance
Financial	Information Technology & Data	Culture & Capability

RISK APPETITE SCALE

A four-level risk appetite scale is established as described below:

Risk adverse	Cautious	Balanced	Comfortable
Very low to no appetite for risk. Preference to avoid risk rather than pursue potential reward.	Low appetite for risk. Preference for safe options that may impact potential for reward.	Moderate appetite for risk. Willing to consider options that may incur risk where significant benefit is possible.	High appetite for risk. Willing to consider options offering potentially higher rewards despite elevated levels of risk.

For each of the nine risk categories, the range of appetite as well as a qualitative appetite statement is defined to steer Council in its decision-making process. The statements describe key considerations for pursuing risks, including strategic benefits and limits for potential adverse impacts.

OVERALL RISK APPETITE STATEMENT

Council's strategic commitment "to advance community outcomes for a thriving Greater Geelong" necessitates that it accepts some risks that accompany growth, sustainability and innovation, that are proportionate with the potential reward.

The City of Greater Geelong Council adopts a **balanced risk appetite**, reflecting its commitment to responsible governance, community wellbeing, and long-term sustainability. Council will consider options and activities that are safe and financially sustainable, that also may maximise its ability to innovate and deliver strategic priorities, while caring for the safety and wellbeing of staff and community and providing an acceptable level of service and value for the community it serves and for local government.

While Council's overall appetite is 'Balanced', an appetite level has been determined for each of the nine risk categories to outline Council's tolerance for risk in the different activities it undertakes. For example, Council's tolerance for risk in relation to health and safety is very low; hence a highly cautious 'Risk Adverse' appetite for that category. On the other hand, tolerance for risk in service delivery is higher, with a 'Balanced' appetite. Activities and decisions undertaken by Council must be considered individually according to the relevant risk categories and their associated risk appetite level.

Risk categories *Objectives*	Risk Appetite Level	Qualitative Appetite Statement	Tensions / challenges
Assets *To ensure that assets are safe, reliable, sustainable, and fit for purpose while meeting community needs.*	**Balanced**	Council has a degree of appetite for innovative solutions to manage its assets portfolio which will deliver community value (social, economic, environmental, cultural and health & well-being) over time whilst maintaining a healthy portfolio of assets within affordability limits. Council commits to maintain assets structurally safe to use and to meet the applicable compliance standards.	• Balancing budget prioritisation and community expectations with the need for substantial investment in new, existing and ageing infrastructure. • Prioritising resources for renewal and upgrade projects over new construction unless aligned with growth areas or asset consolidation. • Managing operational disruptions caused by construction and maintenance against the need for safe, reliable infrastructure. • Navigating political tension around funding priorities, ensuring appropriate allocation between new developments and maintaining existing infrastructure. • Addressing challenges related to ESD (Environmental Sustainable Design) policies, climate change resilience and the city's design standards while managing lifecycle costs. • Resolving maintenance costs for gifted or underutilised assets and ensuring they align with long-term strategic goals. • Addressing scope creep and the balance with Council's financial capacity.
Environmental & Waste *To sustain the natural environment while managing growth, reducing non resourced waste, addressing climate resilience, and managing and/or responding to State and Federal regulatory agencies.*	**Balanced**	Council has a degree of appetite for innovative solutions to limit its impact on the environment from its growth and activities. It has no appetite for activities that may lead to material breach of environmental regulations or standards. Council has a degree of appetite for risks associated with new ways to manage its increasing waste volume while fostering the circular economy.	• Balancing environmental preservation with economic growth and development needs. • Addressing affordability concerns related to Northern growth corridor, infrastructure capacity, and drainage requirements. • Ensuring cultural and heritage protection, balancing First Nations heritage risks with mandatory compliance for listed heritage sites. • Managing the use of public land for fire protection, buffer zones, and other state intervention needs. • Navigating political overlays, flood overlays, and redevelopment in areas subject to inundation or sea level rise. • Managing waste as a mini business, exploring revenue generation opportunities versus the risk of impacted service delivery. • Ensuring innovative waste management practices that enhance circular economy participation while avoiding high long-term maintenance costs.

