

THE CITY OF GREATER GEELONG

ANNUAL REPORT

2025–26

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.

Photo: Lake Connewarre, Bellarine Peninsula.

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Cover: ROAM Geelong.

ABOUT OUR ANNUAL REPORT

The *City of Greater Geelong Annual Report 2025–26* provides the community with a comprehensive overview of our performance, operational achievements and financial position from 1 July 2025 to 30 June 2026.

It outlines the progress in delivering initiatives set out in the Council Plan 2025–29 and Budget and includes audited financial statements and performance results.

The report also provides a range of information in accordance with the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

By providing clear and transparent insight into our operations, the report supports accountability to the community and helps demonstrate our progress towards a thriving and sustainable Greater Geelong.

As the first report in the 2025–29 planning cycle, it also establishes a baseline for tracking progress over the next four years.



Photo: Clifton Springs. Photograph by David McGuinness

MAYOR AND CEO MESSAGE

We are pleased to present the City of Greater Geelong's Annual Report for 2025–26.

It has been a year of significant achievement for our city, as we continue to deliver the services, infrastructure and advocacy needed to support one of Australia's fastest-growing regional communities.

We also made significant progress in planning for our region's growth, facilitating approximately 7,000 future dwellings across key growth areas through a series of strategic planning scheme amendments.

A defining milestone was the opening of the Nyaal Banyul Geelong Convention and Event Centre in June 2026. This landmark project will help position Greater Geelong as a premier destination for conferences, events and tourism while supporting local jobs and investment opportunities for years to come.

This was also a year of innovation, creativity and community connection. The inaugural ROAM Geelong festival, transforming our arts and cultural precinct into a vibrant celebration of creativity and the launch of the Geelong City Market brought renewed energy to central Geelong, attracting thousands of visitors and supporting local businesses, producers and makers.

Council strengthened international relationships and economic opportunities through initiatives such as the Geelong-India Collaborative Futures Forum, while continuing to advocate for major infrastructure investments through the 2026 Priority Projects advocacy program.

Across our growing region, we continued to invest in community infrastructure. The opening of Biyala Community Hub in Armstrong Creek and the Ocean Grove District Ride centre (officially opened in August 2026), progress on the Landy Field pavilion redevelopment and the commencement of the North Bellarine Aquatic Centre stage 2 are just some examples of how we are planning for future generations.

Environmental sustainability remained a priority. From making locally produced Better for Geelong compost available to residents to expanding circular economy initiatives and supporting biodiversity outcomes, we continued to seek innovative ways to protect and enhance our natural environment in line with our Plan for Nature.

These achievements have been delivered while carefully managing our finances amid the challenges of rapid population growth, inflation, cost shifting, rate capping and increasing construction costs.

We thank our Councillors, employees, volunteers, partners and community members for their contribution, commitment and support throughout the year.

Together, we are building a thriving Greater Geelong and creating opportunities for future generations.



Cr Dr Stretch Kontelj OAM

Mayor
City of Greater Geelong

Ali Wastie

CEO
City of Greater Geelong

PERFORMANCE OVERVIEW

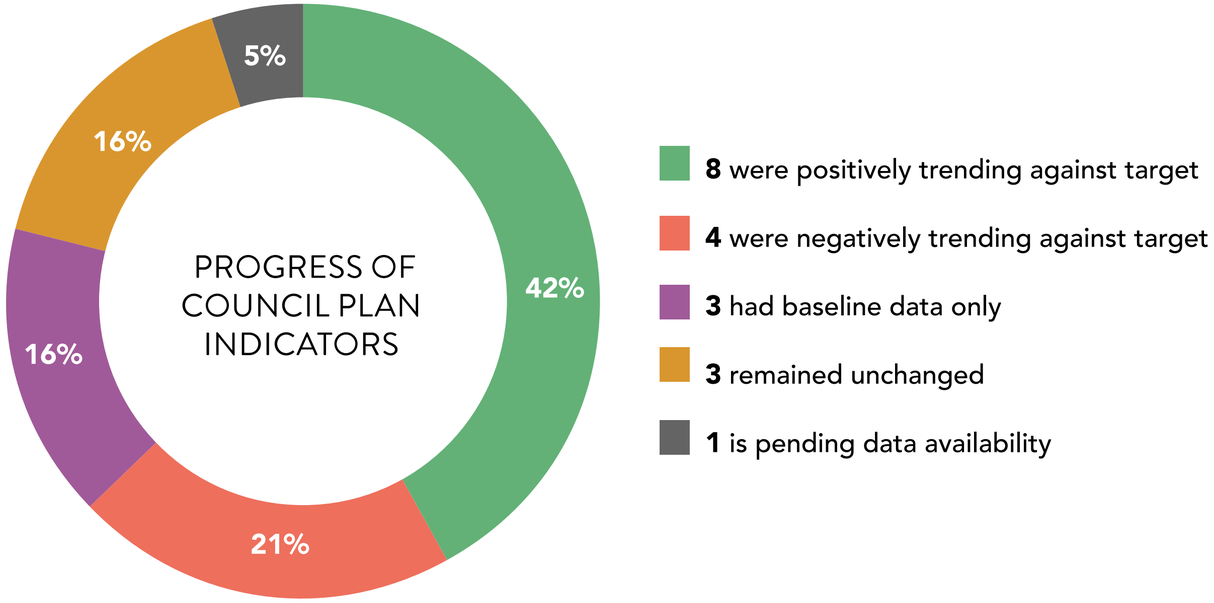
Overall progress against Council Plan 2025–29

In 2025–26, we committed to delivering against 31 major initiatives to support the achievement of the objectives and outcomes outlined within our *Council Plan 2025–29*. At 30 June 2026:

› **31 (100 per cent) were on track**

In addition to major initiatives, we are also monitoring the progress of 19 indicators that determine how we assess success. At 30 June 2026:

Council Plan Indicators



- **8** were positively trending against target
- **4** were negatively trending against target
- **3** had baseline data only
- **3** remained unchanged
- **1** is pending data availability

SUMMARY OF FINANCIAL RESULTS 2025–26

- Surplus of $90.8 million – slightly decreased from the prior year result of $117.3 million.
- $635.9 million revenue, with 53.6 per cent coming from rates and charges.
- $545.2 million expenditure – 38.9 per cent employee costs and 26.7 per cent materials and services.
- $5.2 billion in net assets – $51.1 million decrease on the restated prior year due to the $141.8 million asset revaluation decrement offset by the $90.8 million surplus.
- $148.1 million capital expenditure – 56.6 per cent for infrastucture including roads, footpaths, bike paths and drainage, and 40.0 per cent relating to land and buildings.

MAJOR ACHIEVEMENTS

Nyaal Banyul Geelong Convention and Event Centre

The $449 million Nyaal Banyul Geelong Convention and Event Centre (GCEC) opened in June 2026. As the centrepiece of the $676 million Geelong City Deal—a partnership between the Australian and Victorian Governments—the project strengthens the region's visitor economy and positions Geelong as a destination for major conferences, exhibitions and events. The precinct includes a 1,000-seat theatre, flexible conference and exhibition spaces, meeting rooms, food and beverage venues, and the publicly accessible Gheringhap Plaza. Delivered in partnership with the Wadawurrung Traditional Owners Aboriginal Corporation, the design reflects local identity and cultural heritage, featuring a landscaped public realm with event space, outdoor dining, an 80-square-metre LED screen and more than 1,700 Indigenous and native plants. The project created more than 1,400 jobs during construction, including 250 apprenticeships, and engaged over 440 subcontractors, suppliers and consultants, many from the Geelong region. It also supported employment pathways for people facing barriers to work through the award-winning GCEC Early Engagement Social Procurement Program, delivering more than 40 additional apprenticeships. The project was made possible through a $416 million investment from the Victorian Government, alongside $30 million from the federal government and $3 million from the City.



Photo: Nyaal Banyul Geelong Convention and Event Centre.



Ocean Grove District Ride Centre

Officially opened in August 2026, the $3.5 million Council-funded Ocean Grove District Ride Centre at Kingston Park features jump lines for varying skill levels and an asphalt pump track for mountain bikes, BMX, and scooters. The design incorporates community feedback and demonstrates a strong commitment to the park's surrounding remnant landscape conservation zones by using local indigenous plants, ensuring ecological resilience and sustainability for the Bellarine Peninsula. The extremely detailed shapes of the track are constructed from 14,200 tonnes of recycled crushed concrete, sourced from the decommissioned Alcoa site at Point Henry. The concrete, which passed multiple safety tests for reuse, was diverted from landfill and its use saved ratepayer funds, supported the circular economy and invested in local businesses.



GASP 30-year celebration

In June 2026, we celebrated 30 years of the City's Gender and Sexuality Project (GASP), one of Australia's first LGBTQIA+ youth groups. GASP provides a safe and inclusive space for young people aged 12 to 25 years to be their authentic selves, celebrate, have fun and meet new people. A month-long Pride program of activities that increased visibility, connection and community pride included an Open Mic night, Short Film screening night, Q&A alumni evening, art workshops and Pride Expo. The program culminated in a celebration event at The Nest Youth Hub on 24 June 2026, recognising GASP's long-standing contribution to supporting and advocating for LGBTQIA+ young people in the region.



Geelong City Market

The Geelong City Market, launched in October 2025, is a weekly market showcasing the best of Geelong and the Barwon region, from seasonal produce and artisan goods to street food, local makers, live entertainment and cultural experiences. The market was a strategic Council initiative that received seed funding through the 2025–26 budget to reinvigorate the Little Malop Central precinct. Delivered by Barwon Events each Saturday in Little Malop Street Central, it hosts 40–50 stallholders and around 6,000 visitors weekly. In the first three months of operation, it delivered a strong economic and social boost to central Geelong, contributing an estimated $3.1 million in visitor spend. Building on this success, its co-founders, Kieran Blood and Simon Toohey launched the Geelong City Night Market on 19 June as the opening event of the 2026 Tastes of Greater Geelong festival. The inaugural event attracted thousands of attendees to Little Malop Street, transforming the CBD into a vibrant winter festival.

Supporting asset management

Council has adopted the *Asset Plan 2025–35* and the reviewed Municipal Road Management Plan to guide the sustainable management of the City's extensive infrastructure portfolio valued at more than $6 billion. This includes more than 3,300 kilometres of road segments, 2,400 kilometres of footpaths, over 150,000 drainage assets, 850 buildings and more than 200 hectares of open space that support the delivery of 31 community services across more than 1,200 hectares.

The Asset Plan sets a long-term approach to maintaining, renewing and investing in assets in line with the Council Plan and *Long-Term Financial Plan 2026–2036*. It identifies the City's assets and their role in supporting community services, commits to maintaining assets within long-term financial settings, supports capital planning for renewal, acquisition, upgrades and disposal, and measures asset performance. It also reflects community-endorsed principles, including prioritising multipurpose buildings, renewing existing assets where possible and investing in natural assets.

As the coordinating road authority for about $2.1 billion in road infrastructure, the City has also updated the Municipal Road Management Plan. The revised plan, last adopted in 2021, sets inspection frequencies, defect intervention levels and repair timelines for roads and footpaths and incorporates changes informed by community workshops held in late 2024.





ROAM Geelong

More than 18,400 people attended the inaugural ROAM Geelong arts and culture festival, generating $2.3 million in economic revenue. Our city's creative heart came alive on Saturday 11 October 2025 as ROAM Geelong transformed our arts and cultural precinct into a walkable playground of immersive stories, installations, music and theatre. From Johnstone Park to the laneways and Little Malop Street, world-class multi-sensory art delighted thousands in a vibrant, day-to-night celebration of creativity. Presented by the City in partnership with Visit Victoria, ROAM Geelong aimed to attract cultural tourists, showcase local talent and provide inclusive opportunities for community connection.

Rainbow Action Plan 2025–29

In August 2025, Council adopted the inaugural *Rainbow Action Plan 2025–29*. The action plan outlines steps to create a safe, fair and inclusive environment for the LGBTQIA+ community and employees, addressing discrimination, inequality, safety and wellbeing while promoting inclusion and visibility. Over the next four years, we will work with community, residents, businesses and organisations to deliver the plan, fostering genuine inclusion and meaningful change. The plan is being delivered alongside the Victorian Government's Rainbow Ready Roadmap, which provides practical tools to help regional communities celebrate diversity, with implementation guided by the City's LGBTQIA+ Advisory Committee. The City thanks the community and allies for their valuable contributions to the development of this action plan.







Biyala Community Hub

Biyala Community Hub officially opened in Armstrong Creek in March 2026, delivering new community, allied health and early learning services for local families. The name "Biyala" (pronounced bee-ah-lah) comes from the Wadawurrung language, meaning "place of the red gum". The hub includes recreational spaces, allied health services and a three-room kindergarten operated by KU Children's Services. The facility was delivered three years ahead of schedule by the Victorian School Building Authority through an innovative modular design, with support from a Victorian Government grant and a Council contribution of up to $3.5 million. Together with the nearby Biyala Primary School Kindergarten, the hub will help meet growing demand for early years services and provide integrated access to education, community spaces and health support.

Community Health and Wellbeing Strategy 2025–29

In July 2025, Council adopted the *Community Health and Wellbeing Strategy 2025–29*, with an annual action plan to deliver initiatives that support mental, physical and social wellbeing across Greater Geelong. The strategy focuses on priorities including mental wellbeing and social inclusion, access to healthy food, active living, gender equity and prevention of violence, climate change and health impacts, and harm minimisation associated with tobacco use, vaping, alcohol misuse and gambling. Early actions include supporting social connection through community facilities, addressing food insecurity, encouraging active travel, increasing participation in sport and recreation, and creating inclusive job opportunities. A key initiative already underway is the Social Inclusion Action Group, which aims to help address loneliness in the community, particularly among groups experiencing higher levels of isolation.

Hitchcock Memorial Gateway restoration

Restoration works on the 100-year-old Hitchcock Memorial Gateway at the northern entrance to Johnstone Park on Railway Terrace commenced in April 2026. Built in 1925, the Hitchcock Memorial Gateway honours former Mayor Howard Hitchcock CMG OBE and was designed by Eric 'Keith' Mackay OBE, then a 19-year-old Gordon School of Architecture student. Funded through public fundraising, it now serves as the ornamental entrance to the Peace Memorial and remains a landmark on the City's Arts and Cultural Precinct Trail. The restoration work, expected to take about six months to complete, will be carried out by specialist heritage contractors in line with Heritage Victoria permit conditions. It will include rebuilding footings, repairing cracks and damaged sections, low-pressure washing, paint removal and repainting the structure in its original light-yellow Interwar period colour.

3D-printed bollard trial

The City is conducting a trial to replace decaying, heritage wooden waterfront bollards with 3D-printed replicas. The new structures are manufactured locally using recycled carpet manufacturing waste and fibreglass to ensure they withstand the harsh coastal environment for decades. Council awarded $25,000 through its Clean Economy Grants program to Godfrey Hirst and Deakin University for a joint research project exploring whether carpet manufacturing waste can be repurposed for large-scale 3D printing. The concept involves taking carpet manufacturing waste, which typically goes to landfill, and recycling it by converting it into feeder stock for recycled 3D printing. Many of the 159 bollards were originally made from recycled wood re-purposed from historical pier timbers. After 30 years of additional prolonged exposure to coastal conditions, these historical wood timbers are close to the end of their expected life due to natural factors such as fungal infections, pests and rot. If the prototype currently in development is successful, it is possible that the decaying wooden bollards might be replaced with 3D printed bollards made of stronger, more durable and lighter material.



Hooded Plover breeding season

The City reported a strong Hooded Plover breeding season, with five chicks fledging at Buckley Park Foreshore Reserve, Breamlea, and Sand Island—an encouraging result for this threatened species. With only around 750 Hooded Plovers left in Victoria and low chick survival rates, each fledgling is vital. The City collaborated with Barwon Coast, volunteers from Friends of the Hooded Plover, and the community to improve monitoring, educate visitors and support protective measures, including keeping dogs leashed and respecting protection zones. The City will continue partnering with volunteers and coastal managers for the next breeding season commencing in August 2026.



Better for Geelong compost

Each year, the City converts over 35,000 tonnes of green bin garden waste into high-quality compost at its Anakie Organics Processing facility.The City is one of the few local governments that operates its own processing facility, enabling compost to be produced locally. In April 2026, locally made ‘Better for Geelong’ compost became available for public sale in 25-litre bags, marking a key milestone in the City’s circular economy program. Bagged by Bellarine Soil Tech in Point Lonsdale, the compost diverts waste from landfill, reduces emissions, supports local jobs and provides households with a sustainable soil product. It is already delivering benefits in local community gardens, including Barwon Heads and Geelong West, where members have reported healthier soil and thriving plants.

ABOUT OUR MUNICIPALITY

Greater Geelong is Victoria's second-largest city, located 75 kilometres south-west of Melbourne on Wadawurrung Country.

The municipality stretches 1,247 square kilometres with urban, coastal and country areas that attract residents and visitors alike. It is bordered by 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.

With an estimated population of 295,052, Greater Geelong is the most populated region outside metropolitan Melbourne, experiencing rapid growth, especially in Armstrong Creek, Lara and the Bellarine Peninsula. Between 2016 and 2021, nearly all age groups in the region increased, including those aged 25-49 and over 60, as more young workers, parents and homebuilders, seniors, and empty nesters and retirees moved in.

Greater Geelong is home to a large and diverse First Nations population. The Wadawurrung People, the Traditional Owners of this land, have maintained a deep connection to Country for thousands of generations. Our cultural and linguistic diversity is also growing. 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.



Figure 1: City of Greater Geelong municipality location.

Greater Geelong offers an outstanding lifestyle, combining urban conveniences with natural beauty. The region features historic civic buildings, grand 18th and 19th century architecture, and revitalised modern precincts. As Australia's first UNESCO City of Design, Geelong fosters sustainable and inclusive communities through creativity and innovation. Residents enjoy the vibrant waterfront, extensive parks and diverse landscapes, from bay beaches to the Great Ocean Road's rugged coast, ideal for leisure and outdoor activities. The environment blends urban, rural and coastal settings, rich in culture and history, including significant conservation reserves like Ramsar wetlands, the You Yangs and river systems supporting protected species. Geelong's 133 kilometres of coastline and rural agriculture showcase its ecological and economic diversity. Environmental challenges such as land clearing, invasive species, climate change and waste are addressed through sustainable and innovative practices.

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. Health care and social assistance is our largest employer, followed by construction and retail. Greater Geelong's economy has seen notable growth, with significant contributions from health care, construction, manufacturing, education, retail and financial and insurance services. With a substantial number of major projects in the pipeline, including industrial and commercial developments, transport infrastructure, public buildings, residential and medical developments, our region is poised for continued growth and prosperity.

Photo: Ocean Grove Beach. Credit: Visit Victoria



44.06%
Forecast population change (2026–46)[1]

17.7%
Percentage of population born overseas[3]

81.8%
Percentage of workforce that live in Greater Geelong[3]

60.7%
Percentage of population in labour force[3]

$21.52B
Gross Regional Product
wealth generated by the local economy[2]

147,234
Number of local jobs[3]

39
Median age[3]

3,562
Number of Aboriginal and Torres Strait Islander people[3]

[1] Population and household forecasts, 2021 to 2046, prepared by .id (informed decisions), January 2025.
[2] National Institute of Economic and Industry Research (NIEIR) ©2026. Compiled and presented in economy.id by .id (informed decisions).
[3] Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

OUR COMMUNITY'S VISION

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

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

At the heart of the vision are a series of aspirations focused on our region's economy and employment, health and wellbeing, the environment, arts and culture, transport connections, safety, tourism, 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: Community Vision Aspirations

VISION INDICATORS

The municipal level indicators below, aligned with the Community Vision, provide insights into the progress against community aspirations. Progress of these indicators depends on various external factors, including actions from other levels of government, non-government organisations, the private sector, institutions, community groups, and residents.

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

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

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

Visitors to the city-region
Total number of visitors to the city-region per annum

Urban tree canopy
Percentage of urban tree canopy cover

Workforce participation
Percentage of Geelong's population in the labour force

Community carbon emissions
Tonnes of CO^2– emissions for the municipality

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

THE ROLE OF COUNCIL

OUR PURPOSE

Our purpose, 'Working together for a thriving community', describes our place in the community as a contributor to the success of the municipality. We understand that positive outcomes for Greater Geelong depend on collaboration. We can't do it alone.

To achieve results for our community, we operate in three distinct but often overlapping roles:

- **Deliver** – Council directly funds and delivers services or infrastructure. Council provides 31 services that help achieve our strategic objectives. Examples include our leisure and recreation facilities, applying our local laws, and our management of civil infrastructure.
- **Partner** – Council has a strong collaborative approach and facilitates outcomes for its community and future generations through creating, building and maintaining partnerships, promoting opportunities, and building the capacity and capability of community members and organisations. Examples include providing support for local businesses and community groups or the delivery of major events.
- **Advocate** – Council advocates to state and federal governments on behalf of the Greater Geelong community for funding and delivery of equitable services or accessible infrastructure. Examples include funding for the Armstrong Creek Sports Centre and major road links such as a Bellarine Link to enhance east-west travel.

Photo: Bunjil Geoglyph - You Yangs Regional Park.

HOW WE PLAN

We have developed an integrated, long-term and transparent approach to planning, performance monitoring and reporting that is aligned with our community's vision *Greater Geelong: A Clever and Creative Future.*

Our *Integrated Strategic Planning and Reporting Framework* (ISPRF) demonstrates the relationship between our key planning and reporting documents across three distinct time horizons to ensure long-term sustainability while managing immediate operational needs:

- **Long-term (10+ years):** includes the Community Vision, Long Term Financial Plan and Asset Plan, focusing on the community's vision and long-term sustainability.
- **Medium-term (4+ years):** includes the Council Plan, Budget, Organisation Strategy, Workforce Plan and Revenue and Rating Plan, focusing on delivering on the strategic objectives.
- **Short-term (1 year):** includes Council Plan, financial performance reporting and Annual Report, focusing on immediate priorities, performance and accountability.

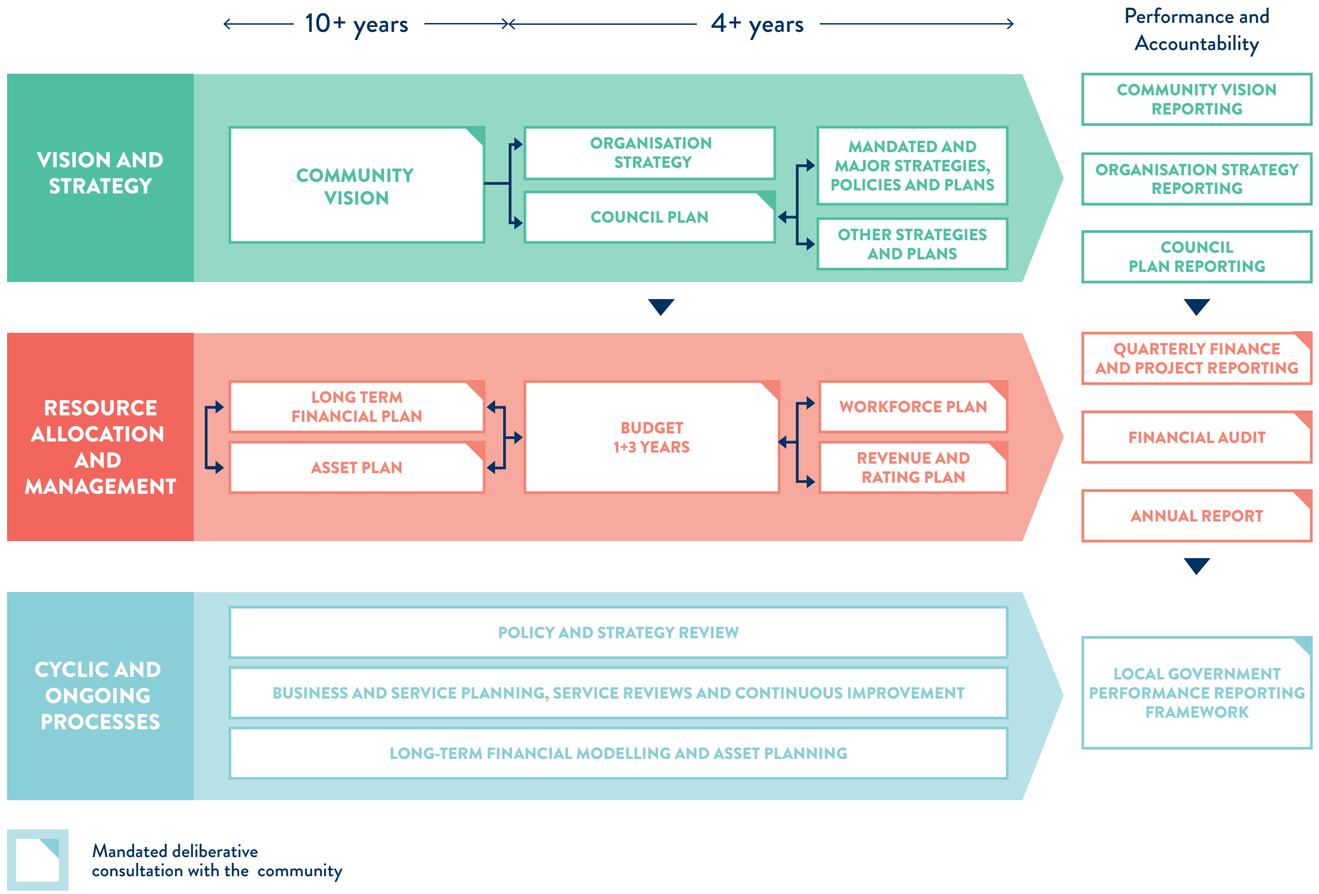


Figure 3: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

COUNCIL PLAN 2025–29

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

CORE AND CRITICAL INFRASTRUCTURE

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

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

HEALTHY AND CARING COMMUNITY

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

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

ECONOMIC DEVELOPMENT

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

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

HERITAGE AND CULTURE

Champion our unique heritage and culture, ensuring:

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

ENVIRONMENT AND CIRCULAR ECONOMY

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

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

GOVERNANCE AND INTEGRITY

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

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

Figure 4: Council Plan 2025–29 strategic direction, objectives and outcomes.

BUDGET

Each year, Council adopts an annual budget and plan outlining priorities for the upcoming financial year as part of a four-year rolling cycle.

The budget details the resources needed to achieve strategic objectives, sets priorities, measures, and allocates funds according to the Council Plan. It also specifies asset maintenance, upgrades, infrastructure needs, community services and associated costs. Revenue estimates from fees, government funding and loans help determine the required rates, which must comply with the Victorian Government's rate cap.