Risk categories *Objectives*	Risk Appetite Level	Qualitative Appetite Statement	Tensions / challenges
Community *To positively engage with the community by fostering an inclusive, safe environment that considers the diverse needs and expectations of individuals and groups*	**Balanced**	Council has an appetite for improving social cohesion, strengthening equity, and fostering a positive environment through inclusive, engaging and effective initiatives. Council also has an appetite for equitable resource allocation and service delivery for the community. Council is open to delivering innovative community events and facilitating diverse community engagement, however it has no appetite for risks that compromise community safety particularly at public events, or activities that fail to meet transparency and accountability standards or steer Council away from the Council Plan.	• Balancing community expectations for quality services and events with budget and operational prioritization. • Ensuring equitable access to resources across diverse groups and addressing varying community preferences. • Juggling differing community needs and maintaining consistency in service delivery and outcomes. • Addressing safety concerns at events while fostering community connection through innovative and engaging events. • Promoting transparency and inclusivity versus managing resource constraints and operational priorities. • Striking the right balance communicating with the community by utilizing social media effectively.
Operations and Service Delivery *To ensure efficient and effective delivery of services that meets the needs of the community*	**Balanced**	Council is open to creative and innovative ways to operate and deliver its services and is willing to tolerate some level of risk when investing in methods to deliver efficiencies, enhance capabilities and strengthen the community's experience, or deliver mandatory services where there is a market gap or strategic intention. Council has no appetite for risks that compromise mandatory service delivery, which lead to financial instability, or breach legislative and regulatory requirements. Council maintenance activities priorities are risk based and delivered as per defined and affordable service level.	• Balancing cost-shifting from other government levels with local government capacity. • Managing in-house operations versus contracting out services and maintaining control. • Managing risks of loss of revenue and the cost of outsourcing services. • Managing financial capacity versus community needs and expectations. • Balancing financial position when addressing a market failure (e.g., providing services where private operators cannot). • Managing legislative changes with increased regulatory standards and financial capacity. • Ensuring efficient operations without compromising community satisfaction.

Risk categories *Objectives*	Risk Appetite Level	Qualitative Appetite Statement	Tensions / challenges
Financial *To ensure Councils' finances are sustainably managed to fund the continual delivery of BAU operations and strategic projects, so that Council can achieve its internal and external objectives*	**Cautious**	Council has no appetite for risks that compromise financial integrity including the misuse or ineffective use of funds or where decisions negatively impact the City's financial sustainability in the long term. Council will tolerate some financial risk relating to investing in innovative projects or services that deliver long-term benefits to the community or COGG as an organisation. Council will tolerate some risks to manage innovatively its property portfolio where there is long-term financial benefit.	• Balancing financial flexibility with affordability and the need to meet growing community expectations. • Managing increased costs of servicing and balancing political promises with financial constraints. • Defining a balanced budget that allows for contingencies while avoiding unnecessary risks in Capex and Opex. • Advocating for equitable community growth across different and competing growth profiles within Greater Geelong. • Balancing workforce capacity with the growth of servicing and associated costs. • Balancing request for Capex grants with community benefits and Council contribution level and financial sustainability • Ensuring accountability, external reporting, and procurement standards while mitigating fraud and corruption.
Information Technology & Data *To ensure the integrity, availability and security of IT systems to support Council operations while fostering innovation and efficiency*	**Balanced**	Council has no appetite for risks related to critical IT infrastructure failures, data privacy or cybersecurity breaches, or inadequate backup systems. As a result, Council has no appetite for keeping systems that have reached their end of life and may expose its data availability, confidentiality, and integrity and disrupt critical business services. Council can tolerate a degree of appetite for controlled risks when adopting new systems or enhancements where they improve operational efficiency or customer experience.	• Balancing innovation and efficiency with maintaining strong cybersecurity. • Securing data and maintaining compliance under Victorian Public Sector regulations versus budget prioritization. • Community expectations for service-based technological experiences versus budget prioritization. • Managing speed/agility in business operations versus the cost of investment in technology. • Adopting new technologies while addressing learning curves and operational disruptions. • Balancing cultural alignment and residual risks versus financial investments in IT systems. • Accepting controlled risks for enterprise platforms versus minimal risk appetite for critical IT infrastructure.