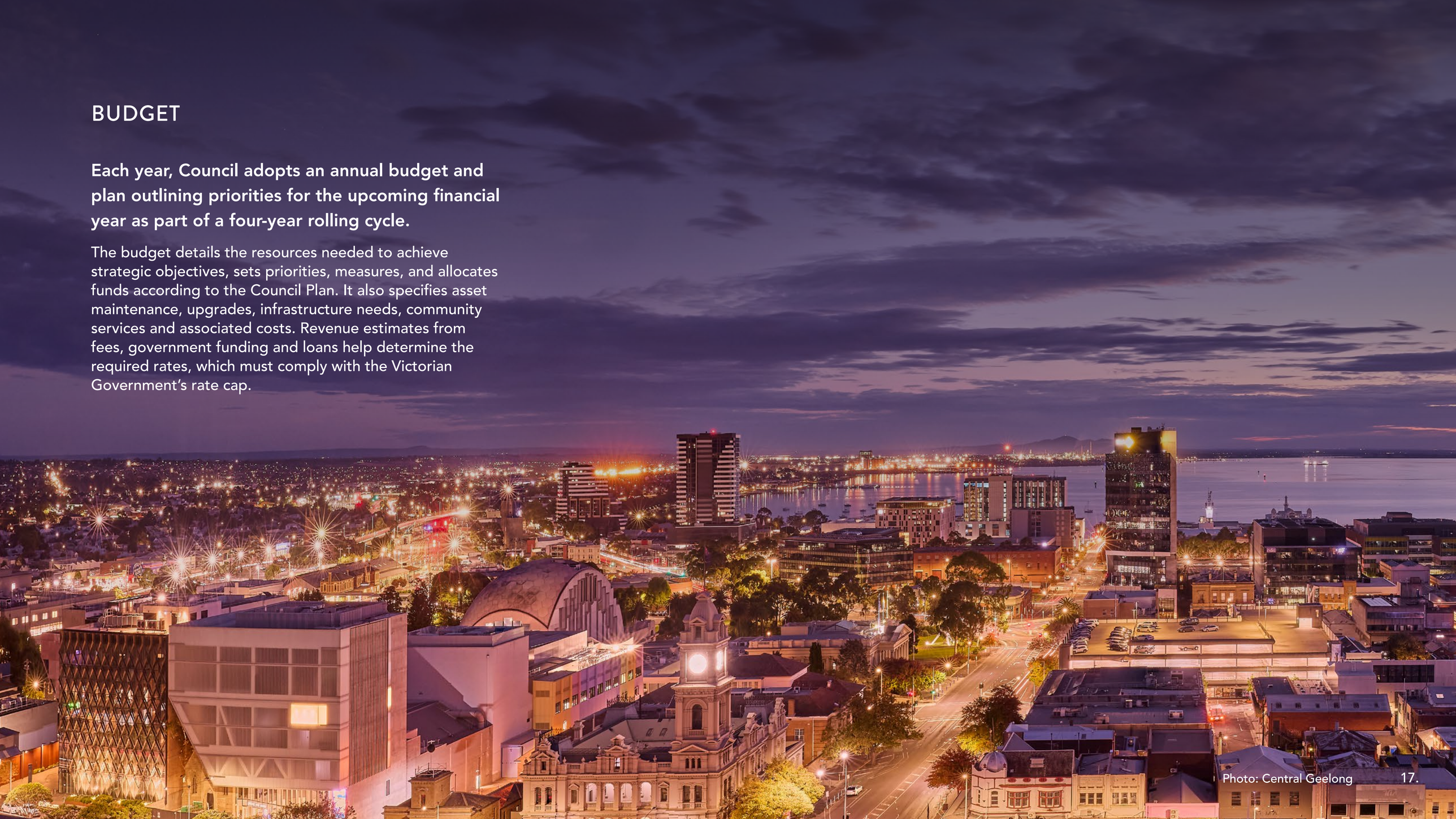


Photo: Central Geelong

YEAR IN REVIEW

CAPITAL WORKS DELIVERY

Each year, we deliver a comprehensive capital works program designed to renew and upgrade existing assets while also developing new infrastructure to support growth across the municipality. In 2025–26, the city completed $148.1 million, representing 72.5 per cent of the budgeted capital works.

Many capital works projects, whether large infrastructure developments or community facility upgrades, are only possible through the support of external funding partners, as they often exceed council's financial resources. The Victorian Government, federal government and private partners have all make important contribution, assisting the delivery of the following major capital works projects.

KEY CAPITAL WORKS PROJECTS 2025–26



WARRALILY BOULEVARD AND COASTSIDE DRIVE, ARMSTRONG CREEK – ROAD RENEWAL

› Federal – $3.2 million (Roads to Recovery Program)

The project renewed 4.1 kilometres of Warralily Boulevard and 500 metres of Coastside Drive between November 2025 and April 2026. Works included resurfacing 61,000 square metres of asphalt to improve road quality, protect the pavement and provide a smoother, quieter drive. The project used 33 per cent recycled materials, including recycled asphalt, glass and crumb rubber, and was coordinated with the Barwon Heads Road duplication project.



PORTARLINGTON RECREATION RESERVE – RESERVE UPGRADES

- Council – $14,000
- Federal – $600,000 (Department of Infrastructure, Transport, Regional Development, Communications and the Arts)
- State – $3.15 million (Department of Jobs, Skills, Industry and Regions)
- Club – $10,000 (Portarlington Football Netball Club)

Opened in February 2026, the Portarlington Recreation Reserve upgrades delivered an expanded pavilion, new scoreboards for the netball courts and oval 1, football oval fencing, a storage shed for the Agricultural Society, renewed cricket wickets and nets, and car park improvements.



WINDSOR PARK – PAVILION UPGRADES

- Council – $500,000
- State – $2 million (Sport & Recreation Victoria)

Stage 1 of the *Windsor Park Facility Development Plan* upgraded and extended the pavilion to provide compliant facilities for women and girls' netball, cricket and football. Works included new netball and umpire change rooms with dedicated women's and girls' amenities, refurbishment of existing football and cricket change rooms, and improved accessible toilet and shower facilities.



GEELONG BASEBALL CENTRE – GROUND RENOVATION

- Council – $800,000

Geelong Baseball Centre's Diamond One is one of only a few international-standard baseball ballparks in Australia. Upgrade works completed in March 2026 included new irrigation, water infrastructure and drainage; improved edging, base plates, surface levels and warning track; installation of warm-season couch grass and turf preparation. These upgrades ensure national compliance to baseball infrastructure standards, will support more community, state and multinational training and competition, and reduce maintenance.



WINTER RESERVE – PAVILION AND NETBALL COURT UPGRADE

- Council – $830,000
- State – $1 million (Sport & Recreation Victoria Country Football and Netball Program)
- Clubs – $25,000 (Belmont Lions Sports Club (Football & Netball Club) and East Belmont Cricket Club)

Upgrade works at Winter Reserve in Belmont were completed in April 2026, delivering new netball and umpire change rooms and amenities, a first aid room, netball office, storeroom, pedestrian crossing, safety-lit pathway to the netball courts and a drinking fountain. The project also included a second netball court, player and umpire shelters and court lighting, following removal of the former playground.



COLLENDINA RESERVE – PAVILION UPGRADE

- Council – $991,000
- Federal – $580,000 (Department of Infrastructure, Transport, Regional Development and Communications)
- State – $642,000 (Department of Jobs, Skills, Industry and Regions/Sport & Rec Victoria)

Upgraded facilities were completed at Collendina Reserve in May 2026, with the project delivering new player amenities, universal toilets, improved kitchen facilities, expanded social spaces, safer traffic flow, more parking, a turnaround area and an oval pathway. Separate playground renewal works added accessible play equipment, monkey bars and extra swings, supporting more inclusive community use.



THOMSON RECREATION RESERVE – REDEVELOPMENT

- Council – $1.64 million

A major redevelopment of Thomson Recreation Reserve was completed, delivering two brand-new competition-level netball courts with sports lighting, and upgraded cricket facilities featuring eight turf wickets and two synthetic wickets constructed to Cricket Australia Facility Guidelines. The existing playground was removed and replaced in a new location as part of City's Playground Renewal program.



NORLANE COMMUNITY CENTRE – REDEVELOPMENT

- Council – $1.6 million

Norlane Community Centre has been upgraded with new spaces to better support the community. These include a multipurpose room as well as two small interview rooms for meetings, consultations and one-on-one support. The upgrade also includes a large public community garden, where visitors can connect with nature, help maintain the space and, once established, pick fresh food and fruit.



LARA GOLF CLUB – DRIVING RANGE AND PRO SHOP UPGRADES

- Council – $1.096 million

Completed in March 2026, the project included an upgrade of the driving range and associated infrastructure, including construction of a new Pro-Shop building at Lara Golf Club, new driving range tee-off area with several undercover bays and creation of new entry into the club through to Pro-Shop/driving range with suitable access pathways from car park.



ROSSACK DRIVE, WAURN PONDS – ROAD REHABILITATION WORKS

- Federal – $1.3 million (Roads to Recovery Program//Local Roads Community Infrastructure Program)

Delivered by the City, reconstruction of northbound lanes between Willesden Drive and Meadowvale Drive included new asphalt surfacing, kerb installation, raised reflective pavement markers, long-life line marking, replacement of drainage pit lids and pavement lime stabilisation.



LEOPOLD MEMORIAL RESERVE – SPORTS PRECINCT UPGRADE

- Federal – $3.25 million (Department of Infrastructure, Transport, Regional Development, Communications and the Arts - Investing in Our Communities program)

Upgrades include new multipurpose sports courts, a netball warm-up court, modern change rooms, internal toilet facilities for the Scout Hall, upgraded cricket practice nets, improved car parking and pathways, enhanced lighting and CCTV, a new electronic scoreboard, AFL-compliant player benches, and the restoration and relocation of the historic Leopold Memorial Arch. These works replace ageing facilities with improved infrastructure that supports club growth, increased participation – particularly among women and girls, and the reserve's role as a regional sporting hub.



GRINTER RESERVE – SPORTS LIGHTING AND FACILITY IMPROVEMENTS

- Council – $72,486
- Federal – $600,000 (Department of Infrastructure, Transport, Regional Development, Communications and the Arts)

The improvements delivered new goal netting on oval 1 and new lighting, players' shelters, goal netting and goal posts on oval 2. The netball courts received upgraded sports lighting, with the BMX track receiving berm upgrades. Works were completed in April 2026.



RIPPLESIDE INCLUSIVE PLAY SPACE (A LIVVI'S PLACE) AND PUBLIC TOILET

- Council – $1.772 million
- Federal – $2.18 million (Local Roads and Community Infrastructure program Phase 4)
- State – $800,000 (Sport & Rec Victoria), $110,000 (Department of Family, Fairness & Housing – Changing Places grant)
- Other – $300,000 (Touched by Olivia Foundation, Quintessential & Quinn Johansson Family Office)

Opened in August 2025, the regional inclusive playground within Rippleside Park includes a Changing Places facility within the toilet block, access pathways and play space equipment. The play space has been designed to be inclusive for kids of all ages and abilities.

GRANTS

In 2025–26, the City awarded 237 grants worth $2,598,012 to community groups and organisations supporting the arts, events, creative, sporting and recreation, environmental sustainability and community sectors.

Funding ranged from small grants of $300 to assist grassroots activities, through to $250,000 to help shovel-ready community infrastructure projects. For further grants information visit our website.



GRANT	GRANT BUDGET $	APPLICATIONS FUNDED	FUNDING ALLOCATED $
Artists and Creatives Professional Development	15,000	8	15,140
Arts Projects	100,000	11	105,920
Children's Week	20,000	23	20,189
Clean Economy	50,000	3	48,362
Climate Change Partnership	180,000	5	180,000
Community Equipment	60,000	43	60,368
Community Events	220,000	29	219,500
Community Infrastructure	1,500,000	20	1,500,000
Community Strengthening	203,000	31	203,214
First Nations	100,000	7	52,875
Creative Commissions Program	80,000	4	80,000
Creative Seed	25,000	8	19,610
Environmental Sustainability	70,000	8	59,635
Positive Ageing	24,000	37	33,199
Total	**2,647,000**	**237**	**2,598,012**

TABLE 1: 2025–26 Community Grants applications funded

ADVOCACY AND PARTNERSHIPS

Greater Geelong's population growth and strong economy are driving significant change across the municipality and wider region.

The City plays an important role in representing regional priorities and advocating for the infrastructure, services and investment needed to support communities now and into the future.

In 2025–26, a coordinated program of advocacy, government relations, partnerships, international engagement and grant activity helped secure external funding, build strategic relationships, support investment opportunities and position Greater Geelong as a connected, responsive and future-focused regional city.

By aligning this work with the *Council Plan 2025–2029* and the 30-year community vision, effort was focused on priorities with the greatest community impact.

Government relations and advocacy

We continued to build strong relationships with representatives from all levels of government, neighbouring councils, peak bodies and regional stakeholders. This ongoing engagement helped ensure key issues for Greater Geelong—including infrastructure, transport, planning, economic development, aged care and community safety—were understood and considered in policy, funding and decision-making.

Advocacy activity included formal submissions, correspondence, meetings and coordinated engagement on matters aligned with the City's Priority Projects program and State and Federal budget processes. This work provided opportunities to present Greater Geelong's priorities to decision-makers, contribute to policy discussions and support consideration of regional projects through government funding and planning processes.

A key example was the City's advocacy on behalf of the community for a more practical approach to glass recycling. Through the Priority Projects program, Greater Geelong joined more than 30 Victorian councils in calling on the Victorian Government to pause the mandatory rollout of a fourth kerbside glass recycling bin and allow councils to choose cost-effective local solutions. The City's position was supported by feedback from more than 1,600 local respondents, who opposed an extra bin and supported expanding Victoria's Container Deposit Scheme.

We also continued to manage Member of Parliament enquiries, which are requests or questions raised by residents through their elected representatives on matters involving the City. These enquiries may relate to services, projects, planning matters, local infrastructure, community safety or other issues affecting residents. Responding to them often required input from relevant business areas and coordination across multiple departments, particularly where matters were complex, sensitive or required a detailed explanation.



Photo: Corio Bay, Geelong

International relations

International engagement grew significantly, strengthening relationships with priority markets including India, Korea and Japan, as well as partners across the United States, China, Timor-Leste, Indonesia, France and other international networks. This work positioned Geelong as a globally connected city and supported opportunities in trade, investment, education and cultural exchange.

Key highlights included:

- The Geelong–India Collaborative Futures Forum in March 2026 which brought together government, business, education and community stakeholders to explore shared opportunities and support ongoing collaboration with India as a priority market.
- The launch of the Global Hub in May 2026 which established a dedicated space for international engagement, supporting stakeholder meetings and economic development connections.
- Trade delegations from Korea, Japan and China, including key industry representatives, which generated economic value by supporting investment, business partnerships and market access.
- Promotion of Geelong and the Bellarine tourism experiences to 95 international travel trade representatives at the Australian Tourism Exchange in May 2026, encouraging travel wholesalers, distributers and agents to feature the region on their itineraries and travel programs.

Partnerships

During the year, we managed over 100 partnership activities with organisations across sport, health, community services, culture, tourism and economic development. Partnerships including the Geelong Football Club, AFL Barwon, Barwon Health Foundation, Give Where You Live, Committee for Geelong and Geelong Gallery supported community wellbeing, participation, cultural identity, regional collaboration and celebration. A key highlight was the City's partnership with Barwon Health Foundation for the inaugural Run4Geelong event which raised $323,000 for Barwon Health and included 6,750 participants. We also improved our internal approach to partnership governance, improving alignment, oversight and value from these relationships.

Incoming grants

Grant activity continued to support investment and project delivery, with the City securing $25,908,337 in funding from 33 applications and achieving a 69 per cent success rate, up 7 per cent from the previous year. A further 12 applications carried over from 2024–25 were finalised, with seven successful applications securing an additional $3,084,700. These results reflected not only increased grant activity but also improved quality and targeting of applications. The Grant Writing for Success internal eLearning module supported employee capability and grant readiness across the organisation. By the end of May 2026, the module had recorded 46 enrolments and 13 completions, helping to embed a more consistent and evidence-based approach to grant seeking.

ADVOCACY AND PARTNERSHIP SNAPSHOT 2025–26

168 government relations activities

221 advocacy actions undertaken

30 formal submissions to government

187 new Member of Parliament enquiries

183 Member of Parliament enquiries completed

161 International engagement activities

101 partnership activities

18 ongoing Member of Parliament enquiries

KEY CHALLENGES AND OPPORTUNITIES

Greater Geelong is navigating a period of significant change, driven by strong population growth, service reform, financial pressures and evolving community needs.

Forecast population growth together with the Victorian Government's target of 128,600 new homes by 2051, will place increasing pressure on Greater Geelong's housing, infrastructure, transport, services and community facilities. A coordinated, growth-led approach to planning and investment will be needed to balance infill and greenfield development, maintain affordability and liveability, protect environmental assets and local character, and ensure communities have the infrastructure and services they need.

Alongside this growth, the City is undertaking responsible reform across key services in response to changing government requirements. In-home community care services are being aligned with the federal government's new aged care model to strengthen governance, compliance, quality and safety. In line with Victorian Government waste and recycling reforms, the City is working towards a combined food and garden organics bin, while the implementation of a mandatory kerbside glass collection service has been deferred due to concerns about inefficiencies and significant costs for Council and the community. Across these service reform areas, the focus remains on careful transition, clear communication and maintaining reliable, sustainable services that continue to meet community needs.

These reforms are occurring within a challenging financial environment. Inflation, rising interest rates, cost shifting, rate capping and higher construction costs continue to affect Council's ability to fund services, renew assets and invest for future growth. Careful spending prioritisation, transparent decisions about service levels, responsible debt management and productivity improvements will be essential to maintaining long-term sustainability.

This financial context also reinforces the need to manage the City's large and diverse asset base sustainably, including roads, footpaths, drainage, buildings, open spaces, recreation facilities and community infrastructure. Evidence-based prioritisation, long-term planning and better use of existing assets will help ensure facilities remain safe, accessible, fit for purpose and affordable for future generations.

At the same time, Greater Geelong's growth and diversification create opportunities to strengthen the regional economy. Maintaining competitiveness as a destination for business investment, industry growth and job creation will be critical. Central Geelong's renewal, supported by mixed-use development, improved public spaces and cultural investment, will help strengthen the city centre, while a strong creative and cultural sector will enhance liveability, attract visitors and support local jobs.

As the region grows, it will be important to ensure the benefits of growth are shared across the municipality. Place-based responses, inclusive programs, welcoming spaces and strong community networks can help address social and economic disparities, reduce barriers to participation and strengthen connection, belonging and wellbeing. This includes supporting people who are at greater risk of loneliness, social isolation or exclusion by improving access to local opportunities and community life.

Delivering these outcomes will require more than Council action alone. Strong partnerships and sustained advocacy with governments, service providers, industry, education partners, community organisations and people with lived experience will be essential to securing investment and delivering lasting community benefit.

COMMUNITY ENGAGEMENT

Community engagement is central to Council's decision-making, helping ensure decisions reflect the experiences, priorities and values of the Greater Geelong community.

Good community engagement means asking the right questions, of the right people, at the right time, and in the right way, ensuring that community voices meaningfully inform the decisions we make. When we get this right, we can:

Over the past year, more than 8,633 community members participated in 84 engagement projects through a mix of online, in-person and deliberative methods. While engagement was primarily delivered online, with 68 per cent online-only, 32 per cent of projects also included an in-person option.* Many of these were held in familiar community settings, including libraries, neighbourhood houses, playgrounds, events and markets, making it easier for residents to provide feedback in places they already visit.



ENHANCE COMMUNITY PARTICIPATION

Encourage and facilitate active participation from all community members, ensuring their voices are heard and considered in decision-making processes.



BUILD TRUST AND TRANSPARENCY

Foster trust and transparency between the City and our community by providing clear, accessible, and timely information.



PROMOTE INCLUSIVITY AND DIVERSITY

Ensure that engagement activities are inclusive and reflect the diverse needs and aspirations of the community.



SUPPORT INFORMED DECISION-MAKING

Provide decision-makers with comprehensive and diverse community input to inform policies, plans, and projects.



STRENGTHEN RELATIONSHIPS

Build and maintain strong, respectful, and collaborative relationships with community members, stakeholders, and partners.

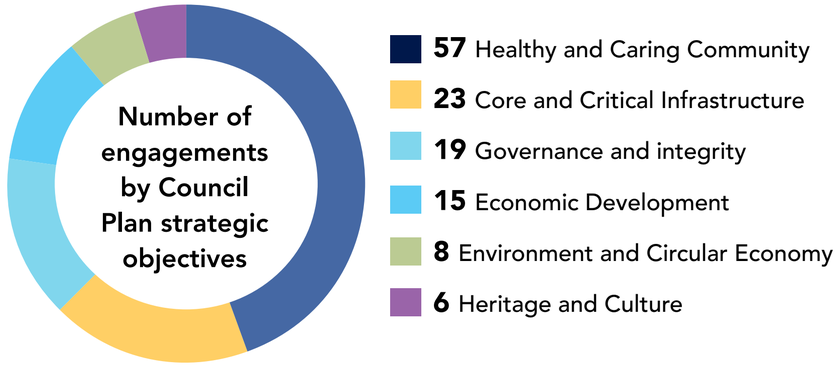


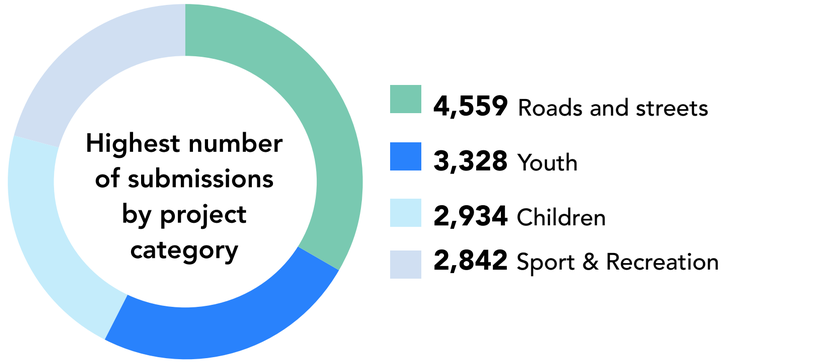
Photo: City employees at the Geelong West Neighbourhood Conversations.

*Comparison of hybrid and online-only engagements should be considered in the context of legislatively required consultations. A large proportion of online-only engagements related to matters such as road renaming, land sales, leases and licences, where directly affected property owners, residents and businesses were contacted directly as part of the consultation process.

We also continued to strengthen our community engagement practice with initiatives including:

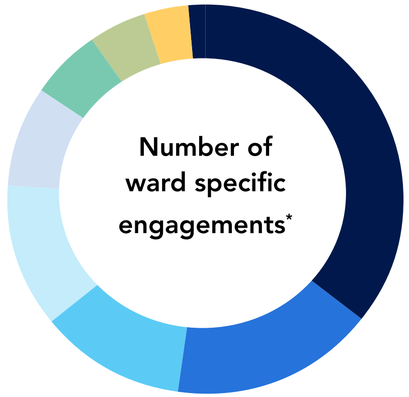
- adopting an updated *Community Engagement Policy 2026–30* in May 2026, which sets a consistent approach to engagement across Council, including being clear about what the community can influence, selecting appropriate engagement methods, making participation inclusive and accessible, and reporting back on how feedback informed decisions
- embedding deliberative engagement into the 2026–27 Budget process, bringing together a representative panel of 38 community members to consider key financial challenges and provide informed recommendations that helped shape the final budget
- continuing to embed the policy in practice through employee training and capability building, with 23 employees completing the Certificate of Engagement program to support consistent, high-quality engagement across the organisation
- expanding community participation through Neighbourhood Conversations, which brought residents, councillors and employees together in familiar local settings to discuss community issues, inform Council priorities and provide customer service outreach
- supporting the City's Youth Council, with 11 members aged 13 to 17 years meeting regularly to identify priorities and advise Council on issues affecting young people. Priority areas included health and wellbeing, environmental protection, inclusion and safety, and economic opportunity
- establishing three new community advisory groups:
  - › Social Inclusion Action Group (September 2025) - bringing together community members with lived experience of loneliness and social isolation to identify barriers to participation and co-design local responses that support mental health, reduce loneliness and strengthen community connection. Formed in partnership with the Victorian Government, the group responds to the Royal Commission into Victoria's Mental Health System.
  - › Environment and Circular Economy Advisory Committee (March 2026) - provides strategic advice to Council on protecting and enhancing Greater Geelong's natural environment, while supporting a sustainable, climate-resilient and economically vibrant community.
  - › Aged Care Advisory Committee (April 2026) - provides independent advice and assurance to Council on compliance with the Aged Care Act 2024 in relation to in-home care services, including Support at Home and the Commonwealth Home Support Program (CHSP).



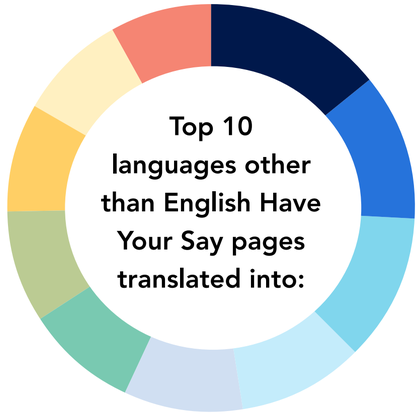


Participation on Have Your Say platform 2025–26

91,330	219,897	12,180	84	9,366
visitors	project page views	online contributions	active engagement projects	registered members (up 1,317 from 2024–25)



30 All wards
14 Kardinia
10 Corio
9 Deakin, Murradoc, Cheetham (respectively)
7 Charlemont, Hamlyn Heights (respectively)
5 You Yangs
4 Leopold, Connewarre (respectively)
3 Barrabool Hills



102 Chinese (Simplified)
83 Tamil
83 Spanish
71 Arabic
66 Vietnamese
63 Punjabi
63 Croatian
62 Polish
60 Italian
57 Malay

* Engagements may be classified under more than one ward. As a result, the combined category total is greater than the number of unique engagements. Engagements that involve the whole municipality are included under All Wards.

Top projects visited

8,921
Drysdale / Clifton Springs – Proposed Footpath Network

5,289
Integrated Transport Strategy (stage 3)

5,252
Ocean Grove District Ride Centre

4,606
Draft Geelong Waterfront Master Plan (stage 2)

3,293
Chirnside Park, Lara

Top project submissions*

3,460
Drysdale / Clifton Springs – Proposed Footpath Network

1,194
Chirnside Park, Lara

825
Integrated Transport Strategy (stage 3)

490
Digital Parking Survey

*some engagements will have fallen over more than one financial year and/or will have multiple stages. These figures are for the 2025–26 financial year.



Photo: Biyal-a Armstrong Creek Library.



Photo: Health and Social Equity and Swim, Sport and Leisure team members celebrating their awards.

AWARDS AND RECOGNITION

- Biyal-a Armstrong Creek Library received a highly commended in the LGPro Awards For Excellence Community Assets and Infrastructure Projects over $20 million category.
- The Barwon Heads Bowling Club Pavilion and Rippleside Inclusive Play Space, A Livvi's Place were both nominated in the Parks & Leisure Australia VIC/TAS – Community Facility of the year category.
- The *Geelong Waterfront Master Plan* won the VIC/TAS Strategic Planning Award, with the *Ocean Grove Sporting Infrastructure Plan 2025* also nominated in the same category.
- The Rippleside Inclusive Play Space, A Livvi's Place, was the winner of the Parks & Leisure Australia VIC/TAS - Play Space greater than $1M category.
- Biyal-a Armstrong Creek Library received a commendation in the Public Library category at the Australian Library and Information Association's Design Awards.
- The City was recognised at the 2026 Aquatics & Recreation Victoria Industry Awards, with Leisurelink receiving the Swim School Award for improved student progression, Leisurelink was also recognised for delivering accessible, inclusive and culturally safe swim lessons. The City also received the Healthy Choices Award recognising leadership in promoting healthy lifestyles through community recreation services which celebrated a cross-department collaboration between members of our Health and Social Equity and Swim, Sport and Leisure teams.
- The City of Greater Geelong / Tourism Greater Geelong and The Bellarine received Bronze in the Local Government Award for Tourism at the Victorian Tourism Awards in November 2025.
- The City was a finalist in Economic Development Sustainable Initiatives category of the National Economic Development Australia Awards 2025 for our Clean Economy Grants.
- Visit Victoria commended the City's delivery of the Cadel Evans Great Ocean Road Race activations, marketing and visitor experience.
- The Geelong Electric Homes Program received national recognition, winning the 'Leading Energy Management Project: Residential' category at the Energy Efficiency Council Gala Awards. Funded through the City's Climate Change Partnership Grants and delivered by Geelong Sustainability, the Electric Homes Program supports residents to transition to all-electric, energy-efficient homes powered by renewable energy.



Photo: Vape recycling bin.



Photo: Dennys Place, Geelong.

- Following a successful vape recycling bin trial at The Nest and fOrT youth hubs, Ecocycle issued the City with a ‘Recycling Excellence’ certificate in recognition of environmentally sound practice for harnessing its recycling technology.
- The Laneways: Malop Arcade project (Dennys Place) was awarded the 2025 Australian Institute of Architects National Award for Small Project Architecture, recognising the innovative transformation of central Geelong laneways. The project was delivered as part of the Revitalising Central Geelong Partnership; a partnership between the Victorian Government, the City and the Wadawurrung Traditional Owners Corporation.
- The Geelong Botanic Gardens were winners at the Wedding Industry Awards in Wedding Chapel and Ceremony Locations category. This accolade highlights the garden’s exceptional service and the quality of the ceremonies with the option to take photos throughout the beautiful grounds.
- The City’s Clean Economy Business Support Program was named a finalist in the 2025 National Economic Development Awards for Excellence – Economic Development Sustainable Initiatives.
- Corio Bay & Bellarine Foreshore Monitoring - Highly Commended in the Community & Sustainable Environment Category for the Excellence in Surveying and Spatial Information Awards 2026.
- A City employee’s passion for innovation in records management earned back-to-back national recognition, with their thought-provoking articles shortlisted for the Records and Information Practitioners Alliance (RIMPA) Industry Article of the Year Award in both 2024 and 2025.
- The City’s Health Safety and Wellbeing team was recognised as Runner Up at the 2025 WorkSafe Awards for Leading Return to Work Practice.
- The City was a joint winner of the LGPro Community and Integrated Planning Award for Organisation-Wide Integrated Planning Initiative at the 2026 Integrated Planning Awards. The award recognises excellence in aligning council plans, community visioning and service delivery.
- Two City employees were finalists in the 2026 LGPro Awards for Excellence in the Young Achiever Award category.
- The City’s Customer Service team was nationally recognised as a finalist in the Local Government Customer Service Organisation of the Year category at the Customer Service Institute of Australia 2025 Australian Service Excellence Awards.

FINANCIAL OVERVIEW

This is a summary of our financial results for 2025–26. For full details, please refer to the Annual Financial Report on page 144.

SURPLUS OF $90.8 MILLION

slightly decreased from the prior year result of $117.3 million.

$635.9 MILLION REVENUE

with 53.6 per cent coming from rates and charges.

$545.2 MILLION EXPENDITURE

38.9 per cent employee costs and 26.7 per cent materials and services.

$5.2 BILLION IN NET ASSETS

$51.1 million decrease on the restated prior year due to the $141.8 million asset revaluation decrement offset by the $90.8 million surplus.

$148.1 MILLION CAPITAL EXPENDITURE

56.6 per cent for roads, footpaths, bike paths and drainage, and 40.0 per cent relating to land and buildings.

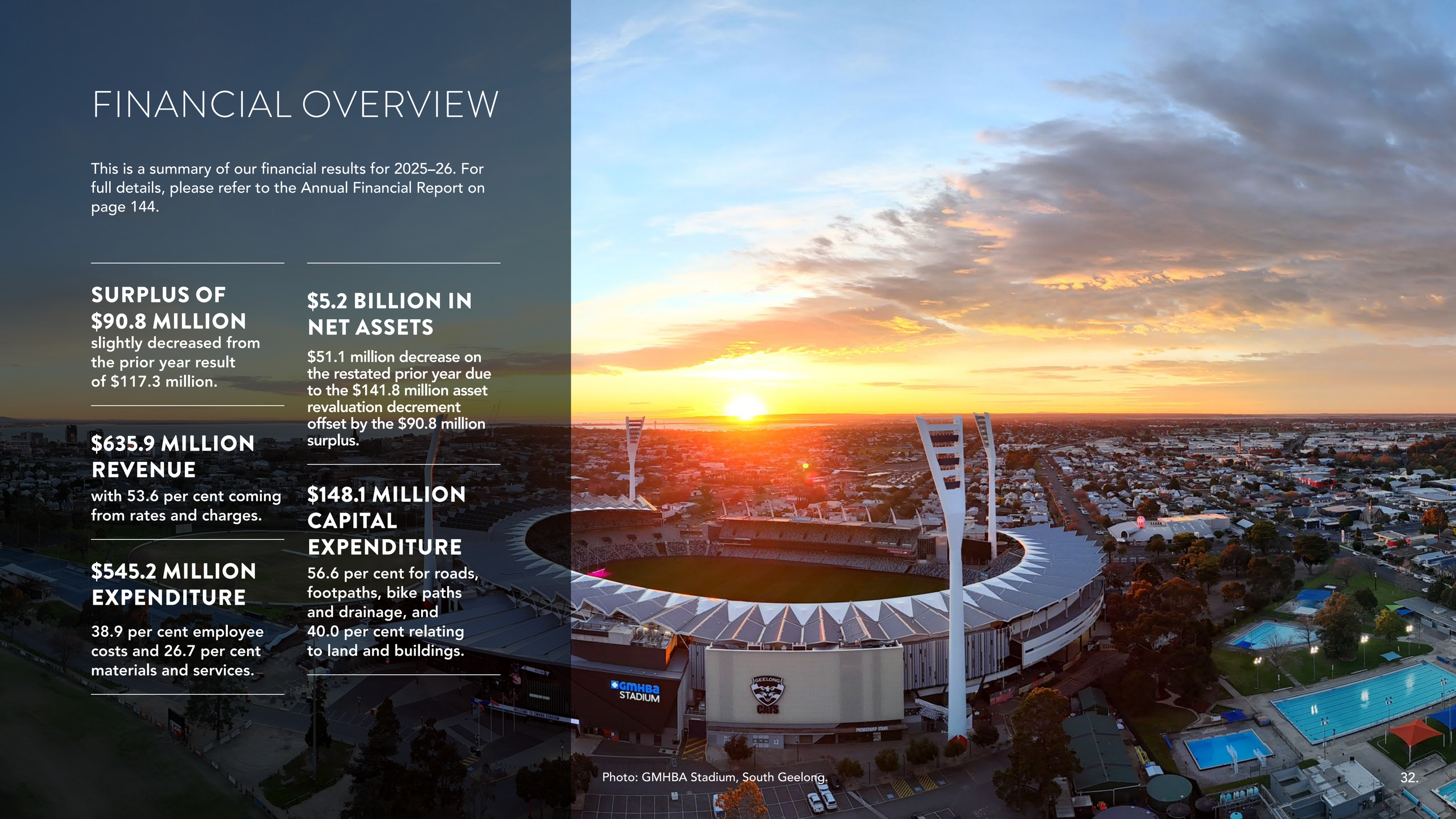


Photo: GMHBA Stadium, South Geelong.

COMPREHENSIVE INCOME STATEMENT

The comprehensive income statement shows how much we earned during the 2025–26 financial year. It details where we received our income and how it was spent.

Net Result

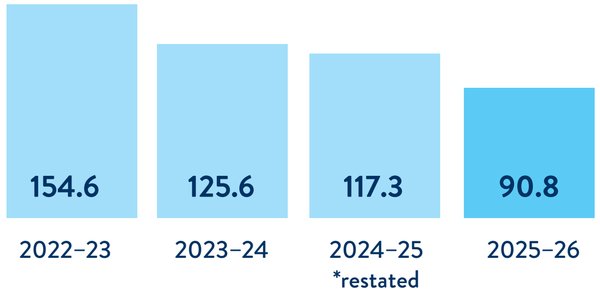


Figure 5: Net result 2022–23 to 2025–26 ($m)

The net result – that is, income minus expenditure – is shown in Figure 5 can largely be attributed to:

- Rates income increase of $18.3 million due to the impact of the 2.5 per cent rates increase which was below the Fair Go rates system rates cap as well as additional waste charges and interest received.
- Grant income increase of $18.6 million due to the receipt of additional Financial Assistance Grant funding for Roads to Recovery Program and funding for non-recurrent capital projects.
- Contributions- monetary reduced by $8.1 million due to the timing of developments year on year.
- Contributions- non monetary reduced by $30.1 million due to assets identified during the financial year being recognised in the restated comparative financial years, resulting in prior year adjustments for found footpath assets $14.7 million and subdivision assets $17.5 million.
- Net loss on disposal of property, infrastructure, plant and equipment increased by $18.8 million due to the de-recognition of $23 million of landscaping and green assets from the asset register which did not meet the accounting standard requirements.
- Increased materials and services of $13 million related to increased contractor payments and maintenance and includes the reallocation of project capital expenditure to operating expenditure due to its nature following significant work and reviews on project expenses to recognise assets and decrease work in progress.
- Increased employee costs of $9.3 million (4.5 per cent) in line with the Enterprise agreement and the increase in the Superannuation Guarantee to 12 per cent.
- Depreciation of $105.3 million decreased by $13.2 million due to the adjustment of prior year expenses, restating comparative balances, and a process change to remove estimated balances related to older projects that were added to the asset register in 2025–26.
- Allowance for impairment losses credit of $1.4 million is a net improvement of $3.0 million due to a reassessment of the collection rates of older debt, in accordance with accounting standards, resulting in reduced provision being required.

Total Comprehensive Results

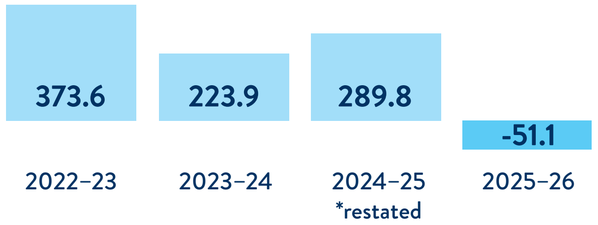


Figure 6: Total comprehensive results 2022–23 to 2025–26 ($m)

Recurrent Operating Results

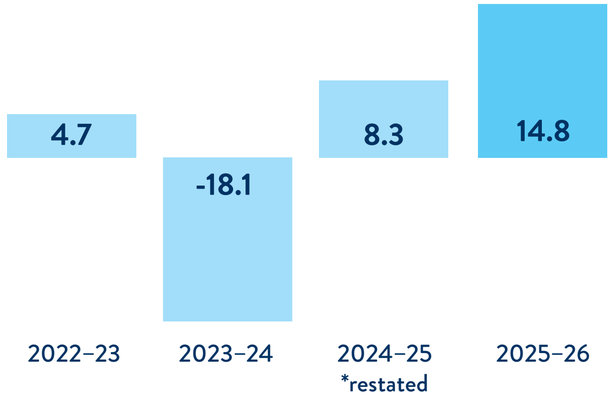


Figure 7: Recurrent operating results 2022–23 to 2025–26 ($m)

The total comprehensive result represents the overall change in Council's net assets (equity) during the financial year from both operating activities and other non-operating valuation movements and comprises the surplus/ (deficit) +/- Net asset revaluation reserve gain/(loss).

For 2025–26 this was a deficit of $51.1 million, impacted by net asset revaluation losses of $141.8 million offset by the $90.8 million net result.

The total surplus includes an operating recurrent surplus of $14.8 million which increased from prior year due to changes in timing of recurrent grant income recognition and reduced depreciation.

Budget surpluses are forecast over the next four years, including a $170.6 million surplus in 2026–27. 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.



Photo: Norlane ARC, Norlane.

BALANCE SHEET

The balance sheet shows what we own or control (assets), what we owe (liabilities) and our net worth (equity). It is a one-page snapshot of the financial position of Council at 30 June.

Assets

Our assets are primarily made up of:

- cash and cash equivalents of $57.9 million – used to cover our short-term commitments including long-service leave and debt obligations.
- Other financial assets of $190.0 million- surplus funds invested long term to earn interest and manage our operational and strategic needs into the future.
- property, plant and equipment and infrastructure worth $5.2 billion – an decrease of $115.4 million on the previous year.

These asset types make up 98.2 per cent of our total assets.

Total assets

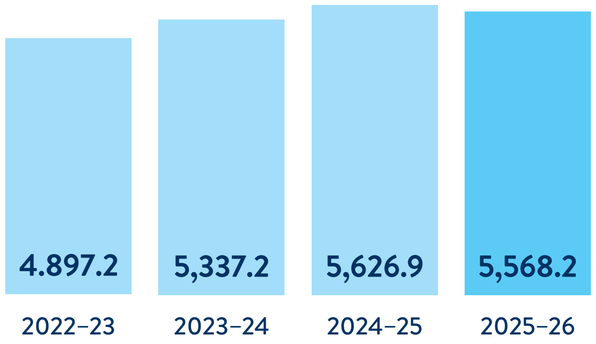


Figure 8: Total assets 2022–23 to 2025–26 ($m)

Cash and Investments

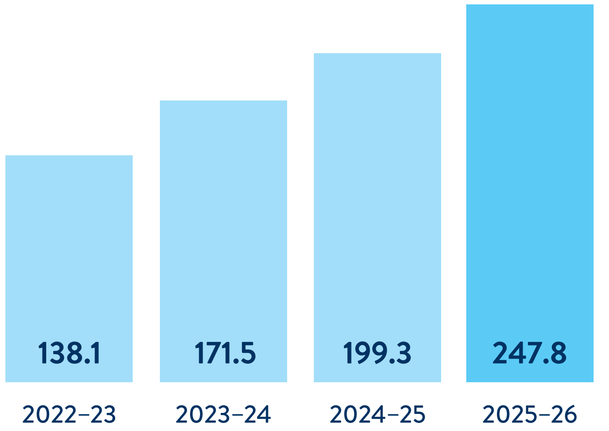


Figure 9: Cash and Investments 2022–23 to 2025–26 ($m)

CAPITAL PROGRAM

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

Our capital works expenditure in 2025–26 was $148.1 million. This included

- $54.5 million on new assets (36.8 per cent)
- $61.5 million on renewal works (41.5 per cent)
- $32.1 million on upgrade works (21.7 per cent).

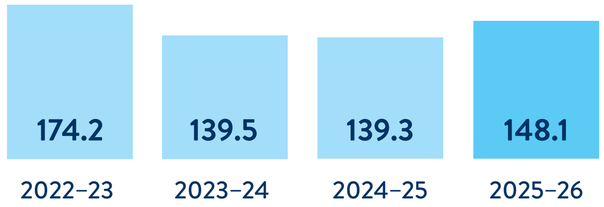


Figure 10: Capital works expenditure 2022–23 to 2025–26 ($m)

The main categories of expenditure were:

- $59.2 million on land and buildings
- $32.9 million on roads
- $19.2 million on recreational, leisure and community facilities
- $10.5 million on footpaths and bike paths
- $9.4 million on parks, open space and streetscapes
- $5.0 million on plant and equipment
- $5.3 million on drainage
- $6.6 million on other assets.



Photo: City employee's undertaking drainage works.

LIABILITES

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

Total Liabilities

As Figure 11 shows, total liabilities were $328.8 million, a decrease of 1.1 per cent.

Loans

Our loan balance equates to 47.6 per cent of total liabilities, has decreased from 2024–25 (55.3 per cent) due to the repayment of loan principal to reduce Councils debt balances.

Ratepayer equity

Ratepayer equity is represented by our net worth – that is what we own ($5,568 million) minus what we owe ($ 328.8 million).

As Figure 13 shows, ratepayer equity as at 30 June 2026 was $ 5,239.4 million – a 1 per cent decrease on the previous year. This is due to continued growth of our fixed asset base offset by revaluation decline.

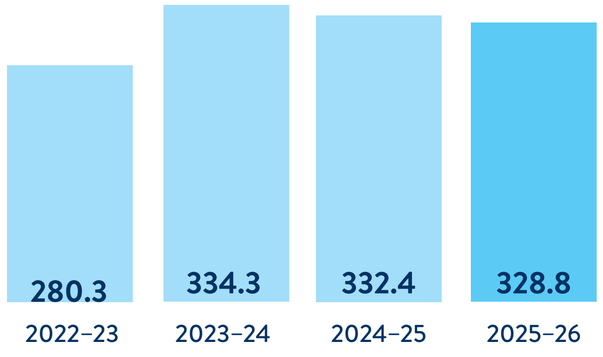


Figure 11: Total liabilities 2022–23 to 2025–26 ($m)

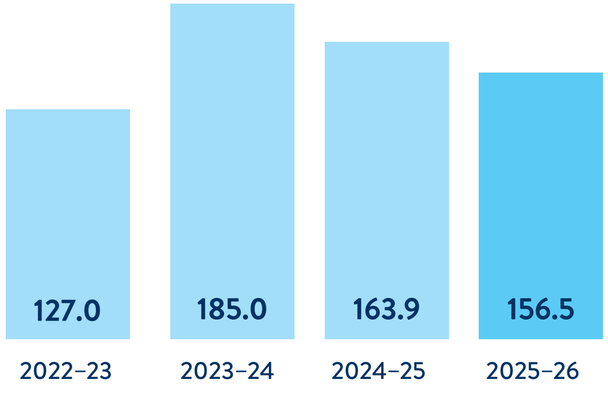


Figure 12: Loans from 2022–23 to 2025–26 ($m)

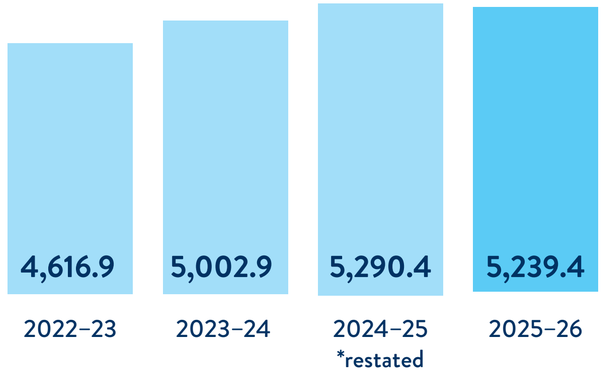


Figure 13: Ratepayer equity 2022–23 to 2025–26 ($m)

PERFORMANCE RESULTS

HOW TO READ THIS SECTION

The following pages present an overview of our progress towards meeting the objectives outlined in the *Council Plan 2025–29*. Performance results are broken up into each of the six Council Plan objectives and include:

- budget-funded services
- prescribed service performance measures in accordance with the Local Government Performance Reporting Framework (LGPRF)
- updates on the status of Council Plan major initiatives and indicators
- other achievements.

Council Plan major initiative status

- **On track:** Progressing as planned and expected to meet delivery
- **Delayed:** Behind schedule; still expected to be delivered within the Council Plan term
- **Completed:** Fully delivered
- **Withdrawn:** No longer proceeding
- **At Risk:** Behind schedule; unlikely to be delivered within the Council Plan term

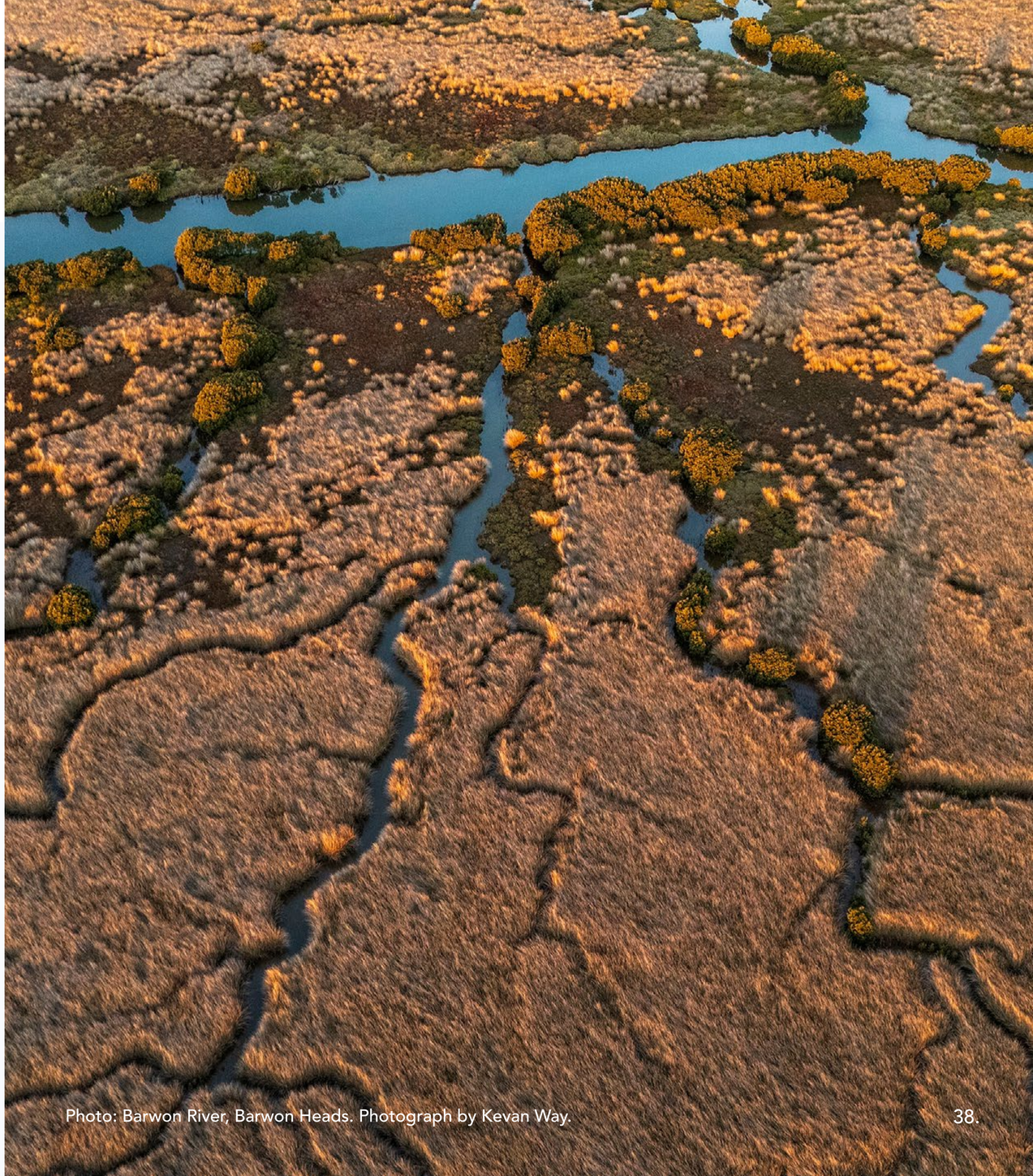


Photo: Barwon River, Barwon Heads. Photograph by Kevan Way.

CORE AND CRITICAL INFRASTRUCTURE

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



Photo: Growth area, Lara

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

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

SERVICE DELIVERY HIGHLIGHTS 2025–26

2,215km of roads inspected proactively

4,000 metres of reserve fencing renewals delivered

6,240 sports ground safety inspections

821 storm event jobs attended and completed

9,475 potholes repaired

1,095 pool water tests completed at the Geelong waterfront

1,363 planning permit applications received (the second highest number in Victoria)

4,721 drainage maintenance tasks completed

COASTSIDE DRIVE RECREATION RESERVE MASTER PLAN

The *Coastside Drive Recreation Reserve Master Plan* will guide the delivery of a new sports and recreation reserve in the Armstrong Creek Growth Area. Community consultation on the draft plan took place from July to August 2025 to understand local priorities, identify concerns and ensure the reserve meets the needs of current and future users.

As a future home for sporting clubs and community tenants, the reserve will primarily serve local residents. The engagement reached the community most likely to use the reserve, with 78 per cent of survey respondents from Armstrong Creek and 94 per cent supporting the draft plan.

A key feature of the consultation was the 'build your park' tool, which invited residents to select preferred play equipment within a set budget. Feedback showed strong support for climbing structures, swings and slides, as well as more adventurous and interactive features such as flying foxes and water play.

This feedback informed an initial play space concept, which was included in the final master plan for community review. The strong consultation results supported Council's endorsement of the master plan and enabled the City to progress the next stage of reserve delivery.

Council spend

The table below outlines the services funded in the 2025–26 budget to support our Core and Critical Infrastructure strategic objective.