Risk categories *Objectives*	Risk Appetite Level	Qualitative Appetite Statement	Tensions / challenges
Health, Safety & Wellbeing *To ensure the safety and wellbeing of Council's diverse community and workforce. The City aims to create a safe environment while empowering staff and streamlining processes where appropriate*	**Adverse**	Council has no appetite for non-compliance with applicable safety regulations or for risks that compromise child safety or have a serious impact on public safety, the health of staff, volunteers or users of community services. Council has no appetite for poor behaviours and misconduct from Officers, Councillors or any other Council representative. Council can tolerate conducting activities presenting high safety risks when covered by policies and procedures that define the approach to safety. Council acknowledges risks associated with emergency situations and that some elements may be outside its direct control. It will remain compliant with its obligations to prepare for and manage emergency situations.	• Council has no appetite for non-compliance with applicable safety regulations or for risks that compromise child safety or have a serious impact on public safety, the health of staff, volunteers or users of community services. • Council has no appetite for poor behaviours and misconduct from Officers, Councillors or any other Council representative. • Council can tolerate conducting activities presenting high safety risks when covered by policies and procedures that define the approach to safety. • Council acknowledges risks associated with emergency situations and that some elements may be outside its direct control. It will remain compliant with its obligations to prepare for and manage emergency situations.
Regulatory, Legal & Governance *To ensure Council complies with all legal and regulatory requirements while fostering innovation within established boundaries.*	**Cautious**	Council has no appetite for risks that result in material non-compliance of legislation or regulatory requirements. Council has no appetite for actions that compromise integrity and good governance of Council's decisions. There is some tolerance for calculated risks that enhance operational efficiency or decision-making agility, provided they align with legal frameworks and foster an environment of accountability and transparency.	• Innovating and taking calculated risks to improve Council against its assigned metrics while staying within legal and regulatory bounds. • Balancing regulatory compliance costs with budgets and operational efficiency. • Managing potential lawsuits and threats of litigation versus the benefits of streamlined processes. • Promoting public trust and reputation versus operational constraints. • Balancing no appetite for material non-compliance with the difficulty of meeting every instance of compliance.

Risk categories *Objectives*	Risk Appetite Level	Qualitative Appetite Statement	Tensions / challenges
Culture and Capability *To ensure high-quality services and community experiences by fostering a motivating workplace culture, supporting employee engagement, development and retention, and managing talent effectively within capacity and capability constraints*	**Comfortable**	Council has an appetite for activities that support a positive workplace culture, enhance employee satisfaction and productivity, address labour shortages, and reduce dependency on key individuals. Council will take some risk in developing innovative workforce strategies provided they are well-managed to mitigate reputational or financial harm. Council has no appetite for activities that compromise its commitment to workforce diversity and inclusion.	• Managing workforce capacity and avoiding key person dependencies while mitigating potential reputational and financial risks. • Balancing training and staff development versus maintaining high standards of service. • Addressing labor shortages while maintaining high standards of service. • Prioritizing long-term talent development versus immediate operational needs. • Collaborating with unions to address workforce challenges versus maintaining operational flexibility.

RISK APPETITE DASHBOARD

ADVERSE	CAUTIOUS	BALANCED	COMFORTABLE

ASSETS

Innovative asset management within affordability and compliance standards



ENVIRONMENT & WASTE

Sustainable growth and waste innovation with regulatory compliance



COMMUNITY

Inclusive engagement with safety and transparency



OPERATIONS & SERVICE DELIVERY

Efficient service delivery with innovation and compliance



FINANCIAL

Financial integrity with strategic investment tolerance



INFORMATION TECHNOLOGY & DATA

Secure IT systems with innovation for efficiency



HEALTH, SAFETY & WELL-BEING

Zero tolerance for safety breaches and misconduct



REGULATORY, LEGAL & GOVERNANCE

Compliance and governance with operational agility



CULTURE & CAPABILITY

Positive culture and workforce innovation with inclusion



2.18. T2400094 - Supply of Asphalt Works, Products and Services

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

Purpose

1. The purpose of this report is to award contracts for the Supply of Asphalt Works, Products and Services to the preferred tenderers as detailed in Clause 3 of the Confidential Procurement Evaluation Report at **Attachment 1.**

Background

2. The City is seeking to appoint suitably qualified and experienced Contractors to undertake the supply of asphalt works, products and services used in road construction and maintenance activities undertaken by the City.