SERVICE AREA	DESCRIPTION	NET COST ACTUAL BUDGET VARIANCE $000
Asset and 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.	-29,023 -33,743 4,720
Civil Infrastructure Management	Provide and manage the City's transport related infrastructure assets, including roads, footpaths and drainage.	-7,561 -7,677 116
Major Projects	Plan, manage and deliver the construction of new and renovation of existing large-scale, complex infrastructure projects.	-809 -1,191 382
Strategic Asset Management	Ensure the City's assets are fit for purpose, safe and managed to minimise unnecessary expenses related to asset ownership, maintenance, and replacement.	-939 -1,171 232
Land Use Planning and Building*	Provide planning, building, compliance and enforcement services to ensure existing and proposed developments meet legislative and regulatory requirements and support safe, sustainable communities.	-14,985 -16,658 1,673
Strategic Planning and Design*	Provide strategic planning and urban design services to guide sustainable growth, support liveable communities, and inform long-term land use and development outcomes.	Included with Land Use Planning and Building

*previously included under Planning and Building in the Budget 2025–26

Service performance indicators

Council also measures its performance against the *Local Government Performance Reporting Framework (LGPRF)* for the following key council services as required by legislation.

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
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]	91.00	91.00	92.00	67.00
Comment: There has been a 50% increase in VicSmart applications this year which has reduced the median time.				
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	75.05%	78.60%	74.01%	81.62%
Comment: Council achieved its target for the percentage of planning application decisions made within legislated time frames. The increased result is based on the retention of employees, experience of employees and improved internal processes.				
Service cost – SP3 Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	$3,250.96	$4,026.43	$3,092.84	$3,143.21
Comment: The indicator remains steady compared to previous years.				
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	64.00%	58.33%	44.44%	70.59%
Comment: The change in percentage is primarily due to the inclusion of consent orders (by all parties) being included this year (compared to not being included last year).				

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
Roads				
Satisfaction of use – R1 Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	167.24	100.69	109.15	121.67
Comment: Sealed local road request volumes have increased and are likely driven by expanded customer reporting channels accessibility through online reporting platforms, all resulting in more road issues being identified and reported.				
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	95.59%	96.30%	93.25%	93.98%
Comment: Council maintains most 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% 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]	$150.43	$133.02	$183.15	$98.36
Comment: Road reconstruction costs decreased due to targeted treatment selection, refining renewal work deliverables and reducing the need for costly upgrades or modifications to ancillary assets such as drainage, kerb and channel and other infrastructure.				
Service cost – R4 Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$22.39	$17.87	$26.45	$30.53
Comment: Road resealing costs increased due to above expected prices for bitumen, aggregates, fuel and labour. Additionally, with a shortage of key contractors there was reduced market competition, resulting in higher unit rates for resealing works across the network.				
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]	53	46	45	43
Comment: Confusion regarding the distinction between roads managed by the City and those managed by the Victorian Government may be a significant contributor to these lower satisfaction levels. Although the Victorian Government continues to invest in its road network, preventative resurfacing and resealing appear to have declined over time. This may be contributing to poorer State road surface conditions within the municipality. Because the network is shared and maintenance responsibilities are not always clear to the public, these issues may influence satisfaction ratings for the City. In addition, recent Victorian and local government infrastructure projects have required temporary road closures, traffic management measures, and detours throughout the municipality. While these projects are necessary to support the City's continued growth and improve long term transport outcomes, they may have negatively affected customer perceptions and user satisfaction during these extended construction period.				

Council Plan indicators

Our indicators define how we measure our success against Council Plan.

INDICATOR	BASELINE	RESULT AT 30 JUNE 2026	STATUS
Increase the kilometres of transport infrastructure.	New indicator – no baseline	• 32.8km new footpaths and shared paths • 11.2km new roads	No Baseline Data
Asset renewal and upgrade expense compared to depreciation above 85 per cent.	58.47% (2024–25)	88.84%	Positive Trend Against Target
Increase the provision of open space.	1,048.8 hectares – 503 sites (June 2025)	1,058.7 hectares – 509 Sites	Positive Trend Against Target
Increase the proportion of housing construction within existing urban areas.	15% (2025)	32%	Positive Trend Against Target

Major initiatives

Our major initiatives detail work that is critical to deliver on the Council's strategic objectives and outcomes. Highlights from this year are in the table below. For more information, please refer to the Council Plan dashboard.

INITIATIVE	OUR ROLE	STATUS
Accelerate planning for housing, employment land and major infrastructure development in response to the Plan for Victoria.	Deliver / Partner / Advocate	
Develop and implement the Public Realm Strategy to guide the landscape character, transport and economic outcomes of key streets.	Deliver	
Develop and commence implementation of a new Integrated Transport Strategy.	Deliver / Advocate	
Upgrade and develop community, sports, and active recreation infrastructure to enhance access and participation in local sports and activities.	Deliver / Advocate	
Improve and expand regional sporting facilities as part of the Regional Sports Infrastructure Program.	Deliver	
Invest in flood management and mitigation initiatives across Greater Geelong.	Deliver / Advocate	

Other achievements

- Progressing the draft Creamery Road Precinct Structure Plan which will enable over 4,200 new homes and commercial centres alongside community infrastructure, open space and environmental protection measures in the Northern Western Geelong Growth Area.
- Working in close partnership with Golden Plains Shire to advocate for improvements to the Geelong, Bellarine Peninsula and Bannockburn Bus Network.
- Inviting residents to have their say on the City's first Draft Open Space Strategy.
- Seeking community feedback on a draft concept plan for the Geelong West Community Hub.
- Delivering two key greenfield site masterplans to guide the delivery of key active open space reserves within the Armstrong Creek growth area – *Coastside Drive Master Plan* and *Sovereign Drive Master Plan*.
- Implementing the *Marshall Precinct Structure Plan* into the Planning Scheme, paving the way for more than 1,660 new dwellings housing 4,000–5,000 residents near Marshall Railway Station.
- Implementing Urban Design frameworks for three key development areas (Pakington Street, Geelong West; South Geelong; Highton Village) into the Planning Scheme – to enable future mixed-use developments.
- Ongoing delivery of new footpaths connecting activity centres, sports facilities, schools, shops and local businesses as part of the Ocean Grove Principal Pedestrian Network.
- Completing safety upgrades at the intersection of Mt Pleasant Road and North Valley Road in Highton by installing raised pedestrian crossings on all four approaches.
- Delivering a second netball court, new player and umpire shelters, and competition-standard 200 lux LED lighting at Richmond Oval, supported by $250,000 from the Victorian Government through Sport and Recreation Victoria and $650,000 from the City.
- Delivering a $17.8 million civil construction program, retaining 90.4 per cent ($16.1 million) of expenditure within Greater Geelong and 98.7 per cent ($17.6 million) within the Barwon Region.
- Processing 223 flood advice requests.
- Receiving 5,965 building lodgements by private building surveyors, an 8 per cent increase on 2024–25.
- Progressing construction of the new $10 million two-storey pavilion at Landy Field, jointly funded by the Victorian Government – Regional Development Victoria and the City, and due for completion in late 2026.
- Commencing procurement of a Registered Housing Association partner for the delivery of social housing on Council-owned land at 120 Purnell Road, Corio, progressing implementation of Council's Social Housing Plan and increasing future social housing supply in Greater Geelong.



Photo: City team members carrying out road maintenance and asphalt repairs.



Photo: Wallington Road footpath, Ocean Grove.

HEALTHY AND CARING COMMUNITY

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



Photo: The City's Animal Management team engaging with the community.

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

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

SERVICE DELIVERY HIGHLIGHTS 2025–26

75,000 community bookings managed for sports grounds and community facilities

470 families attending 15 supported playgroups across the Greater Geelong region

270+ younger people with a disability (ineligible to access NDIS) accessing in-home services

271 active Support at Home packages (23 per cent increase since rollout of new program)

1,956 children enrolled in the City's Long Day Care

7,200 children on average attended swimming lessons each week

64 young people supported to get their licence through the City's TAC L2P Program

2,821 participants across 37 events delivered as part of the 2025 Geelong Seniors Festival

CHIRNSIDE PARK MASTER PLAN

The City sought community feedback in late 2025 and early 2026 to inform a new master plan for Chirnside Park, a large community park in Lara. The master plan will guide staged future upgrades and support funding applications for park improvements.

Engagement included an online survey, the interactive 'build your park' tool, and three in-person drop-in sessions at the reserve and Lara Community Market. More than 800 people visited the Have Your Say page, contributing over 1,000 submissions, with a further 170 people participating in person.

Feedback showed strong support for a more welcoming, accessible and family-friendly park. Key priorities included a modern inclusive playground, improved sporting facilities such as a multi-sports court and bike pump track, better amenities including toilets, barbecues, shelters and seating, enhanced landscaping and tree planting, connected paths and walking loops, and safe placement of facilities away from roads.

This feedback will inform the draft Chirnside Park Master Plan, which will be released for community feedback in late 2026.

HOW WE ARE PERFORMING

Council spend

The table below outlines the services funded in the 2025–26 budget to support our Healthy and Caring Community strategic objective.

SERVICE AREA	DESCRIPTION	NET COST ACTUAL BUDGET VARIANCE $000
Community Development & Wellbeing	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.	-19,326 -19,026 -300
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.	-2,225 -3,284 1,059
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.	-3,673 -6,266 2,593
Health & Safety	Protect, improve and promote public health and wellbeing within the community through the management, monitoring and enforcement of regulations and compliance.	-1,543 -2,267 724
Leisure & Recreation	Deliver services, programs and facilities that increase physical activity, wellness and social interaction.	-6,689 -8,604 1,915
Local Laws	Manage and enforce parking regulations and rules to maximise access, safety, productivity and liveability.	2,140 2,141 -1
Pets & Animals	Advocate for responsible pet ownership and safeguarding both the community and the environment from the issues caused by nuisance pets.	-1,206 -1,653 447
Positive Ageing	Provide support services to help older residents and residents with a disability remain active and supported in their home and community.	2,880 484 2,396
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.	-1,930 -2,368 438

Service performance indicators

Council also measures its performance against the *Local Government Performance Reporting Framework* (LGPRF) for the following key council services as required by legislation.

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
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	0	1.00
Comment: Annual health inspections were conducted across all council aquatic facilities in 2025–26.				
Utilisation – AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Population	7.21	7.01	7.72	8.19
Comment: The increase in visitation reflects a combination of factors. North Bellarine Aquatic Centre has continued to attract strong community use and the City's aquatic facilities have experienced fewer operational disruptions in recent years, providing more consistent access for the community.				
Service cost – AF7 Cost of aquatic facilities [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	$3.31	$3.00	$2.41	$2.07
Comment: Increased membership and participation (particularly an increase in Norlane ARC Auditorium events over the past 12 months have contributed to the reduced cost to council.				

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
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]	1.26	1.42	1.57	1.70
Comment: A minor increase in time taken to action requests this year compared with last year was due to resourcing challenges, demand on services and work prioritisation based on risk to community. Council continues to action a large number of requests for cat traps for roaming and feral cats, with a current two month wait for this service.				
Service standard – AM2 Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	24.75%	44.43%	35.29%	29.35%
Comment: A change to interpretation of guidelines has led to a slight decrease in the number of animals reclaimed. Data this year also shows that there are notable numbers of animals not reclaimed due to medical treatment costs and change of home circumstances. 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	48.05%	57.42%	58.45%	70.27%
Comment: A change to interpretation of guidelines has led to a slight increase in the number of animals rehomed. Every effort to rehome animals continues where possible.				
Service cost – AM6 Cost of animal management service per population [Direct cost of the animal management service / Population]	$14.05	$14.37	$14.84	$16.02
Comment: The minor increase in cost to deliver the service is reflective of cost increases across labour, materials, and services.				
Health and safety – AM7 Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	100%	100%	100%	100%
Comment: We continue to successfully prosecute all matters brought before the Court, with twenty-two animal management prosecutions in 2025-26. The number of prosecutions in 2025–26 increased 175% on 2024–25 numbers. This highlights the large jump in the number of serious animal attacks that occurred in the community.				

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
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]	1.45	1.51	1.80	1.92
Comment: The City prioritises food safety and responded in under two days to food complaints, remaining 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	59.91%	71.02%	73.95%	92.97%
Comment: With a period of stable employee capacity, the City was able to significantly increase the amount of food safety assessments undertaken to help better protect the community.				
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]	$502.09	$508.47	$535.38	$562.95
Comment: A slight increase due to cost-of-living increase and a lower turnover of employees.				
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	90.76%	93.46%	100%	99.41%
Comment: The City prioritises food safety and were able to achieve over 99% follow up rate to help protect public health. The result remains similar to previous years.				
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%	104.06%
Comment: The City exceeded the statutory target for food samples to be obtained and sent for analysis, providing additional food safety surveillance for the community.				

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
Libraries				
Resource standard – LB2 Recently purchased library collection [Number of library collection items purchased in the last five years / Number of library collection items] x100	69.09%	66.44%	70.03%	68.18%
Comment: The indicator has remained largely stable, recording a slight 2.6% decrease.				
Service cost – LB5 Cost of library service per population [Direct cost of the library service / Population]	$39.14	$37.82	$46.21	$44.95
Comment: The indicator remains steady compared to previous years.				
Utilisation – LB6 Library loans per population [Number of collection item loans / Population]	New indicator for 2024	7.27	8.17	7.92
Comment: City of Greater Geelong are reporting a 1.3% decrease in loans, which contributed to the indicator declining by 3.1%. Loan figures in the previous year were unusually high due to the opening of Biyal-a Armstrong Creek, which generated an immediate increase in borrowing activity. In addition, Chilwell Library remained closed for the entire financial year, further contributing to the decline in loans.				
Participation – LB7 Library membership [The number of registered library members / Population] x100	New indicator for 2024	28.60%	31.32%	31.84%
Comment: City of Greater Geelong services are reporting a steady 3.6% increase in active members with registered activity compared to the same period last year. The majority of this growth is attributable to members from Biyal-a Armstrong Creek, resulting in a 1.6% increase in the indicator.				
Participation – LB8 Library visits per population [Number of library visits / Population	New indicator for 2024	3.79	4.25	4.23
Comment: City of Greater Geelong services are reporting a 1.4% increase in visits compared to the same period last year. Population growth outpaced the increase in visitation, resulting in a minor decrease of 0.5% in the indicator.				

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
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	99.15%	100.96%	100.92%	99.12%
Comment: The indicator remains steady compared to previous years.				
Service cost – MC3 Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	$80.46	$88.51	$82.26	$60.03
Comment: A delay in recruitment contributed to lower expenditure during the period.				
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	73.61%	73.88%	73.39%	71.61%
Comment: Participation in the City's MCH service remained relatively unchanged. There were 13,638 children enrolled in the City's MCH service of which 9,766 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	71.62%	75.29%	73.78%	75.11%
Comment: There were 237 children who identify as Aboriginal or Torres Strait Islander enrolled in the City's MCH service, with 178 attending at least one session during the year. Increased participation may reflect the positive impact of targeted Best Start initiatives including community outreach, activations and the creation of culturally safe spaces. MCH services continue to test and refine new approaches through the Best Start program to improve engagement with families.				
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	94.26%	92.32%	93.48%	94.31%
Comment: Higher than previous result. Available appointments are triaged to preference small infants.				

Council Plan indicators

Our indicators define how we measure our success against Council Plan.

INDICATOR	BASELINE	RESULT AT 30 JUNE 2026	STATUS
Maintain participation rates in City-operated community services.	New indicator – no baseline	Participation in the City's MCH service – 71.61% Youth participation: • Youth Hubs: 3,364 • School Holiday Programs: 773 • Youth Events: 1,320 • L2P Program: 62 (number of young people who successfully attained their Probationary Licence) • School and Community Programs: 745	No Baseline Data
Increase utilisation of the City's swim, sport and leisure facilities.	7.72 (2024–25)	8.19	Positive Trend Against Target
Increase the number of Gender+ Impact Assessments (GIA) completed.	10 (2024–25)	20	Positive Trend Against Target

Major initiatives

Our major initiatives detail work that is critical to deliver on the Council's strategic objectives and outcomes. Highlights from this year are in the table below. For more information, please refer to the Council Plan dashboard.

INITIATIVE	OUR ROLE	STATUS
Transition the delivery of Aged Care services to a Support at Home model in response to the Commonwealth's Aged Care reforms.	Deliver	
Develop and implement the Domestic Animal Management Plan 2026–29.	Deliver	
Implement the Community Health and Wellbeing Strategy 2025–29.	Deliver / Partner	
Ensure equitable access to open space, community sport and recreation facilities and assets across Greater Geelong.	Deliver	
Support participation of women, girls and diverse groups in community sport and recreation.	Deliver	

Other achievements

- Supporting youth-led vaping prevention through the Barwon South West Vaping Prevention Coalition, culminating in a youth-led short film screening event and two animations co-designed by young people in Geelong extending the project's reach and impact by reaching more than 53,000 YouTube views.
- Providing a Mobile Youth Hub equipped with gaming consoles, a BBQ, music sound system, and arts and craft activities to create opportunities to connect with young people across the region, including those who may not have access to a dedicated local youth space.
- Hosting the Geelong Pride Expo, a free event fostering community and connection by bringing people together to meet local groups, learn about services and celebrate LGBTQIA+ diversity.
- Adopting the *Fair Play Policy* that promotes equity, consistency and transparency in the fees and charges for hiring the City's 115 ovals and pitches, more than 200 tennis and netball courts, 100+ pavilions and buildings and two athletics tracks.
- Co-signing a regional *Kindergarten Infrastructure and Services Plan* with the Victorian Government to guide kindergarten service planning and infrastructure expansion, improving equitable access now and into the future.
- Partnering with Bellarine Community Health, supported by Active Geelong, to deliver Walk, Ride, Scoot and Roll Geelong, a program jointly funded by Sport and Recreation Victoria ($110,000) and the City ($10,000) that increases opportunities for children to safely use active travel to get to school.
- Tackling the growing issue of homelessness in our region by re-establishing the Greater Geelong Homelessness Working Group, comprising organisations working with people experiencing homelessness and agencies with funding and policy responsibility, including Towards Home+ Geelong, The Orange Door, Victoria Police, Wathaurong Aboriginal Co-operative, Meli and The Salvation Army.
- Launching the Social Inclusion Action Group program by co-hosting a Community Loneliness Forum with Friends for Good, attended by 50 community members from priority groups experiencing higher levels of loneliness and social isolation.
- Celebrating the contributions of local young people aged 12–25 years at the 2025 Geelong Youth Awards.
- Supporting the Velitas y Farolitos Festival, a Latin American cultural celebration delivered by the Geelong Latin American Movement through the City's 2025–26 Community Events Christmas Grants program.
- Extending lifeguard hours at the Eastern Beach precinct across the summer months following additional funding for Life Saving Victoria from the Victorian Government.
- Improving access at Lara Swimming Club with a new accessibility ramp, supported by the City's Community Infrastructure Grants, one for more than $20,000 in 2020-21 to plan the project and the other for $220,000 in 2023-24 for construction, District Bendigo Bank ($35,000) and the Lara Swimming Club ($5,000).
- Commencing aerial mosquito control treatments via an agricultural drone, the only municipality in Victoria to use the technology for this purpose.
- Opening the renewed Aldershot Reserve Playground, while repurposing the old playground equipment through Rotary's Overseas Recycled Playgrounds program.
- Delivering a co-designed Wear It Purple youth event which was attended by 145 young people, creating a safe, visible and inclusive space for LGBTQIA+ young people and allies.
- Celebrating the 20th annual Geelong Children's Week, with family-friendly events, playgroups, and workshops across the municipality.
- Marking National Reconciliation Week with events and activities celebrating the *All In* theme, including First Nations art projections at City Hall, a choir performance of Midnight Oil's land rights anthem *Beds Are Burning*, support for Reconciliation in the Park, the *Celebrating First Nations Artists* exhibition at the Yarra Street Window Gallery, the naming of Norlane ARC's Dhilpamarna auditorium and recognition of National Sorry Day.

- Offering 26 parenting programs with over 1,000 participants as well as three forums and individual parenting groups.
- Delivering the Barwon Respect Cup in partnership with five local organisations, engaging nine secondary schools and 95 Year 9 students in a full-day program focused on respectful relationships, gender equality and bystander action.
- Developing the Fair Access Self-Assessment Tool to help sporting clubs assess how inclusive and welcoming they are across six key areas: infrastructure, equitable treatment, culture and environment, governance and leadership, participation and roles in sport, and promotion and recruitment.
- Delivering four community information sessions for newly arrived multicultural communities, helping participants build knowledge of local services, strengthen connections and support successful settlement within Greater Geelong.
- Partnering with the Australian Breastfeeding Association to expand the Breastfeeding is Welcome Everywhere initiative across nine Swim Sport and Leisure facilities, improving access and visibility for breastfeeding families and supporting more inclusive public spaces.
- Delivering the City's first Inclusive Santa Experience in partnership with Sage Support Coordination and Jenna O'Brien Speech Pathology, creating free, tailored Christmas sessions for children with profound and life-limiting disabilities and their families.
- Securing grant funding to establish a social inclusion gardening project in partnership with Ocean Grove Men's Shed and Rotary, creating opportunities for community participation, wellbeing and social connection.
- Temporarily overseeing operations at Ocean Grove Neighbourhood House following the voluntary administration of the venues committee of management, ensuring the centre would continue to provide its programs and services to the community.
- Delivering the 2025 Geelong Awards for People with a Disability, celebrating achievement, leadership and inclusion while promoting a more accessible and equitable Greater Geelong.
- Successfully acquiring two VicHealth grants, with $350,000 secured over the next two years to deliver the Growing Together and Partners in Place projects, strengthening food security and improving community access to healthy food.
- Maintaining the City's register with 8,889 active pools and spas, a six per cent increase on 2024–25.
- Supporting responsible animal management across the municipality by registering 7,135 new animals.
- Supporting *Walk in Her Shoes*, a touring Victorian exhibition, which follows the journeys of three women and provides insight into the realities of homelessness and housing insecurity.
- Supporting FightMND at the Big Freeze Geelong event with the City's Chief Executive Officer taking the plunge to help raise funds for people living with Motor Neurone Disease.
- Undertaking 1,250 fire prevention property inspections across the municipality to help reduce fire risk and support community safety.
- Issuing 1,350 Permits to Burn, supporting safe and regulated fire management across eligible properties.



Photo: Leopold Primary School students participating in active travel to school.



Photo: Lifeguard at Eastern Beach.

ECONOMIC DEVELOPMENT

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



Photo: Central Geelong.

SERVICE DELIVERY HIGHLIGHTS 2025–26

70
events as part of the 2025 Geelong Small Business Festival

256
event and film permits issued supporting 609 events

20,000
attendances for the Christmas in Geelong program opening night

7.4 M
total visitors (year ending March 2026)

$2.0 B
visitor expenditure (year ending March 2026)

4,000+
businesses assisted through training, mentoring, events and capability building programs

3
trade events attended, connecting with 225+ decision makers from the UK, Europe, USA, Canada, China, South East Asia and India.

450
businesses supported through Business Concierge services

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

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

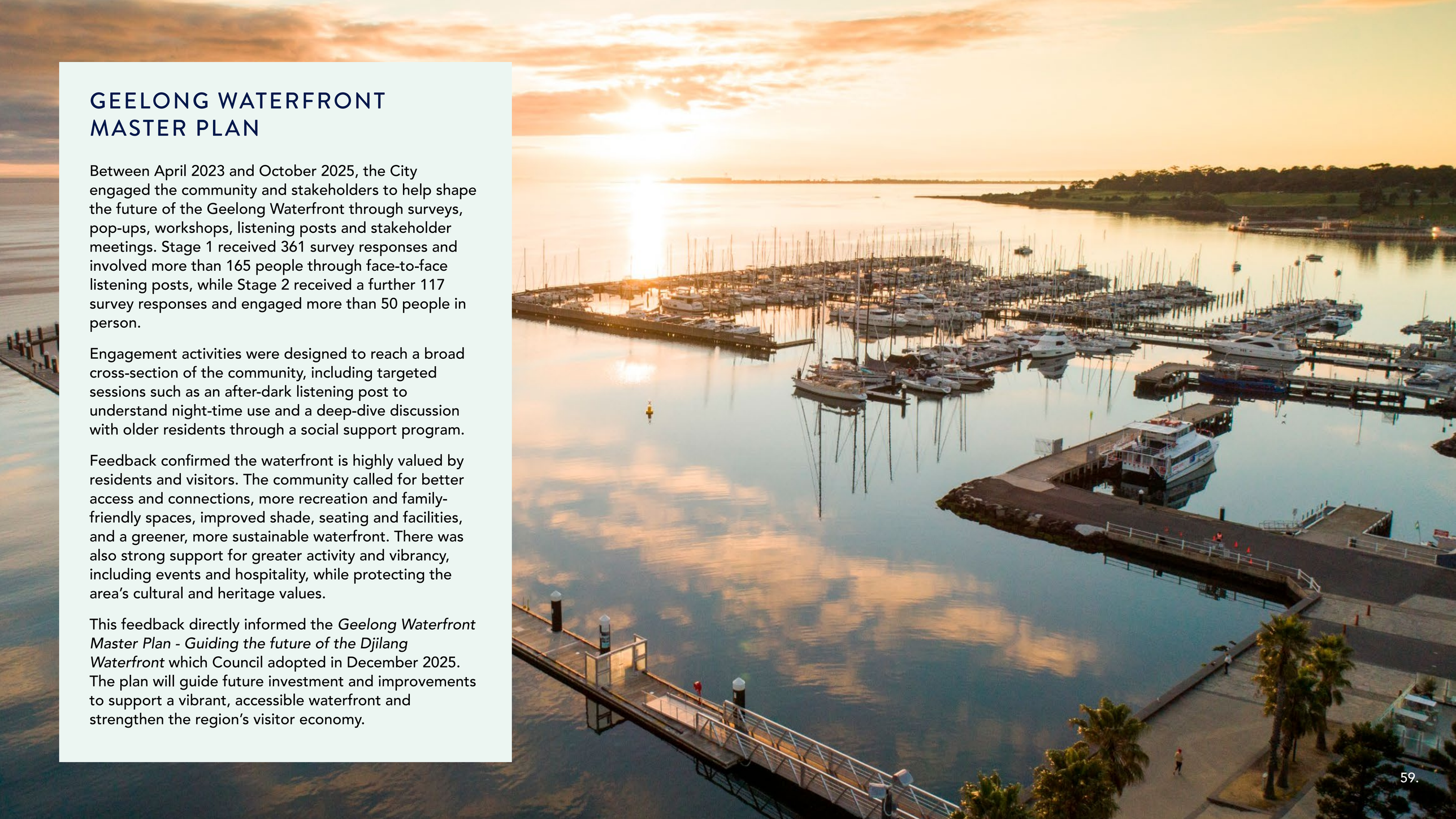
GEELONG WATERFRONT MASTER PLAN

Between April 2023 and October 2025, the City engaged the community and stakeholders to help shape the future of the Geelong Waterfront through surveys, pop-ups, workshops, listening posts and stakeholder meetings. Stage 1 received 361 survey responses and involved more than 165 people through face-to-face listening posts, while Stage 2 received a further 117 survey responses and engaged more than 50 people in person.

Engagement activities were designed to reach a broad cross-section of the community, including targeted sessions such as an after-dark listening post to understand night-time use and a deep-dive discussion with older residents through a social support program.

Feedback confirmed the waterfront is highly valued by residents and visitors. The community called for better access and connections, more recreation and family-friendly spaces, improved shade, seating and facilities, and a greener, more sustainable waterfront. There was also strong support for greater activity and vibrancy, including events and hospitality, while protecting the area's cultural and heritage values.

This feedback directly informed the *Geelong Waterfront Master Plan - Guiding the future of the Djilang Waterfront* which Council adopted in December 2025. The plan will guide future investment and improvements to support a vibrant, accessible waterfront and strengthen the region's visitor economy.



HOW WE ARE PERFORMING

Council spend

The table below outlines the services funded in the 2025–26 budget to support our Economic Development strategic objective.

SERVICE AREA	DESCRIPTION	NET COST ACTUAL BUDGET VARIANCE $000
Business Services	Foster collaborations and relationships with local businesses and industries to drive economic growth and providing businesses assistance to set up, trade and support business growth.	-204 -201 -3
Economic Development & Performance	Foster an environment that is attractive and conducive to employment growth, investment attraction and business development.	-1,498 -1,355 -143
Tourism	Grow and support the visitor economy through leadership, promotion and development.	-2,219 -2,302 83

Service performance indicators

There are no prescribed measures of performance aligned to Economic Development within the Local Government Performance Reporting Framework (LGPRF).

Council Plan indicators

Our indicators define how we measure our success against Council Plan.

INDICATOR	BASELINE	RESULT AT 30 JUNE 2026	STATUS
Increase the economic benefit of major events funded by the City	56:1 ROI (2024–25)	40.56 ROI	No Significant Change[4]
Maintain the supply of employment land	13 years (June 2024)[5]	13 years of industrial land supply as at 2025, reducing to less than 10 years by 2027-28 under current development trends.[6]	Negative Trend Against Target
Increase the number of businesses supported through the City's Business Concierge service	461 (2024–25)	424	Negative Trend Against Target

Major initiatives

Our major initiatives detail work that is critical to deliver on the Council's strategic objectives and outcomes. Highlights from this year are in the table below. For more information, please refer to the Council Plan dashboard.

INITIATIVE	OUR ROLE	STATUS
Activate Central Geelong	Deliver / Partner	
Champion First Nations products and services	Partner	
Increase visitation to Greater Geelong and The Bellarine	Deliver / Partner / Advocate	
Attract, support and deliver major events across the region	Deliver / Partner	
Support the growth of Greater Geelong businesses	Deliver / Partner / Advocate	
Grow Geelong's cruise tourism sector	Deliver / Partner / Advocate	
Increase capacity and capability of Greater Geelong's workforce	Partner / Advocate	
Ensure appropriate supply of industrial land across Greater Geelong	Deliver / Advocate	

[4] Baseline year includes Avalon International Airshow, results consistent when adjusted for this biennial event
[5] Based on zoned supply only and not future identified precincts as part of the South West Geelong Employment Land Review in 2022.
[6] Based on the 2025 Industrial Land Supply Review. The review also identifies and recognises significant future employment land opportunities, including the South West Geelong Investigation Area and other planned employment precincts, with capacity to provide more than 1,300 hectares of future employment land subject to further planning and infrastructure delivery.

Other achievements

- Launching a new prospectus, *Invest Geelong – A Clever and Creative International City*, for national and global businesses to fast-track investment and jobs growth and closely aligned with the City's *2024–2034 Economic Development Plan.*
- Establishing the Food and Agribusiness Network with the Geelong Manufacturing Council to strengthen local food, beverage and agribusiness sectors by improving business connections, knowledge sharing, market development and export opportunities.
- Establishing the City's Global Hub at the Wurriki Nyal Civic Precinct to create a dedicated central space for business, industry, government and diplomatic leaders to connect and support international relationships and partnerships.
- Providing a free Business Concierge service to help turn business ideas into operating shopfronts sooner.
- Delivering the 15th Geelong Small Business Festival in partnership with the Geelong Chamber of Commerce, which attracted more than 1,600 participants across 70 events supporting business capability, innovation and growth.
- Signing a strategic Memorandum of Understanding (MOU) with the Australia India Business Council (AIBC), marking a new chapter in advancing bilateral trade and investment between the Geelong region and India.
- Adopting the *Outdoor Dining Guidelines* to provide clearer direction for cafe, restaurant and bar owners across Greater Geelong.
- Finalising the Industrial Land Supply Review in March 2026 which assessed current and future industrial land across the City to understand supply, demand and long-term economic needs.
- Hosting the 2026 Victorian Country Long Course Championships, a major three-day regional swimming event at Kardinia Aquatic Centre.
- Hosting the UCI Gran Fondo World Championships Team Relay and SpinOff festival – a free celebration of cycling, music and family fun.
- Hosting a Regional Export Roadshow delivered by Global Victoria to help our region's exporters shape their next global chapter and thrive in international markets.
- Welcoming back 80 players, coaches and staff from Korean baseball team KT Wiz to Geelong for the side's six-week intensive 2026 summer training program.

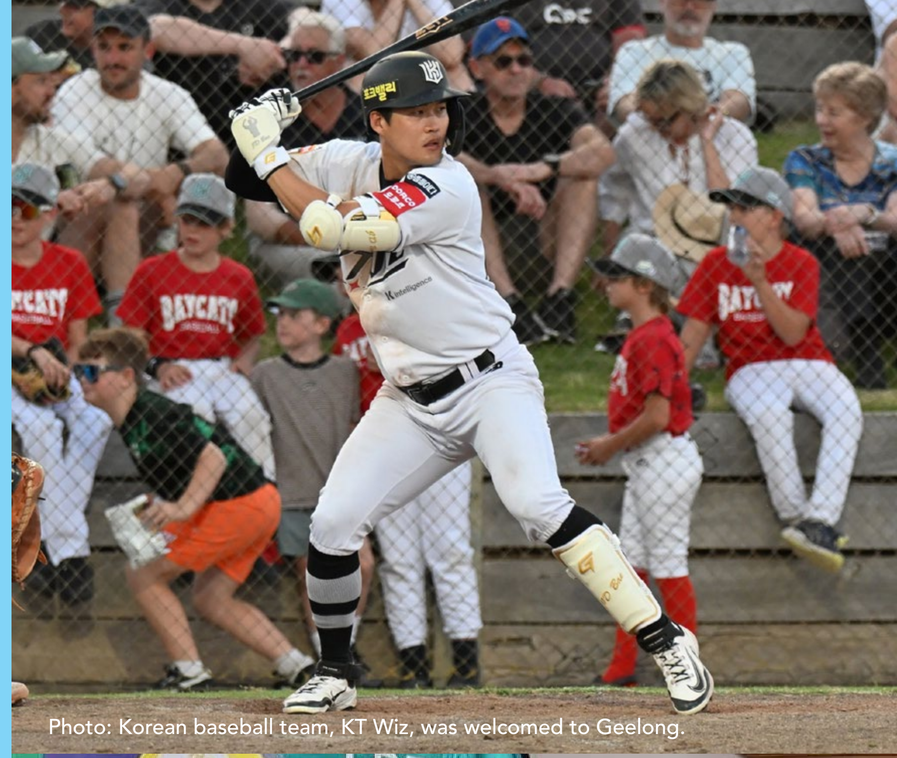


Photo: Korean baseball team, KT Wiz, was welcomed to Geelong.



Photo: Geelong Small Business Festival 2025.

- Welcoming a delegation from Izumiotsu, Japan, to Wurriki Nyal celebrating 30 years since a Friendship City relationship was signed between the two cities in 1996.
- Partnering with leaders from across Greater Geelong and Wyndham City to advocate for major investment in Avalon Airport and its surrounding industrial precinct.
- Delivering the 15th Tastes of Greater Geelong Festival, a month-long celebration of the region's best food, wine and hospitality, featuring more than 70 events including the Geelong City Night Market, intimate degustation collaborations, behind-the-scenes venue tours, workshops and masterclasses, curated dining experiences and family-friendly activities.
- Continuing to support women to build successful and sustainable small businesses through the Business Accelerator Scholarship Program, which provided 10 female entrepreneurs with the opportunity to undertake a 12 month course delivered by Business in Heels.
- Delivering food, agribusiness and advanced manufacturing programs engaging more than 190 businesses and organisations to strengthen regional capability, innovation and market development.
- Securing IRONMAN 70.3 Geelong as the opening round of the IRONMAN Pro Series for 2026 and 2027, significantly increasing Geelong's international exposure and visitor economy benefits.
- Presenting a Mayoral Challenge prize to Deakin University architecture students for the best innovative pedestrian-focused proposal for the area between Geelong Station and the waterfront.
- Launching a new Tourism Greater Geelong and The Bellarine campaign 'Curious is Calling' encouraging visitors to explore deeper and discover more across Geelong and The Bellarine.
- Celebrating 10 years of clean economy business support, contributing to more than 670 jobs, 2,600 people upskilled and $19 million in new sales, while continuing to support local innovation through Clean Economy Grants, industry events and circular economy initiatives.
- Partnering with the Gordon to deliver the Hospitality & Tourism Careers Expo in October 2025 which connected 180 candidates with 20 tourism and hospitality employers.
- Working in partnership to secure a strong pipeline of national events for Nyaal Banyul Geelong Convention and Event Centre with Meet Geelong and The Bellarine, including the Associations Forum National Conference 2026, Professional Conference Organisers Association 2026 and the 2026 Qantas Australian Tourism Awards.



Photo: Event holder, Flying Brick Cider House, part of Tastes of Greater Geelong.



Photo: IRONMAN 70.3 Geelong.

HERITAGE AND CULTURE

Champion our unique heritage and culture.



Photo: Migrant, Mother, Sister by artist Jasmine Miu (Jaz Mishap) Women's Street Art Trail in Union Street, Geelong.

SERVICE DELIVERY HIGHLIGHTS 2025–26

25,000+
cultural heritage collection items managed

10,960
tickets sold across 94 Bellarine Arts Centre performances

100,000+
visitors to the National Wool Museum Shop

5,790
participants through 363 community arts activities at the Bellarine Arts Centre

7
major exhibitions and 12 short-term displays delivered

100+
new items of historical and cultural significance acquired

30+
heritage asset renewal and conservation projects completed

6
pop-up museums in partnership with Geelong Regional Libraries and the Geelong Botanic Gardens

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

Creativity drives culture

A destination that attracts local and international visitors

GREATER GEELONG HERITAGE DESIGN GUIDELINES 2026

Greater Geelong's built heritage contributes to local character, identity, tourism, economic activity and community pride. To protect and enhance these assets, Council adopted the Greater Geelong Heritage Design Guidelines 2025 in November 2025 and resolved to exhibit a planning scheme amendment to incorporate them into the Greater Geelong Planning Scheme, replacing the 1997 guidelines.

The guidelines provide practical direction for property owners, designers and developers managing change in heritage places and precincts. They support appropriate development and investment while protecting heritage values. They apply to alterations, additions, infill development, new works, demolition, conservation and repair, and provide guidance on matters such as scale, form, siting, materials, colour, detailing, sustainability and accessibility.

Using graphics, photographs and diagrams, the guidelines illustrate how design decisions can achieve better heritage outcomes. They also strengthen the City's statutory planning process by improving consistency, transparency and certainty for applicants, Council officers and decision-makers assessing planning permit applications involving heritage places.

Their development was supported by the Heritage Advisory Committee, the National Trust and the broader community, reflecting the value of a consistent approach to managing change in heritage areas.

No submissions were received during public exhibition. Since November, minor edits improved clarity, readability and usability. Council adopted the planning scheme amendment and updated guidelines on 28 July 2026, with the Minister for Planning approving the amendment in late August 2026.



Photo: The Geelong Club, Geelong.

HOW WE ARE PERFORMING

Council spend

The table below outlines the services funded in the 2025–26 budget to support our Heritage and Culture strategic objective.

SERVICE AREA	DESCRIPTION	NET COST ACTUAL BUDGET VARIANCE $000
Arts, Culture & Heritage	Facilitate support and investment in urban and public art, place activation, creative industries, heritage and cultural development initiatives.	-5,798 -5,858 60
Events	Attraction, facilitation and support of major events and community events.	-3,046 -3,213 167

Service performance indicators

There are no prescribed measures of performance aligned to Heritage and Culture within the Local Government Performance Reporting Framework (LGPRF).

Council Plan indicators

Our indicators define how we measure our success against Council Plan.

INDICATOR	BASELINE	RESULT AT 30 JUNE 2026	STATUS
Increase visitation to our arts and culture facilities/venues in person and online.	• National Wool Museum: (onsite) 113,844 • The Carousel: 162,629 • Combined NWM Digital online programs and activities: 1,364,197	1,776,679	Positive Trend Against Target
Maintain the number of artists, groups and organisations supported by the City (Community Grants Program).	40 (2024–25) • 10 Artists and Creatives Professional Development • 13 Arts Projects • 9 Clever and Creative Seed • 4 Creative Commissions Program • 4 Geelong Heritage	31 • 8 Artists and Creatives Professional Development • 11 Arts Projects • 8 Creative Seed • 4 Creative Commissions • Nil. Geelong Heritage (not offered, budget transferred to complete maintenance on Hitchcock Gate)	Negative Trend Against Target
Increase Aboriginal and Torres Strait Islander cultural projects and participation.	New indicator - no baseline	• 9 First Nations artists supported • 2 First Nations-led creative development initiatives delivered • 1 exhibition program delivered through ROAM Festival • 1 First Nations-led City Projections program delivered • Event participation included 23 Aboriginal and Torres Strait Islander individuals and 3 organisations. • ~$50,000 worth of First Nations works and products sold.	No Baseline Data

Major initiatives

Our major initiatives detail work that is critical to deliver on the Council's strategic objectives and outcomes. Highlights from this year are in the table below. For more information, please refer to the Council Plan dashboard.

INITIATIVE	OUR ROLE	STATUS
Strengthen Geelong's artists, arts and cultural organisations and creative enterprises.	Partner	
Celebrate Geelong's unique culture of art and design.	Deliver / Partner	
Protect the cultural heritage of Greater Geelong through review of the Geelong Heritage Strategy.	Deliver	

Other achievements

- Supporting Eclipse: In Bloom, a new immersive after dark light exhibit at the Geelong Botanic Gardens telling the story of a garden coming to life after sunset.
- Partnering with Cultura to present Windows of the World, a festive installation in the Yarra Street Window Gallery showcasing the holiday customs, performance costumes and festivals of 12 local community groups as part of our Christmas in Geelong program.
- Presenting the Greater Geelong Live Music Summit, which brought together 107 local and national industry, government and community stakeholders to discuss opportunities and challenges for the region's live music scene, including precincts, UNESCO Cities of Music, small venue sustainability, performer pathways and industry gaps.
- Reinstating the restored Queen Victoria statue at Eastern Park.
- Progressing the redevelopment of Osborne House to ensure the historic heritage-listed site is sustainably restored, protected and maintained, with the City contributing $8 million toward heritage works in line with the Conservation Management Plan.
- Partnering with Live Music Locator to pilot a free online platform which allows users to find upcoming gigs across the Geelong region.
- Supporting the regional launch of the National Indian Film Festival of Australia with funding through the City's Community Events Quick Response Grant program.
- Announcing a new pocket park in Geelong West for multicultural gatherings, events and integrated art, to be developed in partnership with local traders and community groups as part of the Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework.
- Commissioning the mural Migrant, Mother, Sister by artist Jasmine Miu (Jaz Mishap), through the City's biennial Women in Street Art Program, highlighting Geelong's cultural diversity and the underrepresented stories of women from multicultural backgrounds.
- Partnering with the Australian Tapestry Workshop to present Interwoven: Fibre Art & Fashion at the National Wool Museum, showcasing makers working across fashion and textiles, including dress, jewellery, photography and fibre art.
- Contributing funding alongside Sport and Recreation Victoria's Kids Active Travel Program to deliver the Ocean Water Way footpath mural at St Leonards Primary School as part of the Walk, Ride, Scoot and Roll Geelong program.
- Upgrading Moorabool Street with a new median strip artwork by Bradley Eastman (Beastman), inspired by the Moorabool River and Geelong's landscape, identity and transformation, and incorporating 1.4 tonnes of recycled glass (approximately 6,860 recycled bottles) and complimented by improvements to 53 light fittings and repurposed infrastructure.
- Leading the Voices of the North pilot art program, where eight young participants worked alongside a professional artist to design and install a landmark mural at the fOrT Youth Centre in Norlane.



Photo: Windows of the World, Yarra Street Window Gallery.

- Delivering six pop-up museums in partnership with Geelong Regional Libraries and the Geelong Botanic Gardens, expanding access to cultural experiences across the community.
- Strengthening Geelong's international profile as a UNESCO City of Design through the exhibition of two Geelong design projects on the global stage; Perpetual Pigments at the Biennale Internationale Design Saint-Étienne in France and Dell Eco Reef at the Design Triennale in Covilhã, Portugal.
- Delivering a Winter Arts Series featuring six community events across three months, providing accessible creative opportunities and increasing community participation at Ocean Grove Neighbourhood House.
- Strengthening First Nations storytelling, partnerships and cultural participation through the acquisition of WALERT WALERT, a Possum Skin Cloak by Wadawurrung artist Tammy Gilson, alongside delivery of the Interwoven: Fibre Art and Fashion exhibition and associated First Nations education programs.
- Partnering with the National Trust (Geelong and Region Branch) to present the annual Geelong Heritage Awards which celebrate local owners, architects, and builders who successfully conserve, restore, or creatively reuse heritage buildings and places in the region.
- Delivering the City's public art projection program which included the ROAM Festival, Taste of Geelong activations, and a celebration of First Nation's culture through Reconciliation Week and NAIDOC Week.
- Supporting the Geelong Gallery's 2025 Archibald Prize exhibition, presented exclusively in Victoria from 30 August to 9 November 2025, which attracted more than 60,000 visitors.



Photo: Eclipse: In Bloom, Geelong Botanic Gardens.

ENVIRONMENT AND CIRCULAR ECONOMY

Protect and enhance our unique natural environment and surrounds.



Photo: Geelong Botanic Gardens, East Geelong.

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- Creativity drives culture
- Development and implementation of sustainable solutions
- A destination that attracts local and international visitors

SERVICE DELIVERY HIGHLIGHTS 2025–26

1,840
public place bins maintained

58 kg
of vapes recycled through a 12-month bin trial at The Nest and fOrT youth hubs

6
ecological (cool) burns conducted in nature reserves

190,000+
urban trees representing 393 species managed by the City

160
tonnes of electronic waste recycled

5,429kg
of hazardous chemicals recycled at the City's Detox Your Home event

9,138
tonnes of recycled asphalt used in capital delivery projects

370
tonnes of contamination handpicked out of green waste from the residential service

PLAN FOR NATURE 2026–2036

The City commenced drafting the *Plan for Nature 2026–2036*, a long-term strategy that provides a clear pathway to halt biodiversity decline, build resilience and ensure nature continues to support people and place, now and into the future. Directly supporting *Council Plan 2025–29* outcomes to identify, protect, connect and restore natural habitat and biodiversity, the plan has been shaped through extensive engagement with Wadawurrung Traditional Owners, the community, environmental groups, government agencies and City employees from 2021 to 2025. It includes five strategic goals, 10-year targets and short-term actions focused on protecting habitats, restoring connections, supporting community partnerships and strengthening Connection to Country. The plan also uses landscape mapping and community input to identify biodiversity priorities across the municipality. Community engagement on the final draft plan was conducted in April 2026 and the plan was adopted by Council at its meeting on 28 July 2026.

Photo: Rainbow Lorikeet at Balyang Sanctuary. Photograph by Sophie Johnson.

HOW WE ARE PERFORMING

Council spend

The table below outlines the services funded in the 2025–26 budget to support our Environment and Circular Economy strategic objective.

SERVICE AREA	DESCRIPTION	NET COST ACTUAL BUDGET VARIANCE $000
Parks & Natural Assets	Create, maintain and improve green public spaces including sporting facilities, recreational grounds, Parks & Natural Assets gardens, parks, streetscapes and natural habitats across the municipality.	-35,343 -37,437 2,094
Waste Management	Provide waste and circular economy programs, including residential and commercial waste collection, recycling initiatives, community education, and waste site operations.	12,929 19,154 -6,225

Service performance indicators

Council also measures its performance against the *Local Government Performance Reporting Framework* (LGPRF) for the following key council services as required by legislation.

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
Waste Management				
Satisfaction – WC1 Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	238.84	Retired in 2024	Retired in 2024	Retired in 2024
Comment: As of 1 July 2023, this indicator was retired. The City is not required to report on this for the 2025–26 reporting year.				
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	12.05	12.13	10.78	10.59
Comment: Small decrease due to greater compliance with reporting criteria compared to growth in number of bins collected.				
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]	$141.33	$143.02	$150.01	$164.98
Comment: Increased primarily due to the 29% increase in the EPA levy in 2025–26.				
Service cost – WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$71.33	$67.73	$65.24	$64.66
Comment: Indicator continues to improve year or year and the weight of material lightens, and volumes decrease compared to increases in serviced properties.				

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
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	53.21%	50.99%	49.08%	49.46%
Comment: Landfill and green waste disposal weights grew generally in line with serviced property growth. Recycling weights remained stable as residents continue to engage with the Container Deposit Scheme and retail foot traffic continues to recover.				

Council Plan indicators

Our indicators define how we measure our success against Council Plan.

INDICATOR	BASELINE	RESULT AT 30 JUNE 2026	STATUS
Decrease the volume of greenhouse gas emissions from City-managed operations.	10,102 tonnes CO2e(2024–25)*	9,695 tonnes CO2e	Positive Trend Against Target
Increase the amount of hectares of natural habitat on City-managed land.	1,493.02 ha (June 2025)	1,493.02 ha	No Significant Change
Decrease the amount of (kerbside) waste produced each year per household.	451.47 kg/household (2024–25)	455.69 kg/household	No Significant Change

* indicator rebased to exclude landfill emissions from our corporate emissions profile.

Major initiatives

Our major initiatives detail work that is critical to deliver on the Council's strategic objectives and outcomes. Highlights from this year are in the table below. For more information, please refer to the Council Plan dashboard.

INITIATIVE	OUR ROLE	STATUS
Develop and implement the Geelong Strategic Assessment.	Deliver	
Implementation of the Environment Strategy Action Plan.	Deliver / Partner / Advocate	
Upgrade existing resource recovery facilities to prepare for new Food Organics and Green Organics (FOGO) and glass kerbside collection services.	Deliver	
Design, deliver, and renew resource recovery and waste recycling infrastructure for the region.	Deliver	

Other achievements

- Maintaining Greater Geelong's designation as a Tree City of the World for a fourth consecutive year, recognising the city as one of only 283 communities across 24 countries to receive the international accreditation, including just 12 Australian councils and two in Victoria.
- Supporting Clean Up Australia Day with employees collecting 26 bags of rubbish and recyclables from the Cowies Creek Environmental Loop Walk and providing free removal and drop-off of collected waste for other community clean-ups.
- Partnering with the University of Melbourne to host a Reefs for Resilience event at Clifton Springs and the Dell Eco Reef, showcasing the City's artificial reef initiative and the University's research into the reef's broader benefits, and how these could be replicated in other coastal areas to help mitigate the impacts of climate change.
- Supporting the delivery of the Nature Stewards Program to inspire and educate local residents about the region's unique natural environment, including, for the first time, a special focus on marine and coastal ecosystems, highlighting the rich biodiversity along our shores.
- Supporting Geelong Tech School's immersive AgriTech program by giving students a behind-the-scenes look at the City's Anakie Organics Processing Facility and showing how locally produced compost is processed and contributes to the circular economy.
- Securing $849,000 in funding from the federal government to replace inefficient gas boilers with electric heat pumps that will reduce gas consumption by over 90 per cent, an ongoing operational saving of $210,000 per annum and 1,100 tonnes of GHG emissions.
- Diverting 1,860 kilograms of old clothes and accessories from landfill through the City's first textile recycling day.
- Translating waste information into 17 languages to better reach and support our diverse community.
- Collecting 21,000 tonnes of recyclables, 36,000 tonnes of garden organics and 59,000 tonnes of landfill waste from our residential kerbside services.
- Maintaining over 2,200 hectares of open space with an additional 40 hectares handed over during the financial year from developers.
- Partnering with the Geelong Field Naturalists Club with support from Bellarine Catchment Network, the School of Lost Arts and dedicated community nature volunteer groups to deliver the fourth Geelong Nature Festival 'Explore and Restore', comprising 50 events across the region with over 2,420 people attending.



Photo: Participating in the City's tree planting program.


Photo: Geelong Nature Festival 'Explore and Restore' event.

- Diverting 2,300 tonnes of street sweeper waste from landfill through a circular economy partnership, increasing resource recovery and reducing disposal costs.
- Incorporating 16,000+ tonnes of recycled quarry products into civil construction projects, representing 17 per cent of total quarry product value and supporting council's circular economy objectives.
- Diverting over 500 tonnes of seagrass to composting instead of landfilling.
- Composting 564 tonnes of scarified grass from the City's ovals, turning it into compost and raised bed mix.
- Composting 630 tonnes of manure from Melbourne and Werribee Zoos.
- Abating over 75,000 CO2e tonnes through our landfill gas management program, equivalent to removing more than 30,000 cars from the road.
- Completing 8,198 arboriculture inspections to support the management, safety and health of trees across the municipality.
- Emptying 206,000 residential bins each week, supporting essential waste collection services for households across Greater Geelong.
- Collecting an average of 720 hard waste bookings and 300 mattresses each week, helping residents dispose of large household items responsibly.
- Inspecting 185,000 recycling and garden bins to help our community use their bins correctly and improve resource recovery outcomes.
- Completing 37,000 parks maintenance jobs, including service requests, proactive and programmed works, and safety inspections.
- Adding 2,400 trees across the municipality through the City's tree planting program.
- Restoring the Waurn Ponds Creek, Barwon River and Moorabool River systems, by planting approximately 50,000 indigenous plants in collaboration with the Corangamite Catchment Management Authority (CCMA), the Wadawurrung Traditional Owner Aboriginal Corporation, Deakin University and Golden Plains Shire.