Confidentiality

3. Confidential information is contained in Attachment 1 as circulated in the confidential section of the report attachments. The information in the Attachment is confidential information for the purposes of 66(2)(a) and the definition of “confidential information” in section 3(1) of the *Local Government Act 2020* because it is council business information, being information that would prejudice the Council’s position in commercial negotiations if prematurely released (section 3(1)(a)).

Key Matters

4. The Procurement and Strategic Sourcing team administered an open tender process on behalf of the Major Projects team.

5. Details of the Procurement process, including the evaluation methodology and the preferred tenderers, are outlined in the Confidential Procurement Evaluation Report at **Attachment 1.**

Recommendation

That Council:

1. **Awards the contracts for T2400094 - Supply of Asphalt Works, Products and Services to the preferred tenderers detailed in Clause 3 of the Confidential Procurement Evaluation Report, based on the tendered schedule of rates and otherwise in accordance with the negotiated terms and conditions of the contract;**

2. **Approves the contract term of three years, with the option to extend the contract for up to two additional terms of one year;**

3. **Authorises the Chief Executive Officer to execute contracts for T2400094 and any other documents required by or to give effect to the terms of the Contract on behalf of Council;**

4. **Authorises management to release the names of the awarded tenderers following the execution of the Contract by the relevant parties; and**

5. **Resolves that the information contained in Attachment 1 of the report from management is to remain confidential pursuant to section 3(1) of the *Local Government Act 2020* because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the ongoing contract negotiations with the preferred tenderers.**

Financial Sustainability

6. The estimated cost of delivering these services over the full contract term, including extension options, will be managed within current and future approved budgets.

Community Engagement

7. There was no community engagement on this tender as it is part of Council's regular operations to fulfil its legislative and management obligations to residents, ratepayers and visitors to the area.

Collaboration Opportunities

8. No tender collaboration opportunities were identified at this time however opportunities may present themselves in the future to be considered for new contracts.

Social Equity and Sustainability

9. All preferred tenderers operate businesses within the Geelong Region providing significant local employment and economic benefits to the Geelong community.

Relevant Law/Policy/Legal Implications

10. This tender was advertised and managed in accordance with the requirements of sections 108 and 109 of the *Local Government Act 2020* and in accordance with the City's Procurement Policy.

Alignment to Council Plan and Vision

11. This report aligns with the Council Plan 2025-29 strategic priority:
Core and Critical Infrastructure.

12. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A prosperous economy that supports jobs and education opportunities.

Conflict of Interest

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

Risk Assessment

14. The tender evaluation process involved the assessment of work, health and safety policies, procedures, and risk assessment documents. Any other risks associated with the acceptance of this tender will be managed through the contract conditions.

Environmental Sustainability

15. Any environmental implications associated with this contract will arise from the execution of the services. It is considered these are the responsibility of the contractor and will be managed through the contract documentation.

Attachments

1. CONFIDENTIAL REDACTED - T 2400094 - Tender Evaluation Report - Council [**2.18.1** - 106 pages]

2.19. T2500090 - Construction Works - Wallington Reserve All Abilities Pavilion Redevelopment

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

Purpose

1. The purpose of this report is to award the contract for the Construction Works - Wallington Reserve All Abilities Pavilion Redevelopment project to the preferred tenderer as detailed in Clause 3 of the Confidential Procurement Evaluation Report at **Attachment 1.**

Background

2. The City is seeking is seeking to appoint a suitably qualified and experienced Contractor for the refurbishment, and extension of the Wallington Reserve All Abilities Pavilion. The project involves a full internal redevelopment and extension of the existing building, including associated site services.

Confidentiality

3. Confidential information is contained in **Attachment 1** as circulated in the confidential section of the report attachments. The information in the Attachment is confidential information for the purposes of 66(2)(a) and the definition of "*confidential information*" in section 3(1) of the *Local Government Act 2020* because it is council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released (section 3(1)(a)).