Photo: Dumped rubbish collection.

GOVERNANCE AND INTEGRITY



Photo: Conferees at a 2025 Citizenship Ceremony at Norlane ARC.

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

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

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

SERVICE DELIVERY HIGHLIGHTS 2025–26

45,000+
people served across our service centres

133,000
phone calls answered by our customer service team

507
copies of plans and other supporting documentation requests

2,078
young people voting in the 2025 Youth Council elections, a new record for the program

98.70%
Councillor attendance at Council meetings

52
grants were awarded that that support strategic initiatives

3,790
submissions received through the 2025 Youth Survey

11.43%
Council resolutions made at meetings closed to the public.

COMMUNITY ENGAGEMENT POLICY 2026–30

From January to August 2025, we asked people for their feedback on how we engage, and what we can do better to ensure our community's views are heard as part of our decision making. We heard from more than 200 people at local events and through our surveys, and received valuable feedback during conversations with our councillors, First Nations voices, Youth Council and community partners.

This feedback helped shape an updated draft of the policy, which was released for further engagement across December 2025 and January 2026. Engagement opportunities included an online and hard copy survey, an online quick poll and face to face discussion at the City's bi-monthly Neighbourhood Conversation held at Whittington Neighbourhood House. The draft policy was also shared with key stakeholders and a workshop held with City employees to bring together diverse perspectives from across our services and operations. Council adopted the *Community Engagement Policy 2026–30* in May 2026.



HOW WE ARE PERFORMING

Council spend

The table below outlines the services funded in the 2025–26 budget to support our Governance and Integrity strategic objective.

SERVICE AREA	DESCRIPTION	NET COST ACTUAL BUDGET VARIANCE $000
Customer Services	Respond to customer enquiries and requests by providing relevant information, advice and assistance with council services and processes.	-2,885 -2,907 22
Financial Management	Provide financial management, compliance, reporting, budgeting and payment services.	-11,114 -8,999 -2,115
Governance & Risk	Support to council in managing risks, ensuring compliance and maintaining sound governance practices by ensuring adherence to legal frameworks and best practice.	-8,229 -9,436 1,207
Government Relations and Advocacy	Represent community interests and needs to decision-makers, advocating for projects, funding, services and policy changes.	-1,175 -1,288 113
Information Technology Management	Provide critical information and communications technology throughout council, to its remote sites and to the community.	-23,026 -28,392 5,366
Legal & Integrity	Provide advice to the City on a wide range of legal matters, ensuring compliance with laws and regulations.	-3,960 -4,858 898
Marketing & Communication	Engage with the community and organisation, sharing information, and promoting council initiatives through various channels such as social media, websites, publications and community events.	-6,183 -6,203 20
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.	-9,897 -11,183 1,286
Strategy & Performance	Manage strategic and business planning, performance reporting, corporate project governance, and change management enablement.	-3,681 -4,615 934

Service performance indicators

Council also measures its performance against the *Local Government Performance Reporting Framework* (LGPRF) for the following key council services as required by legislation.

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
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	14.41%	10.42%	11.25%	11.43%
Comment: Council remains committed to making decisions publicly wherever possible and minimising confidential resolutions, with results relatively consistent with the previous year.				
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]	52.00	49.00	48.00	48.00
Comment: Community satisfaction with consultation and engagement remained unchanged in 2026 and was comparable with other Regional Centres. Feedback indicates opportunities to further improve communication and transparency by strengthening community understanding of how feedback is considered and incorporated into Council decisions.				
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	90.40%	95.15%	98.48%	98.70%
Comment: Councillor attendance increased in 2025-26 due to two additional meetings with only two apologies and four approved absences. As per the Better Practice Guide, approved absences are counted as having attended a Council meeting.				

SERVICE/INDICATOR/MEASURE	2023	2024	2025	2026
Service cost – G4 Cost of elected representation [Direct cost of the governance service / Number of councillors elected at the last council general election]	$60,073.35	$52,495.45	$53,488.82	$62,695.64
Comment: The 17% increase from 2024–25 is primarily attributed to a 13% increase in Councillor Allowances in accordance with the *Local Government Act 2020.* The remaining increase relates to four of the eleven Councillors completing Australian Institute of Company Directors (AICD) training, funded through their allocated $3500 per financial year for Conferences, Seminars and Training (Appendix 1, Councillor Expenses Policy 2026) using the full allocation of the four-year term 2024-28, with costs incurred in the 2025–26 financial year. 2025–26 reporting also includes $17,000 for Mandatory Training as set out in Section 33A of the *Local Government Amendment (Governance and Integrity) Act 2024* – Regular professional development training of Councillors, and expenses incurred for Councillor representation at the Municipal Association of Victoria (MAV).				
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]	52	46	48	49
Comment: Community satisfaction with Council decisions is complex and influenced by many factors, with community feedback indicating the continued importance of providing timely communication, consultation and transparency around Council's decision-making processes.				

Council Plan indicators

Our indicators define how we measure our success against Council Plan.

INDICATOR	BASELINE	RESULT AT 30 JUNE 2026	STATUS
Delivery of capital project program.	67% (2024–25) Budgeted - $207.7 million Actual - $139.3 million	72.5% Budgeted - $204.3 million Actual - $148.1 million	Positive Trend Against Target
Increase the number of grants secured that support strategic initiatives.	52 awarded (2024–25) Grant success rate 62%	40 awarded – fewer grant funding opportunities available throughout the year. Grant success rate 67%	Positive Trend Against Target[7]
Increase community engagement and participation opportunities.	58 projects (2024–25)	84 projects	Positive Trend Against Target

[7] Based on improved grant success rate.

Major initiatives

Our major initiatives detail work that is critical to deliver on the Council's strategic objectives and outcomes. Highlights from this year are in the table below. For more information, please refer to the Council Plan dashboard.

INITIATIVE	OUR ROLE	STATUS
Enhance customer service experience.	Deliver	
Strengthen the Council's long term financial sustainability.	Deliver	
Deliver the Service Review Program.	Deliver	
Drive good governance and a strong safety culture.	Deliver	
Increase opportunities for community engagement and contribution in Council decision making.	Deliver / Partner	

Other achievements

- Endorsing the 2026 Priority Projects to guide state election advocacy, identifying key investments in infrastructure, transport, housing, economic development, regional sport and community wellbeing.
- Refreshing the City's website to modernise its online customer experience.
- Adopting the *Long-Term Financial Plan 2026–2036* after seeking community feedback on the draft plan.
- Hosting the *Geelong – A Shared Future* forum, where local leaders from across a range of sectors came together to develop a unified and inspiring vision for Geelong's next 25 years.
- Hosting the Women in Local Leadership Forum in partnership with Women in Local Democracy (WILD) to promote women's participation and leadership and the Victorian Government's target of gender parity at the 2028 local government elections.
- Signing the Barwon Anti-Racism Statement to demonstrate the City's commitment to anti-racism, cultural safety and respect for First Nations peoples, with the signed statement to be preserved on kangaroo skin as a lasting symbol of this commitment.
- Delivering more than 11,000 statutory certificates through technology improvements, a 17 per cent increase on the previous year.
- Building industry capability by establishing a Cadet Building Surveyor position, with the first cadet graduating and progressing into a full-time Assistant Building Surveyor role.
- Completing the City's data centre migration, ensuring secure and reliable digital infrastructure services.
- Working alongside Y Geelong to support young people participating in Geelong Youth Parliament team.
- Lodging a submission for the 2026-27 Victorian State Budget calling for critical regional infrastructure initiatives to support community wellbeing and targeted policy reform.

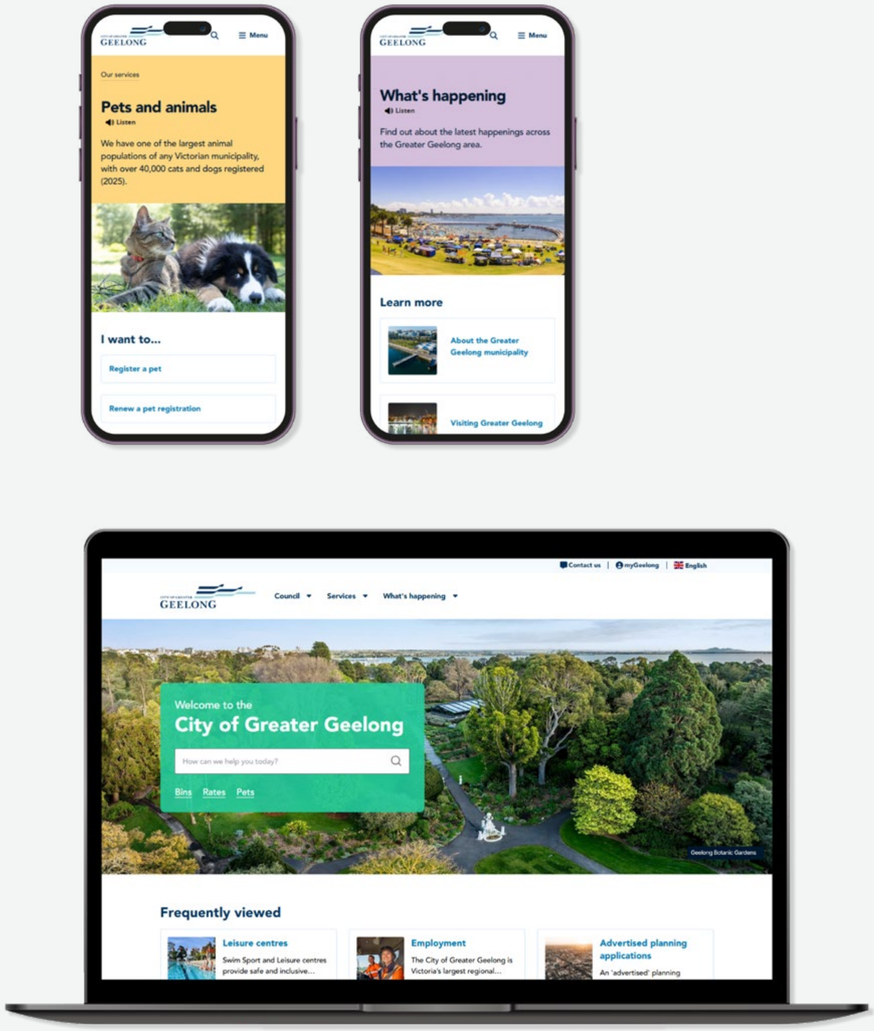


Photo: The City's refreshed website.

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

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.

The Greater Geelong City Council electoral structure comprises 11 single-member wards: Barrabool Hills, Charlemont, Cheetham, Connewarre, Corio, Deakin, Hamlyn Heights, Kardinia, Leopold, Murradoc and You Yangs.

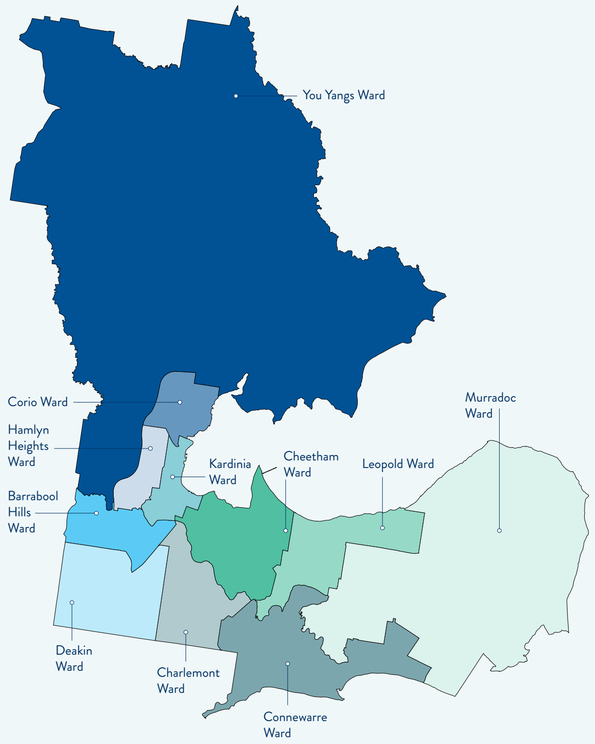


Figure 14: City of Greater Geelong ward map

OUR COUNCILLORS

The councillors work together to set the strategic direction for the municipality, which influences policy, service standards and performance across the organisation.

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.



CR DR STRETCH KONTELJ OAM MAYOR

Kardinia Ward

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



CR EDDY KONTELJ DEPUTY MAYOR**

Hamlyn Heights Ward

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



CR RON NELSON*

Barrabool Hills Ward

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



CR EMMA SINCLAIR

Charlemont Ward

Portfolios
- Environment & Circular Economy (Deputy Chair)
- Social & Affordable Housing (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
- Arts & Culture, Hospitality & Live Entertainment (Deputy Chair)
- Environment & Circular Economy (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 TRENT SULLIVAN

Leopold Ward

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



CR ROWAN D. STORY AM, RFD

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)

* Cr Nelson served as Deputy Mayor from 1 July 2025 to 24 February 2026 (the 24 February 2026 date was incorrectly stated as 28 October 2025 on page 172 (Note 7.1b)

** Cr Eddy Kontelj was elected as Deputy Mayor on 3 March 2026 (the 3 March 2026 date was incorrectly stated as 28 October 2025 on page 172 (Note 7.1b)

Figure 15: City of Greater Geelong elected representatives 2025–26

OUR ORGANISATION

Our Executive Leadership Team, which includes the Chief Executive Officer and four Executive Directors, 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.



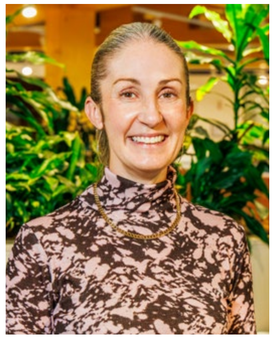
ALI WASTIE
Chief Executive Officer

- Strategic Properties



ANTHONY BASFORD
Executive Director,
City Life

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



JACQUI RANDLES
Acting Executive Director
Growth and Place[8]

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



TROY EDWARDS
Executive Director,
Corporate Services

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



JAMES STIRTON
Executive Director,
City Infrastructure[9]

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

Figure 16: City of Greater Geelong Executive Leadership Team 2025–26

[8] Tennille Bradley was Executive Director Placemaking from 1 July to 30 November 2025; James Stirton was Acting Executive Director Growth and Place (formerly Executive Director Placemaking) from30 November 2025 until 13 March 2026

[9] Amanda Locke was Acting Executive Director City Infrastructure from 1 December 2025 until 13 March 2026

OUR ORGANISATIONAL STRUCTURE

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

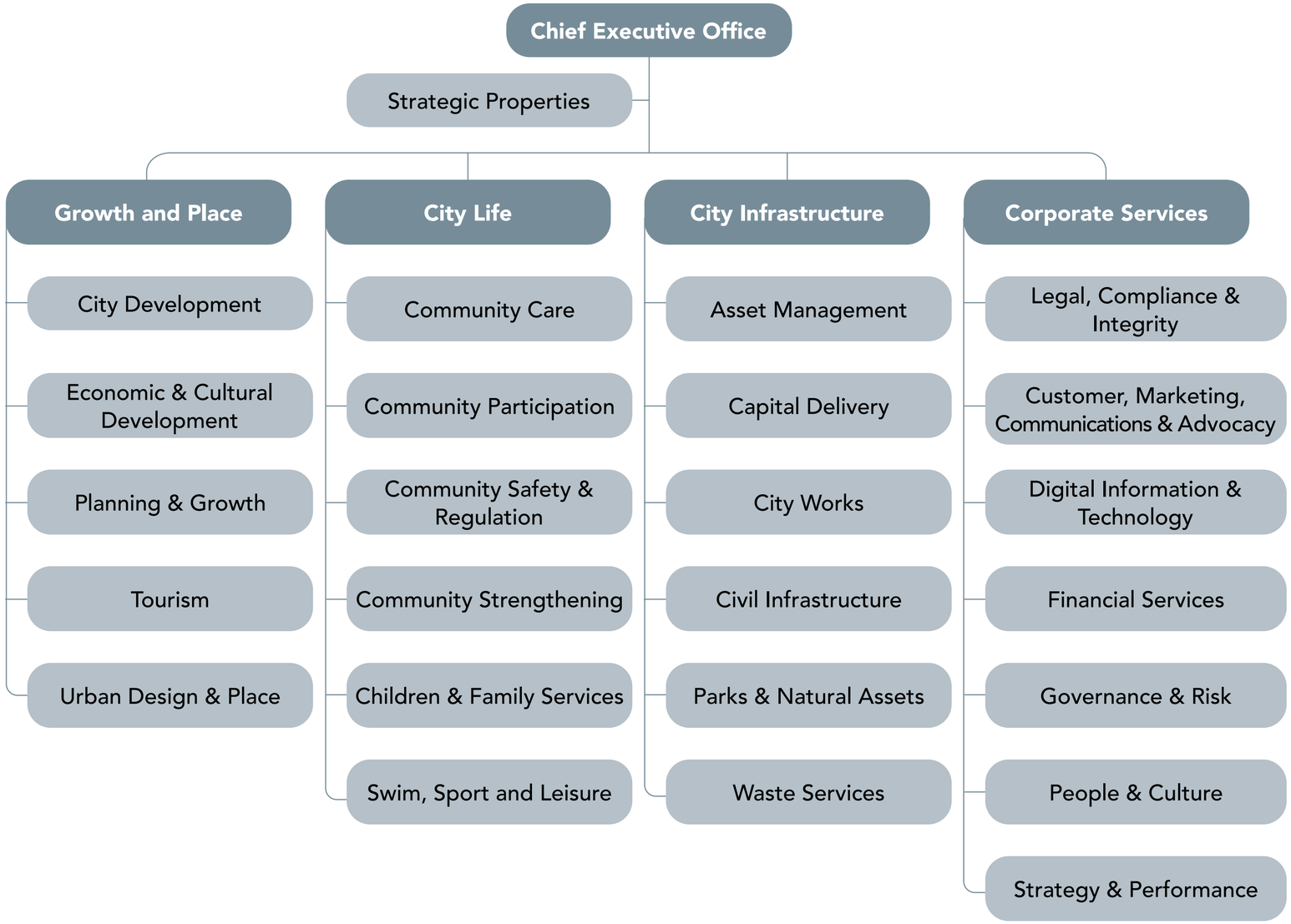


FIGURE 17: Our organisational structure at 30 June 2026

MAJOR CHANGES IN 2025–26

New directorate name

In February 2026, the City's Placemaking directorate was renamed Growth and Place, highlighting Council's renewed commitment to planning for population growth and shaping places that support our growing community.

Council Plan 2025–29

Council must develop a Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election. The *Council Plan 2025–29* was shaped by community engagement held between 8 July and 15 September 2024, including online surveys and a representative community panel. This approach ensured the plan was shaped by the aspirations and input of our community. *The Council Plan 2025–29* was adopted at the Council Meeting on 22 July 2025.

New organisation values

In September 2024, the City embarked on a 12-month program of work to refresh our Organisation Values. With a newly established Executive Leadership Team and our Organisation Strategy launched, the timing was right to review if our ways of working were still fit for purpose. Refreshing our values also helped us address some of the gaps with the old ones.

The City embarked on an extensive five-month period of engagement that provided all employees with multiple opportunities to have their say. Engagement included (amongst other activities) a Values Task Force with representatives across the business, focus groups, an employee survey, and interactive activities such as values walls across our sites. Our values are the voice of our people, designed by us, for us. They shape how we collaborate, lead, make decisions and hold each other accountable. Most importantly, they keep us connected to our shared purpose, working together for a thriving community.

OUR VALUES



We support, uplift and celebrate each other to build a safer, more inclusive workplace and community.



We speak up, make difficult decisions and lean into the tough stuff to make a bigger impact.



We listen, actively share information and explain the why behind decisions to build trust and transparency.



We challenge the status quo, learn from one another and remove barriers to deliver simpler, more sustainable solutions for our customers.

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
- 11 Child and family services centres
- 11 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 2,786 people, equivalent to 1769.7 full-time employees[10]. Our turnover[11] in 2025–26 was 11.8 per cent, a 1.6 per cent decrease on the previous year.

EMPLOYEE TYPE/GENDER	CEO	CITY INFRASTRUCTURE	CITY LIFE	CORPORATE SERVICES	GROWTH AND PLACE
Permanent FT – W	4.0	91.7	241.7	152.0	94.2
Permanent FT – M	1.0	393.5	84.9	101.0	72.9
Permanent FT – X	0.0	0.0	0.0	0.0	0.0
Permanent PT – W	3.9	6.4	273.6	35.3	24.1
Permanent PT – M	0.0	4.9	48.1	3.5	1.5
Permanent PT – X	0.0	0.0	0.0	0.0	0.0
Casual – W	0.0	1.0	76.6	3.9	3.6
Casual – M	0.0	2.3	37.8	0.9	1.9
Casual – X	0.0	0.0	0.0	0.0	0.0
TOTAL[12]	8.9	499.8	765.1	296.6	199.3

TABLE 2: Total full-time equivalent employees by directorate, employment condition and gender in 2025–26. Excludes Fixed Term employees.

Legend: W = Women, M = Men, X = persons of self-described gender, FT = Full time, PT – Part time

[10] As of 30 June 2026

[11] Excludes casual employees

[12] Total includes 3.43 Full-Time equivalent of self-described gender not captured in the individual breakdown

TABLE 3: Total headcount of employees by employment classification and gender in 2025–26

EMPLOYMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	102	84	1	187
Band 2	171	57	-	228
Band 3	596	334	2	932
Band 4	214	103	1	318
Band 5	219	101	-	320
Band 6	160	102	-	262
Band 7	128	119	1	248
Band 8	66	71	-	137
MCH Nurse	59	-	-	59
Senior Officer	51	44	-	95
Total	**1,766**	**1,015**	**5**	**2,786**



Photo: City team members at the Belmont Depot.

OUR VOLUNTEERS

Volunteers continue to play an important role across the City, contributing their time, skills and local knowledge to support both our services and community. In 2025–26, more than 300 volunteers were involved across eight City programs and venues, reflecting a strong commitment to making Greater Geelong a better place to live, work and connect. Our volunteers support a wide range of programs including the Bellarine Arts Centre, Family Services, Grovedale Neighbourhood House, L2P, National Wool Museum, Tourism Greater Geelong and The Bellarine, Geelong Botanic Gardens and Study Geelong.

Their contributions enhance the experience of residents and visitors alike, while strengthening community connection across the region. We recognise and celebrate our volunteers throughout the year, including during National Volunteer Week, which in 2026 carried the theme ‘Your year to volunteer’. Volunteers are also acknowledged through the City’s Recognition of Service event alongside employees, and on International Volunteer Day in early December, followed by an end of year celebration event.

Photo: Volunteer at the Geelong Botanic Gardens.

EQUITY, INCLUSION AND DIVERSITY

We are committed to creating an inclusive organisation that supports and encourages its employees to do their best work, have equal access to opportunities and a just working environment. Throughout 2025–26 we progressed key initiatives to foster a safe, fair and inclusive workplace for our people.

Advancing gender equality

We continued to strengthen our commitment to gender equality, renewing our *Gender Equality Action Plan* (GEAP) and submitting it, along with our Gender Equality Progress Report, to the Commission for Gender Equality in the Public Sector. Compliance feedback is pending. The updated plan builds on our progress to date and sets out clear, organisation-wide actions to advance gender equity across workforce participation, leadership, pay equity and workplace culture. A Workplace Gender Audit informed the development of the GEAP and progress report, providing valuable insights into workforce composition, systems, and practices to support gender equality across the organisation. We continue to embed Gender+ Impact Assessments (GIA+) across the organisation, strengthening how equity considerations are integrated into policy, programs, infrastructure and service planning to support more inclusive and evidence-based decision-making.

Strengthening respectful workplace practices

The City reinforced its commitment to a safe and respectful workplace through a renewed Respect@Work focus. This included establishing a Respect@Work Working Group, developing a Respect@Work Roadmap, and rolling out an updated Respect@Work e-learning module to build awareness and capability across the organisation. To further support a respectful, inclusive and values-driven workplace, the City launched Report It — a new online portal for reporting workplace conduct, integrity and harassment concerns. Report It provides a safe, confidential and anonymous way to raise issues. Powered by Rely, reports can be made directly to the City or via an independent third-party provider (Your Call).

Supporting First Nations

The City continues to deliver Cultural Education Walk and Talk tours of central Geelong led by the Wadawurrung Traditional Owners Aboriginal Corporation, building cultural awareness and capability across the organisation. We established an internal First Nations Reference Group to provide guidance, strengthen governance and support meaningful outcomes across First Nations initiatives, alongside the development of a dedicated *First Nations Employment Strategy* and *First Nations Employment Action Plan* to drive long-term, culturally safe employment pathways and organisational change. We also strengthened our partnerships and community engagement through ongoing participation in the Geelong Aboriginal Employment Alliance and delivery of National Reconciliation Week activations.

Building awareness through employee engagement

Across the organisation, we continued to deliver a program of employee events and activations that supported learning, engagement and inclusion. Key activities included National Reconciliation Week, Wear It Purple Day, 16 Days of Activism against Gender Based Violence, International Day of People with Disability, International Women's Day and IDAHOBIT.

Our recent Employee Experience Survey results highlight the positive workplace experiences employees report when working in an inclusive climate.

Guiding inclusion through key action plans

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 our commitment to creating a more inclusive environment for the LGBTQIA+ community. The plan follows the Victorian Government's Rainbow Ready roadmap and is guided by four key principles: Understanding, Inclusion, Visibility and Safety.

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 employees. Aligning with the Organisation Strategy, the *Health, Safety and Wellbeing Strategy 2025–29* sets a clear direction to provide ongoing support to proactively manage and control health, safety and wellbeing across our locations, including policy and procedure, risk management, wellbeing support and early intervention programs.

	LOST TIME INJURY FREQUENCY RATE (the number of lost-time injuries per million hours worked)	TOTAL RECORDABLE INJURY FREQUENCY RATE (the total number of recordable injuries per million hours worked)	HIGH POTENTIAL INCIDENT FREQUENCY RATE (the number of work incidents that could have caused severe harm or death per million hours worked)
2024–25 Result	31.1	37.6	0.6
2025–26 Result	30.0	35.2	0.3
Variation	-3.5%	-6.4%	-50.0%

TABLE 4: Occupational health and safety performance in 2024–26

Injury Management

Our injury management approach has delivered significant improvements in support for injured workers and return-to-work outcomes. Since 2023–24, the City has:

- reduced time loss claims from 33 to 25 (down 24 per cent)
- reduced claims extending beyond 13 weeks from 69.7 per cent to 32 per cent (down 54 per cent)
- reduced claims extending beyond 26 weeks from 45.5 per cent to 20 per cent (down 56 per cent)
- reduced claims extending beyond 52 weeks from 33.3 per cent to 4 per cent (down 88 per cent).

These improvements reflect stronger injury management practices, earlier intervention and improved return-to-work outcomes. The City continues to strengthen its approach through enhanced claims governance, leadership capability, early injury triage, and the progressive rollout of psychosocial risk management and Occupational Violence and Aggression (OVA) prevention initiatives. As WorkSafe Victoria's experience rating methodology reflects claims performance over multiple premium periods, these improvements should be progressively reflected in future WorkCover premium assessments.

Psychological Safety Framework

The *Psychological Safety Framework* has been adopted across the organisation, supported by established working groups. In response to the release of Victoria's new *Occupational Health and Safety (Psychological Health) Regulations 2025* which commenced in December 2025, The City is undertaking an organisation-wide risk assessment with People Leaders to identify areas of higher psychosocial risk. Psychosocial risk assessments will then be prioritised and delivered across teams using a risk-based approach. A *Psychosocial Risk Management Procedure* has been implemented, aligned to the WorkSafe Code of Compliance, providing a consistent framework for identifying and managing psychosocial hazards. Following the completion of risk assessments, targeted action plans will be developed and implemented to reduce and mitigate identified risks.

Child safety

There has been a significant uplift in the City's child safety capability and compliance across the organisation. Key achievements include the implementation of a new *Child Safety Reporting and Complaints Procedure,* the development and delivery of targeted child safety training for high-exposure service areas, the review and enhancement of departmental risk assessments to incorporate child safety risks, and the delivery of organisation-wide education to strengthen awareness of child safety reporting obligations and compliance requirements. Collectively, these initiatives have reinforced the City's commitment to creating and maintaining a child-safe organisation.

Here to help, not be harmed campaign

The City launched a new public awareness campaign urging community members to treat City employees with respect and care – not aggression. The Occupational Violence and Aggression (OVA) awareness campaign centres on real City employees sharing their personal experiences with the message: violence, abuse and aggression toward council workers is never acceptable. In 2025–26, our people reported 257 incidents of occupational violence and aggression, one less than the previous year. OVA remains the most common health and safety issue reported by our people, making up 24 per cent of all incidents reported in the last financial year.

Corporate Emergency Management

Following the establishment of the *Corporate Emergency Management Framework* in 2024–25, the past year has focused on implementing and strengthening emergency arrangements across City workplaces. This included embedding governance structures, supporting Emergency Planning Committees and improving consistency in how emergency risks are managed across sites. New emergency plans and accompanying emergency arrangements continued to be rolled out to City workplaces ensuring a comprehensive and consistent approach to managing emergencies across the organisation. Work also progressed in building organisational capability through regular training, emergency exercises and incident support, as well as using incident data and post-incident reviews to inform continuous improvement. Emergency communication processes and tools, such as a basic emergency communication app for Chief Wardens, have been developed and progressively improved to support timely and effective responses.



TRAINING AND DEVELOPMENT

During 2025–26, the City continued to invest in a broad and structured approach to employee development, aimed at strengthening organisational capability and supporting leadership growth across all levels of the workforce.

Learning and professional development

Employees had access to a diverse suite of learning opportunities, including role-specific and department-aligned training pathways. This approach ensured development was relevant to individual responsibilities while contributing to both career progression and organisational priorities.

The Learning Hub continued to support organisation-wide learning by providing flexible access to online and face-to-face training. Employees were able to complete essential induction and compliance requirements, while also accessing a broad range of development opportunities, including LinkedIn Learning courses across technical, professional and personal development areas.

In addition to structured learning, employees were encouraged to take part in a variety of informal development activities. These included coaching, higher duties, secondments, professional networking, volunteering and involvement in internal working groups and external initiatives.

Building leadership capability

Building leadership capability continued to be a strong focus throughout the year. A range of targeted initiatives supported leaders to strengthen core skills and foster a culture that is inclusive, adaptable and high performing. Development areas included effective communication, delivering feedback, managing challenging conversations, supporting psychological safety, and building strong, connected teams through coaching and mentoring practices.

The City's Quarterly Leadership Forums also contributed to ongoing capability development and cultural alignment. These forums created opportunities for leaders to connect, exchange ideas and engage in shared learning, while reinforcing organisational priorities and strategic direction.

Other notable initiatives delivered during the year included:

- A refreshed *People Capability Framework* to guide leadership development focus areas.
- Delivery of the Empower and Inspire programs, supporting leadership capability and cross-organisational collaboration.
- An enhanced Change Champion network to support employees through organisational change.
- Participation in the Committee for Geelong's Leaders for Geelong program, supporting leadership development across the region.



Photo: Executive leader Troy Edwards speaking at a Leadership session.

GOVERNANCE

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

Good governance includes the folllowing 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 are 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.



Photo: Wurriki Nyal Civic Precinct, Geelong.

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 our website.

Council may also call a meeting that is not part of the scheduled meeting cycle. These are known as special Council meetings, held to consider urgent matters that cannot wait until the next scheduled Council meeting.

MEETING TYPE	NUMBER HELD	HELD AT
Council Meetings	12	12 meetings conducted at City Hall
Meetings not fixed by Council (Special Council Meeting)	2	Both meetings conducted at City Hall

TABLE 5: Council meetings in 2025–26

COUNCILLOR	LEAVE OF ABSENCE *	APOLOGY	COUNCIL MEETING ATTENDANCE
Cr Anthony Aitken			14
Cr Chris Burson			14
Cr Melissa Cadwell			14
Cr Andrew Katos			14
Cr Eddy Kontelj	2		14
Cr Stretch Kontelj	1		14
Cr Ron Nelson	1		14
Cr Emma Sinclair			14
Cr Rowan Story			14
Cr Trent Sullivan		2	12
Cr Elise Wilkinson			14

TABLE 6: Councillor attendance for 2025–26

*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.

COUNCIL COMMITTEES

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

Advisory committees

Council has established several advisory groups that provide advice on specific topics without holding delegated powers. Each advisory committee is chaired by a councillor, strengthening the link between community perspectives and Council leadership. This structure helps identify emerging issues and practical solutions early, ensuring they inform Council priorities and decisions.

Alongside our established advisory groups, in 2025–26 we established two new advisory committees;

- Environment and Circular Economy Advisory Committee (March 2026) to provide strategic advice to Council on protecting and enhancing Greater Geelong's natural environment, while supporting a sustainable, climate-resilient and economically vibrant community.
- Aged Care Advisory Committee (April 2026) to provide independent advice and assurance to Council on compliance with the *Aged Care Act 2024* in relation to in-home care services, including Support at Home and the Commonwealth Home Support Program (CHSP).

A review of advisory committees resulted in the following committees being retired by Council in September 2025:

- Ageing-Well Advisory Committee
- Multicultural Action Plan Advisory Committee
- Rural and Peri Urban Advisory Committee
- Sustainability Advisory Committee

Community asset committee

Under section 65 of the Act, Council has an established Committee of Management to directly manage the operational activities of the Bellarine Arts Centre facility in Drysdale.

Delegated committees

Under section 63 of the Act, Council has established two delegated committees:

- Geelong Major Events – to coordinate how we attract, assist and fund events.
- Planning Committee – to consider and determine planning permit applications that have been called in by a councillor.



Photo: Women in Community Life Advisory Committee.



Photo: LGBTQIA+ Advisory Committee.



Photo: Disability Access and Inclusion Advisory Committee.



Photo: Environment and Circular Economy Advisory Committee.

COMMITTEE	COUNCILLORS APPOINTED
Advisory Committees	
Aged Care Advisory	Cr R Story (Chair), Cr E Wilkinson, Cr E Sinclair, Cr C Burson
Audit and Risk	Cr S Kontelj (Mayor), Cr R Nelson
CEO Employment and Remuneration	Cr S Kontelj (Mayor), Cr E Kontelj (Deputy Mayor), Cr A Aitken, Cr M Cadwell, Cr T Sullivan, Cr E Wilkinson
Disability Access and Inclusion Advisory	Cr A Aitken (Chair), Cr E Wilkinson (Alt)
Environment and Circular Economy Advisory	Cr E Wilkinson (Chair), Cr R Story (Alt), Cr E Sinclair (Alt)
Heritage Advisory	Cr R Story (Chair), Cr C Burson (Alt)
Kilangitj Aboriginal Advisory	Cr S Kontelj (Mayor)(Chair)
LGBTQIA+ Advisory	Cr E Sinclair (Chair), Cr M Cadwell (Alt)
Submissions Review Panel	Cr S Kontelj (Chair) (Mayor), all councillors
Women in Community Life Advisory	Cr M Cadwell (Chair), Cr E Sinclair (Alt)
Community Asset Committee	
Bellarine Arts Centre (Potato Shed)	Cr R Story (Chair), Cr E Wilkinson (Alt)
Delegated Committees	
Geelong Major Events	Cr A Katos (Chair), Cr E Kontelj (Deputy Mayor), Cr T Sullivan, Cr E Wilkinson
Planning Committee	Cr A Katos (Chair), Cr T Sullivan (Alt), all councillors.

TABLE 7: Council committee appointments at 30 June 2026

COUNCIL REPRESENTATION ON EXTERNAL COMMITTEES AND PEAK BODIES

Councillors are assigned to represent Council on committees, community groups, external working parties and peak bodies. They also participate in a range of community activities and regularly engage with the community, which helps to inform Council decisions and actions.

COMMITTEE	COUNCILLORS APPOINTED
External committees and peak bodies	
Association of Bayside Municipalities	Cr R Story, Cr E Wilkinson (Alt)
G21 Geelong Region Alliance	Cr S Kontelj (Mayor)
Geelong Art Gallery	Cr E Kontelj (Deputy Mayor)
Geelong Heritage Centre Collection Advisory	Cr R Story
Geelong Regional Library Corporation	Cr T Sullivan, Cr E Wilkinson, Cr E Sinclair, Cr R Storey
Municipal Association of Victoria delegate	Cr M Cadwell, Cr E Sinclair (Alt)
Regional Cities Victoria	Cr S Kontelj (Mayor), Cr T Sullivan (Alt)
Regional Capitals Australia	Cr S Kontelj (Mayor), Cr T Sullivan (Alt)
Regional Development Australia Barwon South West	Cr T Sullivan
Tourism Greater Geelong and The Bellarine Inc	Cr T Sullivan

TABLE 8: Council external committee appointments at 30 June 2026

Model Code of Conduct

Effective from 26 October 2024, all councillors are required to observe the Model Councillor Code of Conduct which is prescribed in Schedule 1 to the *Local Government (Governance and Integrity) Amendment Regulations 2024*.

The Model Councillor Code of Conduct sets clear standards for councillor behaviour and responsibilities, supporting good governance, ethical decision-making and public confidence in local government. It promotes integrity, transparency, respect and accountability, while encouraging constructive collaboration, open debate and decisions that serve the best interests of the community. 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.

On 30 June 2025, the Tribunal made the allowance payable to mayors, deputy mayors and councillors (Victoria) Annual Adjustment Determination 2025. The Tribunal determined a three per cent increase to the values of the base allowances payable to mayors, deputy mayors and councillors, effective from 1 July 2025. A three per cent increase has also been applied to the base allowance values for mayors and deputy mayors which take effect on 18 December 2025. The Determination also adjusted the value of the remote area travel allowance by three per cent. The City of Greater Geelong is classified as a Category 3 Council.

	1 JULY 2025 – 17 DECEMBER 2025	18 DECEMBER 2025 – 30 JUNE 2026
Councillor	41,992	41,992
Deputy mayor	71,329	73,159
Mayor	142,661	146,319

TABLE 9: Current annual allowance from 1 July 2025 – 30 June 2026

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.

NAME	TRAVEL ($*)	PROFESSIONAL DEVELOPMENT ($)	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE ($^)	ALLOWANCES ($)	GRAND TOTAL ($)
Cr Anthony Aitken	-	2,285	469	41,992	44,746
Cr Chris Burson	-	10,382	455	41,992	52,829
Cr Melissa Cadwell	1,446	10,182	619	41,992	54,238
Cr Andrew Katos	-	-	487	41,992	42,479
Cr Eddy Kontelj (Deputy mayor)	-	-	1,082	52,213	53,295
Cr Stretch Kontelj (Mayor)	11,507	-	3,993	144,628	160,129
Cr Ron Nelson	373	-	1,206	61,631	63,209
Cr Emma Sinclair	-	9,491	575	41,992	52,058
Cr Rowan Story	5,864	94	554	41,992	48,503
Cr Trent Sullivan	3,601	-	423	41,992	46,016
Cr Elise Wilkinson	2,478	9,491	954	41,992	54,916
Councillor induction and training	-		-	-	17,233
Total	**25,269**	**41,926**	**10,817**	**594,408**	**689,652**

TABLE 10: Details of reimbursements and expenses paid 1 July 2025 – 30 June 2026

*including mileage ^including Information Technology and Communication

Audit

Audit provides independent assurance on the effectiveness of internal controls and governance processes.

Internal audit focuses on organisational processes and controls and is delivered by an outsourced third-party provider. Aster Advisory provided the City's internal audit services in 2025–26.

External audit independently examines the organisation's financial and performance statements. The Victorian Auditor-General's Office provides the City's 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.

Audit and Risk Committee

In accordance with section 53 of the *Local Government Act 2020*, Council has an Audit and Risk Committee which acts as an advisory group to Council.

Appointed by the City of Greater Geelong, the Committee provides independent oversight and advice on Council's risk management, financial and performance reporting, internal and external audit activities, and compliance management. It is comprised of five members; three independent members, the mayor and one councillor, who meet at least four times a year, plus an additional meeting to consider the annual financial statements.

In 2025–26, the Committee was convened on the following dates:

- Thursday 21 August 2025
- Thursday 2 October 2025
- Thursday 4 December 2025
- Thursday 12 March 2026
- Thursday 4 June 2026

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Mick Jaensch (Independent member since November 2022 – Chair since December 2025)	5
Vincent Philpott (Independent member since April 2025)	5
Dr Jolene Morse (Independent member since July 2025)	3
Cr Ron Nelson (Councillor member since March 2023)	1
Cr Stretch Kontelj (Mayor since November 2024)	5
Lisa Tripodi (Independent member – Chair to October 2025)	2

TABLE 11: Audit and risk committee member attendance

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 gives 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
- 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 the public 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 with 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.

Freedom of information

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. 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.**

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.

Public interest disclosure procedures

In accordance with section 69 of the *Public Interest Disclosure Act 2012* (the Act), our **website** 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. There was one disclosure notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) during 2025–26.

Photo: Drumcondra. Photograph by Rebecca Bailey.

Contracts

During 2025–26, 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.

CONTRACT NO	CONTRACT TITLE	CONTRACT NO	CONTRACT TITLE
C2600041	Coastside Drive Recreation Reserve Master Plan Implementation	C2600051	WSUD Assets Maintenance
C2600032	Delivered Meals	C2600024	The Point Waterway Environmental Monitoring
C2600042	Estuary Boulevard Reserve Sports Lights	C2600045	Drainage Relining Program of Works 2025/2026
C2600029	Supply and Maintenance of Hook Truck and Bins	C2600033	Geelong on the Rise Business Support Program
C2600004	Sparrovale Dog Park Construction	C2600021	Aldershot Reserve Pump Track
C2600036	Ocean Grove Memorial Reserve Change Room Upgrade	C2600016	Barwon Soccer Club Synthetic Turf Replacement
C2500113	Parks and Reserves Maintenance	C2600023	Condition Audit: Retarding Basin & Flood Levee Assets
C2500064	Plant Hire Services	C2500140	Plumbing Services
C2500146	McDonald Reserve Pavilion Construction	C2500106	Annual Gutter and Solar Panel Cleaning Services
C2600008	Geelong Mountain Bike Facilities The Hill	C2600017	Queens Park Female Friendly Changeroom
C2500090	Wallington Reserve All Abilities Sports Pavilion Refurbishment	C2500139	Electrical Services
C2600003	Winter Reserve Netball Pavilion Construction	C2600009	Drainage Renewal and Replacement - Program of Works 2025/2026
C2400094	Supply of Asphalt Works, Products and Services	C2500069	Lara Golf Club Irrigation Works
C2500154	Rural Roadside Mowing	C2500151	Waurn Ponds Stormwater Management Strategy

TABLE 12: 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
C2500116	Provision of Supplementary Labour Hire Services	C2600006	Geelong Baseball Centre – Diamond 1 Upgrade Works
C2500098	Ocean Grove District Ride Centre	C2500119	Lara Golf Club Driving Range Upgrade
C2500053	Drysdale Sports Precinct Stage 2	C2500024	Landy Field Pavilion Redevelopment – Construction
C2500108	Central Boulevard Oval 2 Sports Lights	C2500128	High Street Culvert Upgrade Drysdale
C2500029	Environment Land and Wetland Services	C2500153	Thomson Recreation Reserve – Netball and Cricket Upgrade
C2500041	Drainage Inspection and Vacuum/Drain Cleaning Plant Hire Services	C2500092	Breakwater Eagles Soccer Sports Lights
C2500127	Barwon Heads Tennis Club	C2500051	North Bellarine Aquatic Centre Stage 2 - D&C
C2500104	2024/25 WSUD BRB/SB Renewal and Upgrade Program	C2500096	Windsor Park Pavilion Upgrade – Building Modifications
C2500032	Supply & Delivery of Workwear / Clothing	C2500025	Gaels Hurst Reserve Sports Lights Construction
C2500062	Portarlington Recreation Reserve – Carpark Upgrade	C2500118	Collendina Reserve Pavilion Upgrade
C2500078	Devlin's Road Active Open Space Project – Design Services	C2500117	Grinter Reserve BMX Track Sports Lighting
C2500086	Norlane Community Centre Building Modifications	C2500049	Arboricultural Services
C2500070	Collendina Reserve Pedestrian and Vehicle Improvements		

TABLE 13: 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.

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

CONTRACT	DESCRIPTION
N/A	Enterprise Bookings
N/A	Microsoft Surface Device Refresh
N/A	Service Reviews
N/A	Arts Engagement Services
Q2500068	Asset and Customer Excellence (ACE) Program Integration Platform
N/A	Ocean Grove Principal Pedestrian Network Telstra Works
N/A	Bellarine Aquatic and Sports Centre Concourse Works

TABLE 14: Contracts that met the criteria for competitive processes but were signed off as exempt (sole source)

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 2025–26.

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 2025–26 UPDATE

Greater Geelong has one of the largest dog and cat populations of any Victorian municipality, with 29,033 registered dogs, 9,094 registered cats and 46 registered Domestic Animal Businesses.

We have a legal obligation under the *Domestic Animals Act (Vic) 1994* to prepare a four-year plan outlining how we will manage dogs and cats within our municipal boundaries and evaluate the progress of our plan in our Annual Report.

Our Domestic Animal Management Plan outlines how Council supports responsible pet ownership, animal welfare and legal compliance, while balancing the needs of pet owners, the broader community, the environment and local wildlife. The plan also has an educational focus, encouraging owners to care for their pets responsibly and safely.

The development of our current *Domestic Animal Management Plan 2026–29* was informed by community engagement including online and hard copy surveys, face-to-face sessions and pop-ups at local reserves, in the six months before its adoption by Council on 25 November 2025.

Other activities we have undertaken in the last 12 months in support of the plan include:

- Supporting Geelong Animal Welfare Society (GAWS) free and reduced fee cat desexing program(s) by offering free council registration to program participants.
- Commencing construction of a new Victorian Government-funded dog park in Sparrovale Reserve, Charlemont, with completion expected by the end of 2026.
- Implementing free first-year registration for eligible cats and dogs that have never been registered with Council, and offering cat owners a 50 per cent registration discount when they commit to keeping their cats contained at all times, encouraging responsible pet ownership, reducing roaming cats and helping reunite lost pets with their owners.
- Undertaking a review of the animal management team structure which resulted in the creation of Senior Animal Management Officer and dedicated Patrol and Safety Officer positions into the team.
- Developing an annual marketing plan to enable timely sharing of information relevant to time of year and animal management activities occurring in the community.
- Animal management employees completing a variety of professional development sessions including dog attack investigations training, advanced government investigations training, animals in emergency management training, canine anatomy identification training and conflict resolution training, in addition to onboarding and training two new Animal Management Officers.
- Participating in various emergency management training exercises to practice our Animal Emergency Welfare Plan and strengthen the Animal Management team's ability to support residents and pets during and after emergencies.
- Supporting the City's environment rangers and Barwon Coast Committee staff to protect hooded plovers, helping five chicks fledge through monitoring and community education on responsible dog access.
- Partnering with RSPCA in the delivery of their Rethink Roaming Campaign, aimed at encouraging cat containment.
- Presenting to Animal Studies students at local TAFE related to career pathways.

- Reviewing high volume complaint investigation processes such as nuisance complaints.
- Commencing tracking of dog attack data, including where and how attacks occur and who is affected, to inform prevention initiatives.
- Attending animal related and City run community events to promote responsible pet ownership.
- Participating in information sessions for new immigrants to support their understanding of animal legislation and responsible pet ownership in Australia.
- Conducting an animal pound service review.
- Continuing to support the 'Very Important Pooch Program', an initiative aimed at encouraging greater office attendance by City employees by recognising the health and wellbeing benefits dogs can bring to an office environment.
- Maintaining delivery of a 24-hour, seven day a week service to the community, despite population growth and resource challenges.
- Successfully prosecuting all animal management matters presented to the Magistrates Court.

Photo: Monier Way shared path, Fyansford.

ACCESS AND INCLUSION PLAN 2025–26 UPDATE

We have a legal obligation under the *Disability Act (Vic) 2006* to produce a disability action plan and evaluate its progress in the Annual Report.

Our *Disability Access & Inclusion Plan 2024–2028* 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 four pillars: Access, Inclusion, Employment and Community Attitudes.

PILLARS	EXAMPLES OF 2025–26 ACTIONS
Access Improving access to places and spaces	• Completing construction of the Rippleside Inclusive Play Space, A Livvi's Place, delivering a regional, all-abilities play space designed for children of all ages and abilities to play together. • Delivering 12,333 metres of new and renewed footpaths across the City in 2025–26, equating to 21,534 square metres of improved pedestrian infrastructure.
Inclusion Promoting inclusion and participation	• Appointing new members to the Disability Access and Inclusion Advisory Committee to provide ongoing advice, lived experience insight and guidance on key initiatives. • Continuing implementation of the Sport4All program to create inclusive pathways for people with disability to participate in grassroots sport. • Progressing implementation of the Hidden Disabilities Sunflower Initiative to better support individuals with non-visible or hidden disabilities, with rollout across City services planned for 2026. The initiative has been strengthened through collaboration across internal teams, with a focus on amplifying lived experience through supported employment opportunities and community storytelling. • Ongoing community engagement initiatives to capture feedback and ensure people with disability inform decisions and service delivery.
Employment Reducing barriers to obtaining and maintaining employment	• Finalising the internal *City Workplace Adjustments Policy,* developed in partnership with the Australian Disability Network and informed by employees with lived experience of disability. • Scheduling a session for the 2026 Geelong Small Business Festival to further strengthen inclusive employment practices and build capability across the local business community.
Community attitudes Achieving tangible changes in attitudes and practices that discriminate against people with a disability	• Delivering the Geelong Awards for People with Disability and International Day of People with Disability, celebrating achievements and raising awareness across the community. • Delivering a session at the 2025 Geelong Small Business Festival supporting local businesses to build inclusive workplace practices and increase understanding of accessibility and disability inclusion.

TABLE 15: Key projects undertaken in 2025–26

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 2025–26, the following information about infrastructure and development contributions has been disclosed.