Key Matters

4. The Procurement and Strategic Sourcing team administered an open tender process on behalf of the Major Projects team.

5. Details of the procurement process, including the evaluation methodology and the preferred tenderer, are outlined in the Confidential Procurement Evaluation Report at **Attachment 1.**

Recommendation

That Council:

1. **Awards the contract for T2500090 - Construction Works - Wallington Reserve All Abilities Pavilion Redevelopment to the preferred tenderer, for the contract sum detailed in Clause 3 of the Confidential Procurement Evaluation Report and otherwise in accordance with the negotiated terms and conditions of the contract;**

2. **Authorises the Chief Executive Officer to execute contract T2500090 and any other documents required by or to give effective to the terms of the Contract on behalf of Council;**

3. **Authorises management to release the name of awarded tenderer following the execution of the Contract by the relevant parties; and**

4. **Resolves that the information contained in Attachment 1 of the report from management is to remain confidential pursuant to section 3(1) of the *Local Government Act 2020* because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the ongoing contract negotiations with the preferred tenderer.**

Financial Sustainability

6. The preferred tenderers submission is within the approved project budget.

Community Engagement

7. Community consultation was undertaken and documented in the Ocean Grove Sporting Infrastructure Plan 2025 which includes a Masterplan for the site.

8. Both Cricket and Baseball Sporting Club representatives currently sit on the project reference group and have had input into the design development of the facility.

Collaboration Opportunities

9. No tender collaboration opportunities were identified at this time however opportunities may present themselves in the future to be considered for new contracts.

Social Equity and Sustainability

10. It is expected that the construction of the Wallington Reserve All Abilities Pavilion Redevelopment will generate positive employment outcomes while delivering the infrastructure and services that address the growing needs of the Geelong community.

Relevant Law/Policy/Legal Implications

11. This tender was advertised and managed in accordance with the requirements of sections 108 and 109 of the *Local Government Act 2020* and in accordance with the City's Procurement Policy.

Alignment to Council Plan and Vision

12. This report aligns with the Council Plan 2025-29 strategic priority:

    Core and Critical Infrastructure

13. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
    An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

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

Risk Assessment

15. The tender evaluation process involved the assessment of work, health and safety policies, procedures, and risk assessment documents. Any other risks associated with the acceptance of this tender will be managed through the contract conditions.

Environmental Sustainability

16. Any environmental implications associated with this contract will arise from the execution of the works. It is considered these are the responsibility of the contractor and will be managed through the contract documentation.

Attachments

1. CONFIDENTIAL REDACTED - T 2500090 - Tender Evaluation Report Council [**2.19.1** - 23 pages]

3. RECORD OF INFORMAL MEETINGS OF COUNCILLORS

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

Summary

1. The Governance Rules of the City of Greater Geelong require the tabling of records of informal meetings of Councillors at the next convenient Council meeting and that their record be included in the minutes of that Council meeting.

2. A summary of the informal meetings of Councillors is attached.

Recommendation

That Council receive the summary of the informal meetings of Councillors for the period to 28 October 2025.

INFORMAL MEETINGS OF COUNCILLORS
(Council Meeting 28 October 2025)

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Additional Briefing **18 September 2025**	Cr S Kontelj CR M Cadwell	A Higgs (MGR) A Locke (MGR) L Fanning (OFFICER)	• Newcomb Secondary College – Master Plan presentation	• Nil
Additional Briefing **23 September 2025**	Cr E Wilkinson	T Bradley (EXEC DIR) A Bain (CO ORD) A Higgs (MGR) M McKay (MGR) J Spittle (CO ORD) S Priestly (MGR)	• Barwon Heads Village Park Master Plan	• Nil

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Additional Briefing **2 October 2025**	Cr C Burson	A Higgs (MGR) A Bain (CO ORD)	• Optus Towers / Light Towers	• Nil
Additional Briefing **6 October 2025**	Cr S Kontelj Cr E Kontelj	T Bradley (EXEC DIR) D Chrimes (EA)	• Little Malop Street	• Nil
Additional Briefing **7 October 2025**	Cr S Kontelj Cr A Katos Cr E Sinclair	A Basford (EXEC DIR) A Locke (MGR)	• Priority of Use Policy - Armstrong Creek Sports Centre and Waurn Ponds Sports Complex	• Nil

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Additional Briefing **8 October 2025**	Cr S Kontelj Cr A Aitken Cr R Story Cr E Wilkinson *Apologies:* *Cr T Sullivan* *Cr M Cadwell* *Cr E Kontelj* *Cr R Nelson* *Cr E Sinclair* *Cr C Burson* *Cr A Katos*	J Stirton (EXEC DIR) K Shearer (A/MGR)) M Tesoro (CO ORD) *Apologies:* *A Wastie (CEO)* *T Bradley (EXEC DIR)* *J Randles (MGR)* *J Van Slageren (MGR)* *S Nuttall (MGR)* *J Chalmers (SNR OFF)*	• Avalon Employment Precinct	• Nil
Additional Briefing **14 October 2025**	Cr R Nelson Cr M Cadwell Cr C Burson Cr R Story *Apologies:* *Cr T Sullivan* *Cr E Sinclair* *Cr E Kontelj* *Cr S Kontelj* *Cr E Wilkinson* *Cr A Katos* *Cr A Aitken*	A Basford (EXEC DIR) A Miller (MGR) J Thomas (CO ORD) D Bushell (SNR OFF)	• Domestic Animal Management Plan	• Nil

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Strategic Session **7 October 2025**	Cr M Cadwell Cr E Kontelj Cr A Aitken Cr E Wilkinson Cr E Sinclair Cr C Burson Cr R Story Cr A Katos Cr S Kontelj *Apologies:* *Cr R Nelson (LOA)* *Cr T Sullivan*	A Wastie (CEO) T Edwards (EXEC DIR) A Basford (EXEC DIR) T Bradley (EXEC DIR) J Stirton (EXEC DIR) A Martin (CHIEF) A Bedgood (MGR) A Higgs (MGR) Z Sells (CO ORD) E Ryan (A/MGR) D Pangrazio (OFFICER)	**Presentations:** • Waste to Energy • Sports Needs Analysis • Sports Lighting	• Nil
Councillor Briefing **14 October 2025**	Cr R Nelson Cr T Sullivan Cr M Cadwell Cr A Aitken Cr E Wilkinson Cr E Sinclair Cr C Burson Cr R Story Cr A Katos *Apologies:* *Cr S Kontelj (LOA)* *Cr E Kontelj*	A Wastie (CEO) T Edwards (EXEC DIR) A Basford (EXEC DIR) T Bradley (EXEC DIR) J Stirton (EXEC DIR) A Martin (CHIEF) M McKay (MGR) E Davis (MGR) D Greaves (MGR) J Douglas (MGR) D Pangrazio (OFFICER)	**Presentations:** • Little Malop Street Automated Bollards • Risk Appetite Statement **Reports:** • Proposed Change of use - 50 Westmoreland Street, Whittington • Proposed Sale of land - 5A Dean Street, Belmont • Proposed sale of land - 2-14 Rollins Road, Bell Post Hill • Proposed sale of land - 36 Dudley Parade, St Leonards • Proposed sale of land - 48-58 Barton Street, Bell Park • Proposed sale of land - 21-25 Oakden Road, Drysdale • Proposed Road Discontinuance of Land abutting 230 Swanston Street, South Geelong • Osborne House • Elgin Street Drysdale Declaration of Charge Special Rate and Charge Scheme SRC 376 • Little Malop Street - Automated	• Cr M Cadwell declared a Conflict of Interest in relation to report 1 - *Proposed Change of use - 50 Westmoreland Street, Whittington*, and did not join the meeting until after the discussion of this item had finished.

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
			Bollard Trial Report • The City of Greater Geelong Annual Report 2024–25 (Annual Report) and The City of Greater Geelong Annual Report Summary 2024–25 • Financial Performance Report for the Year To Date Ended 30th June 2025 • Long Term Financial Plan 2025-35 • Asset Plan • Municipal Road Management Plan • Planning Committee Terms of Reference Update • T2400094 - Supply of Asphalt Works, Products and Services • Council Risk Appetite Statement • T2500090 - Construction Works - Wallington Reserve All Abilities Pavilion Redevelopment	

4. CLOSE OF MEETING