DCP NAME (YEAR APPROVED)	LEVIES RECEIVED IN 2025–26 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	$3,552,740.00
DCP04 Armstrong Creek West Precinct 2013	$2,611,902.12
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$6,921,185.25
DCP06 Armstrong Creek Town Centre Precinct 2014	$21,970.80
DCP07 Lara West Urban Growth Area 2014	$2,485,574.65
DCP08 Central Rd Drysdale 2022	$0.00
DCP09 Jetty Road Growth Area Stage 2 2025	$0.00
DCP10 Marshall 2026	$0.00
Total	**$15,593,372.82**

TABLE 16: Total DCP levies received in 2025–26

DCP NAME (YEAR APPROVED)	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE ($)
DCP03 Armstrong Creek East Precinct 2012	DI_OS_08	Local Parks - playground equipment	Open Space	$154,515.35
DCP03 Armstrong Creek East Precinct 2012	DI_OS_08	Local Parks - playground equipment	Open Space	$146,720.17
DCP03 Armstrong Creek East Precinct 2012	DI_RO_1	Intersection - Barwon Heads Road and Burvilles Road Extension (Central Bvd)	Roads	$670,804.01
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	$199,669.83
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	$65,123.08
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_LA_12	Community Complex - LAC - Land	Land	$1,200,000.00
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_RD_07	Intersection - Boundary Road and Horseshoe Bend Road	Roads	$3,788,986.73
DCP04 Armstrong Creek West Precinct 2013	DI_DR_01	Armstrong Creek Waterway Improvement Works - Surf Coast Highway to North South Connector Road	Drainage	$1,462,665.51
DCP04 Armstrong Creek West Precinct 2013	DI_DR_01	Armstrong Creek Waterway Improvement Works - Surf Coast Highway to North South Connector Road	Drainage	$918,227.83
DCP04 Armstrong Creek West Precinct 2013	DI_LA_03	Drainage Works - Wetland/retarding basins (property 3) - Land	Land	$1,250,540.00
DCP07 Lara West Urban Growth Area 2014	DI_LA_1	Eastern Multipurpose Community Centre - Land	Land	$1,812,500.00
Total				**$11,669,752.51**

TABLE 17: DCP land, works, services or facilities accepted in-kind in 2025–26

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	$0.00	$1,277,840.43	$0.00	$0.00
DCP09 Jetty Road Growth Area Stage 2 2025	$0.00	$1,836,021.17	$1,979,744.03	$1,979,744.03
DCP10 Marshall 2026	$0.00	$0.00	$0.00	$0.00
Total	**$0.00**	**$3,113,861.60**	**$1,979,744.03**	**$1,979,744.03**

TABLE 18: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (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	$2,534,890.48	$0.00	$0.00	$0.00	$2,534,890.48	50.70%
LAC active open space reserve - playing fields and bowling greens	DI_OS_07	DCP03 Armstrong Creek East Precinct 2012	$270,977.04	$0.00	$0.00	$0.00	$270,977.04	1.47%
Local Parks - playground equipment	DI_OS_08	DCP03 Armstrong Creek East Precinct 2012	$0.00	$301,235.52	$0.00	$0.00	$301,235.52	47.68%
Intersection - Barwon Heads Road and Burvilles Road Extension (Central Bvd)	DI_RO_1	DCP03 Armstrong Creek East Precinct 2012	$0.00	$670,804.01	$0.00	$0.00	$670,804.01	24.72%
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012	$0.00	$264,792.91	$0.00	$0.00	$264,792.91	4.96%
Community Complex - NAC - Construction	DI_C_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$9,588,469.16	$0.00	$0.00	-$3,600,000.00	$5,988,469.16	68.11%
Sparrovale Wetlands - Management Plan	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$756,629.15	$0.00	$0.00	$0.00	$756,629.15	11.47%

TABLE 19: Land, works, services or facilities delivered in 2025–26 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED ($)	WORKS-IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTION ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED
Land Acquisition - Horseshoe Bend Road Section 3 (Boundary Road - Catholic school northern limit)	DI_LA_06	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$99,060.77	$0.00	$0.00	$0.00	$99,060.77	7.63%
Land Acquisition - Horseshoe Bend Road Section 3 (Catholic school northern limit - Geelong Ring Road)	DI_LA_07	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$53,556.62	$0.00	$0.00	$0.00	$53,556.62	1.11%
Land Acquisition - Boundary Road (Surf coast Highway to Barwarre Road) - 412 Torquay Road	DI_LA_09a	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$20,968.20	$0.00	$0.00	$0.00	$20,968.20	0.39%
Land Acquisition - Boundary Road (Surf Coast Highway to Barwarre Road) - 350-360 Boundary Road	DI_LA_09b	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$9,266.34	$0.00	$0.00	$0.00	$9,266.34	0.17%
Community Complex - LAC - Land	DI_LA_12	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$0.00	$1,200,000.00	$0.00	$0.00	$1,200,000.00	55.51%
Drainage Works - Reserve Road Retarding Basin - Land	DI_LA_14	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$70,993.66	$0.00	$0.00	$0.00	$70,993.66	1.46%
Drainage Works - Barwon Heads Road South Retarding Basin - Land	DI_LA_17	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$6,446.36	$0.00	$0.00	$0.00	$6,446.36	0.30%

TABLE 19: Land, works, services or facilities delivered in 2025–26 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED ($)	WORKS-IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTION ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED
Drainage Works - Barwon Heads Road to Harriot Road - Land	DI_LA_18	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$305,925.89	$0.00	$0.00	$0.00	$305,925.89	6.42%
Sparrovale Wetlands - Land (109 - 215 Sparrovale Road Charlemont)	DI_LA_23	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$1,754,224.17	$0.00	$0.00	$0.00	$1,754,224.17	17.06%
Regional Active Open Space (northern) - Play Fields	DI_OS_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$77,436.24	$0.00	$0.00	$0.00	$77,436.24	0.12%
Intersection - Boundary Road and Horseshoe Bend Road	DI_RD_07	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	$0.00	$3,788,986.73	$0.00	$0.00	$3,788,986.73	100.00%
Library - Construction (contribution)	CI_CF_1	DCP06 Armstrong Creek Town Centre Precinct 2014	$3,393.04	$0.00	$0.00	$0.00	$3,393.04	0.02%
Land Acquisition - Boundary Road - 412 Torquay Road Armstrong Creek (Property 1)	DI_LA_3a	DCP06 Armstrong Creek Town Centre Precinct 2014	$20,968.20	$0.00	$0.00	$0.00	$20,968.20	0.39%
Land Acquisition - Boundary Road - 350-360 Boundary Road Armstrong Creek (Property 2)	DI_LA_3b	DCP06 Armstrong Creek Town Centre Precinct 2014	$9,266.34	$0.00	$0.00	$0.00	$9,266.34	0.17%

TABLE 19: Land, works, services or facilities delivered in 2025–26 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED ($)	WORKS-IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTION ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED
Armstrong Creek Waterway Improvement Works - Surf Coast Hwy to North South Connector Road	DI_DR_01	DCP04 Armstrong Creek West Precinct 2013	$0.00	$2,380,893.34	$0.00	$0.00	$2,380,893.34	40.98%
Drainage Works - Wetland/ retarding basins (property 3) - Land	DI_LA_03	DCP04 Armstrong Creek West Precinct 2013	$0.00	$1,250,540.00	$0.00	$0.00	$1,250,540.00	99.76%
NAC Active Open Space - Play Fields and Bowling Greens	DI_OS_2	DCP04 Armstrong Creek West Precinct 2013	$272,742.76	$0.00	$0.00	$0.00	$272,742.76	1.14%
Regional Community and Learning Hub	C003	DCP02 Jetty Road Urban Growth Area Stage 1 2012	-$1,836,021.17	$0.00	$0.00	$0.00	-$1,836,021.17	-21.52%
Griggs Creek- Landscaping and Improvements	OS002	DCP02 Jetty Road Urban Growth Area Stage 1 2012	-$494,141.02	$0.00	$494,141.02	$0.00	$0.00	0.00%
Regional Community and Learning Hub	CI_CF_02	DCP09 Jetty Road Growth Area Stage 2 2025	$0.00	$1,836,021.17	$0.00	$0.00	$1,836,021.17	21.52%
Eastern Multipurpose Community Centre - Land	DI_LA_1	DCP07 Lara West Urban Growth Area 2014	$0.00	$1,812,500.00	$0.00	$0.00	$1,812,500.00	100.00%
Total			**$13,525,052.24**	**$13,505,773.68**	**$494,141.02**	**-$3,600,000.00**	**$23,924,966.93**	

TABLE 19: Land, works, services or facilities delivered in 2025–26 from DCP levies collected

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 at 30 June 2026.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC1	**Community engagement policy** (policy 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: 26 May 2026 A full review of the policy including two stages of community engagement was undertaken between January 2025–April 2026
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: 26 May 2026 The updated Community Engagement Policy incorporates clear guidelines to support City employees in determining when and how to engage with the community. These guidelines are publicly accessible to promote transparency and consistency in engagement practices. In addition to the policy, employees are supported by a suite of community engagement resources available on the City's intranet, enabling the consistent and effective application of the guidelines across the organisation
GC3	**Financial Plan** (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: 23 June 2026 The Long-Term Financial Plan was adopted twice during the financial year - initially on 28 October 2025 and then updated and adopted by Council 23 June 2026 based on 2026–27 Budget
GC4	**Asset Plan** (plan that sets 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 October 2025
GC5	**Revenue and Rating Plan** (plan 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** (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 23 June 2026

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC7	**Risk policy** (policy outlining Council's commitment and approach to minimising the risks to Council's 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** (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 17 February 2021 Policy will be reviewed in 2026–27 in conjunction with the Fraud and Corruption Control Framework
GC9	**Municipal emergency management planning** (Participation in meetings of the Municipal Emergency Management Planning Committee.)	Undertake chair duties and attend Emergency Management Planning Committee (MEMPC) meetings Dates of the MEMPC meetings attended: • 14 August 2025 • 13 November 2025 • 12 February 2026 • 14 May 2026
GC10	**Procurement policy** (policy outlining the principles, processes and procedures that will apply to all purchases 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 from 1 July 2025
GC11	**Business continuity plan** (plan setting out the actions that will be taken 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 2023–2024 financial year
GC12	**Disaster recovery plan** (plan setting out the actions that will be under-taken to recover and restore business capability in the event of a disaster)	Plan Date of commencement of current plan: 1 July 2020 Next review: 4 August 2026 Two disaster recovery tests are conducted per year, and procedures are updated based on any findings
GC13	**Complaint policy** (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.)	Policy developed in accordance with section 108 of the Act Date of adoption: 31 October 2022

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC14	**Workforce plan** (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 commencement: 26 June 2025
GC15	**Payment of rates and charges hardship policy** (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** (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of commencement of current framework: April 2025 The framework has been reviewed and approved by our Executive Leadership Team and Audit and Risk Committee
GC17	**Audit and Risk Committee** (advisory committee of Council under section 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 by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 July 2024 Aster Advisory is delivering the internal audit program for the City since 1 July 2024
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** (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: 24 March 2026 End of year report planned to go to Council 22 September 2026. We provide bi-annual reports on the progress of our council plan major initiatives and annually on the progress of the strategic indicators as per section 98 of Local Government Act 2020
GC21	**Quarterly budget reports** (quarterly reports to Council under section 97 of the Act, 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: • 25 November 2025 • 24 February 2026 • 26 May 2026

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC22	**Risk reporting** (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Dates of reports: 4 December 2025 Risk reports are provided to the Executive Leadership Team and Audit and Risk Committee. The review of Council's Strategic Risk Profile was last shared in December 2025 to the Audit and Risk Committee and subsequently reported to Council at the February 2026 Council meeting
GC23	**Performance reporting** (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Report Dates of reports: 28 October 2025 and April 2026 We report on our financial performance indicators annually and non-financial performance indicators six monthly
GC24	**Annual report** (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: 28 October 2025
GC25	**Councillor Code of Conduct** (Code 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
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)	Reviewed in accordance with section 11(7) of the Act. A register is kept in accordance with sections 11(8) and 47(7) of the Act Date of review under section 11(7): Council to CEO reviewed 27 May 2025 and Council to staff reviewed 3 June 2026 Date of review under section 47(7): CEO to Staff 7 May 2026
GC27	**Meeting procedures** (Governance Rules 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

CERTIFICATION OF THE GOVERNANCE AND MANAGEMENT CHECKLIST

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

Signed by:
Stretch Kontelj
7997C6594F984C2...

Cr Dr Stretch Kontelj OAM
Mayor
Dated: 20-Oct-2026 | 4:06 PM AEDT

DocuSigned by:
Ali Wastie
CF66AB9636714B3...

Ali Wastie
Chief Executive Officer
Dated: 05-Oct-2026 | 6:08 PM AEDT

PERFORMANCE STATEMENT



Photo: You Yangs, Little River. Photograph by Chris Vine.

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SECTION 1. DESCRIPTION OF MUNICIPALITY

For the year ended 30 June 2026

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 295,052 residents, the population is forecast to reach 441,984 by 2046.



SECTION 2. SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2026

INDICATOR/MEASURE	RESULTS				
	2023	2024	2025	2026	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
Aquatic Facilities					
AF6 **Utilisation** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Population]	7.21	7.01	7.72	Not applicable	8.19
Comment: The increase in visitation reflects a combination of factors. North Bellarine Aquatic Centre has continued to attract strong community use and the City's aquatic facilities have experienced fewer operational disruptions in recent years, providing more consistent access for the community.					
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 22 animal management prosecutions in 2025–26. The number of prosecutions in 2025–26 increased 175% on 2024-25 numbers. This highlights the large jump in the number of serious animal attacks that occurred in the community.					

INDICATOR/MEASURE	RESULTS				
	2023	2024	2025	2026	
	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	90.76%	93.46%	100%	Not applicable	99.42%
Comment: The City prioritises food safety and was able to achieve over 99% follow up rate to help protect public health. The result remains similar to previous years.					
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]	52	49	48	54	48
Comment: Community satisfaction with consultation and engagement remained unchanged in 2026 and was comparable with other Regional Centres. Feedback indicates opportunities to further improve communication and transparency by strengthening community understanding of how feedback is considered and incorporated into Council decisions.					

INDICATOR/MEASURE	RESULTS				
	2023	2024	2025	2026	
	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%	31.32%	Not applicable	31.84%
Comment: City of Greater Geelong services are reporting a steady 3.6% increase in active members with registered activity compared to the same period last year. The majority of this growth is attributable to members from Biyal-a Armstrong Creek. Membership growth has outpaced population growth over the same period, resulting in a 1.6% increase in this indicator when compared to the previous year.					
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	73.61%	73.88%	73.39%	Not applicable	71.61%
Comment: Participation in the City's MCH service remained relatively unchanged. There were 13,638 children enrolled in the City's MCH service, of which 9,766 attended at least once in the year.					

INDICATOR/MEASURE	RESULTS				
	2023	2024	2025	2026	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
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	71.62%	75.29%	73.78%	Not applicable	75.11%
Comment: There were 237 children who identify as Aboriginal or Torres Strait Islander enrolled in the City's MCH service, with 178 attending at least one session during the year. Increased participation may reflect the positive impact of targeted Best Start initiatives including community outreach, activations and the creation of culturally safe spaces. MCH services continue to test and refine new approaches through the Best Start program to improve engagement with families.					
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	95.59%	96.30%	93.25%	96.56%	93.98%
Comment: Council maintains most 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% would fall within this excellent to fair condition range.					

INDICATOR/MEASURE	RESULTS				
	2023	2024	2025	2026	
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL
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	75.05%	78.60%	74.01%	70.00%	81.62%
Comment: Council achieved its target for the percentage of planning application decisions made within legislated time frames. The increased result is based on staff retention, experience of employees and improved internal processes.					
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	53.21%	50.99%	49.08%	49.84%	49.46%
Comment: Landfill and green waste disposal weights grew generally in line with serviced property growth. Recycling weights remained stable as residents continue to engage with the Container Deposit Scheme and retail foot traffic continues to recover.					

SECTION 3. FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2026

INDICATOR/MEASURE	RESULTS								
	2023	2024	2025	2026		2027	2028	2029	2030
	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]	$3,339.68	$3,511.60	$3,567.95	$3,616.00	$3,736.00	$3,660.72	$3,698.55	$3,736.11	$3,810.38
Comment: The rise in expenses per property assessment is primarily due to increased expenditure related to one-off correction for asset write offs that do not meet the asset recognition criteria under Australian Accounting Standards.									
E4 Revenue level *Average rate per property* [Total rate revenue / Number of property assessments]	$1,660.37	$1,728.27	$1,802.34	Not applicable	$1,852.69	$1,893.15	$2,468.34	$2,549.02	$2,621.76
The average rate per property has increased slightly in line with prior year and budget trends. Future increases are expected in line with rate increases.									
L1 Working capital *Current assets compared to current liabilities* [Current assets / Current liabilities] x100	134.85%	162.78%	168.20%	158.38%	162.61%	197.50%	173.21%	150.07%	112.34%
Comment: The decrease in the current assets to current liabilities ratio is due to the reclassification of interest-bearing loans and borrowings from non-current in 2024-25 to current at 30 June 2026, with loan principal of $50 million due to be fully repaid, of which $30 million will be refinanced in the 2026-27 financial year.									

INDICATOR/MEASURE	RESULTS								
	2023	2024	2025	2026		2027	2028	2029	2030
	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	33.34%	29.58%	15.43%	Not applicable	-45.72%	14.29%	11.95%	17.26%	29.14%
Comment: The negative result in 2025–26 is due to the increased interest-bearing loans and borrowings in current liabilities, as Council is required to repay $50 million of principal debt in 2026–27, of which $30 million will be refinanced. The ratio only includes cash and cash equivalents. If Council's longer-term investments of $190 million were included, this ratio would be 51.9%. Council's long-term financial strategy also requires funds to be held in reserve to manage future growth and housing-related demands. In 2025–26, Council delivered a cash surplus, with an additional $49 million of funds moved to reserves, reducing unrestricted cash.									
O2 Loans and borrowings *Loans and borrowings compared to rates* [Interest bearing loans and borrowings / Rate revenue] x100	44.41%	60.56%	50.86%	Not applicable	46.09%	36.16%	32.19%	28.94%	26.63%
Comment: This result declined in 2025-26 due to lower borrowings, with Council repaying current debt balances and entering into no new borrowings during the year. The ratio is expected to decrease in future years due to planned loan repayments as part of our long term strategy to reduce debt.									
O3 Loans and borrowings *Loans and borrowings repayments compared to rates* [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.39%	4.36%	8.32%	Not applicable	3.64%	17.58%	3.31%	2.73%	6.65%
Comment: This result decreased due to repayment of loans and borrowings being lower in 2025-26 than in the prior year, which included the repayment of a $10 million interest only loan. The ratio is expected to decrease in future years due to planned loan repayments as part of our long term strategy to reduce debt.									

INDICATOR/MEASURE	RESULTS								
	2023	2024	2025	2026		2027	2028	2029	2030
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
O4 Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	35.72%	51.23%	45.91%	Not applicable	30.68%	34.09%	33.23%	26.20%	18.61%
Comment: The decrease is due to the reclassification of interest-bearing loans and borrowings from non-current in 2024-25 to current at 30 June 2026. This reflects $50 million of loan principal to be repaid in 2026-27, of which $30 million will be refinanced. The ratio is expected to decrease in future years due to planned loan repayments as part of our long term strategy to reduce debt and reduce current and long term liabilities.									
O5 Asset renewal and upgrade Asset renewal and upgrade expense compared to depreciation [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	65.72%	71.00%	62.98%	104.39%	88.84%	79.62%	96.67%	86.08%	84.87%
Comment: The City invested $93.6 million in delivering asset renewals and upgrades in 2025–26. This ratio of 88.84% improved from prior year but remained below target due to delays in delivering the capital program.									
OP1 Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	8.33%	-12.85%	0.36%	Not applicable	-2.40%	-0.89%	2.47%	2.45%	2.24%
Comment: The City achieved a favourable cash surplus and operating surplus in 2025–26. Operating income and expense increased in line with prior year trends. The unfavourable movement in this ratio was due to the derecognition of green assets that do not meet the asset recognition criteria under Australian Accounting Standards, resulting in an additional $18.8 million of asset write-offs to operating expenditure.									

INDICATOR/MEASURE	RESULTS								
	2023	2024	2025	2026		2027	2028	2029	2030
	ACTUAL	ACTUAL	ACTUAL	TARGET AS PER BUDGET	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
S1 Rates concentration *Rates compared to adjusted underlying revenue* [Rate revenue / Adjusted underlying revenue] x100	56.45%	69.16%	62.87%	65.95%	63.79%	66.28%	65.36%	66.56%	67.27%
Comment: This result is consistent with prior year and forecast, reflecting stable increases in rates and revenue.									
S2 Rates effort *Rates compared to property values* [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.27%	0.26%	0.28%	Not applicable	0.29%	0.30%	0.31%	0.32%	0.33%
Comment: Rate revenue and Capital Improved Value have remained stable year on year.									

SECTION 4. SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2026

INDICATOR/MEASURE	RESULTS			
	2023	2024	2025	2026
C1 *Expenses per head of population* [Total expenses / Population]	$1,682.45	$1,763.19	$1,764.50	$1,847.90
Comment: This indicator increased from prior year due to higher expenditure on asset disposals, following the derecognition of green assets that do not meet the asset recognition criteria under Australian Accounting Standards.				
C2 *Infrastructure per head of population* [Value of infrastructure / Population]	$12,719.95	$13,295.91	$14,358.24	$13,831.09
Comment: This indicator declined slightly due to the comprehensive revaluation of the City's road asset base, which decreased following updated condition data.				
C3 *Population density per length of road* [Population / Kilometres of local roads]	116.46	116.19	118.05	119.21
Comment: We add to our local road network every year to meet the needs of a growing population. In 2025–26, 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]	$1,407.78	$1,392.30	$1,454.25	$1,482.61
Comment: The own-source revenue per head of population has remained stable.				

INDICATOR/MEASURE	RESULTS			
	2023	2024	2025	2026
C5 *Recurrent grants per head of population* [Recurrent grants / Population]	$289.54	$166.35	$310.47	$313.09
Comment: This result reflects the early receipt of 80% of the Federal Government's 2026-27 Financial Assistance Grant funding in the 2025-26 financial year in comparison to the full early receipt in prior years.				
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	14.73%	12.78%	13.44%	11.83%
Comment: The reduction in turnover reflects progress towards the City's strategic goal of being an employer of choice. Increased employee engagement and a strong focus on employee experience, wellbeing, and workplace culture have contributed to retaining skilled employees, strengthening organisational capability, supporting service continuity, and enabling the delivery of high-quality outcomes for the community.				

SECTION 5. NOTES TO THE ACCOUNTS

5.1 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. T*he 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 2026–27 budget on 23 June 2026. 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.

5.2 Definitions

KEY TERM	DEFINITION
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.
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.
Annual Report	means an Annual Report prepared by a council under section 98 of the Act.
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.
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.
Current assets	has the same meaning as in the AAS.
Current liabilities	has the same meaning as in the AAS.
Food premises	has the same meaning as in the *Food Act 1984.*
Infrastructure	means non-current property, plant and equipment excluding land.

KEY TERM	DEFINITION
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.
Non-current assets	means all assets other than current assets.
Non-current liabilities	means all liabilities other than current liabilities.
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.
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.
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.
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website.
Unrestricted cash	means all cash and cash equivalents other than restricted cash.

5.3 Other Matters

Overview of 2026

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 $148.1 million in renewal and upgrades to our existing infrastructure and new community facilities, while developers transferred $45.9 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 $7.422 million in 2025–26 reducing our borrowings balances by 4.5% to $156.5 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: 13|10|26

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2026 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: 13|10|26

Councillor Rowan Story AM, RFD

Dated: 13|10|26

Alison Wastie

Chief Executive Officer

Dated: 13|10|26

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 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • 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 2026 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 (including Independence Standards)* (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.
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
20 October 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2026

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.



Photo: Eastern Beach. Photograph by Amanda Linton.

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 2026.

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 2026



Annual Financial Report

for the year ended 30 June 2026

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Greater Geelong City Council
2025-26 Financial Report

Annual Financial Report
for the year ended 30 June 2026

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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 in these financial statements are presented in Australian Currency.

These financial statements were authorised for issue by the Council on 13 October 2026.
Council has the power to amend and reissue these financial statements.

Greater Geelong City Council

Annual Financial Report

for the year ended 30 June 2026

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: 13 October 2026
Geelong

In our opinion, the accompanying financial statements present fairly the financial transactions of the Greater Geelong City Council for the year ended 30 June 2026 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.

Dr Srechko Kontelj OAM
Mayor
Dated: 13 October 2026
Geelong

Rowan Story AM, RFD
Councillor
Dated: 13 October 2026
Geelong

Alison Wastie
Chief Executive Officer
Dated: 13 October 2026
Geelong

Independent Auditor's Report

VAGO
Victorian Auditor-General's Office

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 2026
- 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 2026 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 (including Independence Standards)* (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.



Travis Derricott
as delegate for the Auditor-General of Victoria

MELBOURNE
20 October 2026

Comprehensive Income Statement

for the year ended 30 June 2026

	Note	2026 $ '000	Restated 2025 $ '000
Income / Revenue			
Rates and charges	3.1	341,116	322,770
Statutory fees and fines	3.2	18,988	16,771
User fees	3.3	57,939	61,348
Grants - operating	3.4	90,121	89,741
Grants - capital	3.4	37,800	19,529
Contributions - monetary	3.5	24,750	32,987
Contributions - non-monetary	3.5	45,863	76,012
Share of net profits of associates and joint ventures	6.3	541	1,670
Other income	3.7	18,862	18,538
Total income / revenue		635,980	639,366
Expenses			
Employee costs	4.1	212,490	203,200
Materials and services	4.2	145,724	132,244
Depreciation and amortisation	4.3	105,316	118,547
Amortisation - Intangible assets		2,308	2,113
Depreciation - Right of use assets		1,377	1,525
Allowance for impairment losses		(1,423)	1,592
Borrowing costs	4.4	4,948	5,703
Finance Costs - Leases		146	185
Net loss on disposal of property, infrastructure, plant and equipment	3.6	36,179	17,362
Other expenses	4.5	38,161	39,561
Total expenses		545,226	522,032
Surplus/(deficit) for the year		90,754	117,334
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	(141,838)	172,465
Total items which will not be reclassified subsequently to the operating result		(141,838)	172,465
Total other comprehensive income		(141,838)	172,465
Total comprehensive result		(51,084)	289,799

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

Balance Sheet

as at 30 June 2026

	Note	2026 $ '000	Restated 2025 $ '000	Restated 1 July 2024 $ '000
Assets				
Current assets				
Cash and cash equivalents	5.1	57,849	98,032	95,839
Trade and other receivables	5.1	51,484	43,590	22,830
Other financial assets	5.1	190,000	101,288	75,676
Inventories		1,133	1,168	1,253
Non-current assets classified as held for sale	6.1	9,181	369	9,479
Other assets	5.2	6,811	8,484	10,775
Total current assets		316,458	252,931	215,852
Non-current assets				
Trade and other receivables	5.1	1,935	2,264	14,782
Investments in associates, joint arrangements and subsidiaries	6.3	12,798	12,256	10,586
Property, infrastructure, plant and equipment	6.2	5,221,202	5,336,654	5,075,915
Intangible assets	5.2	12,318	14,020	12,010
Right-of-use assets		3,480	4,793	5,810
Total non-current assets		5,251,733	5,369,987	5,119,103
Total assets		5,568,191	5,622,918	5,334,955
Liabilities				
Current liabilities				
Trade and other payables	5.3	33,549	33,944	31,300
Trust funds and deposits	5.3	22,324	20,729	16,926
Contract and other liabilities	5.3	36,760	34,034	20,564
Provisions	5.5	43,003	41,642	41,366
Interest-bearing liabilities	5.4	57,555	7,422	21,110
Lease liabilities		1,415	1,368	1,334
Total current liabilities		194,606	139,139	132,600
Non-current liabilities				
Provisions	5.5	32,762	32,955	32,927
Interest-bearing liabilities	5.4	98,972	156,527	163,957
Lease liabilities		2,488	3,850	4,823
Total non-current liabilities		134,222	193,332	201,707
Total liabilities		328,828	332,471	334,307
Net assets		5,239,363	5,290,447	5,000,648
Equity				
Accumulated surplus		2,481,468	2,440,319	2,361,460
Reserves	9.1	2,757,895	2,850,128	2,639,188
Total Equity		5,239,363	5,290,447	5,000,648

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

Greater Geelong City Council

2025-26 Financial Report

Statement of Changes in Equity

for the year ended 30 June 2026

	Note	Total $ '000	Accumulated Surplus $ '000	Revaluation Reserves $ '000	Other Reserves $ '000
2026					
Balance at beginning of the financial year		5,290,447	2,440,319	2,738,843	111,285
Surplus/(deficit) for the year		90,754	90,754	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	9.1	(141,838)	–	(141,838)	–
Other comprehensive income		(141,838)	–	(141,838)	–
Total comprehensive income		(51,084)	90,754	(141,838)	–
Transfers to other reserves	9.1	–	(170,082)	–	170,082
Transfers from other reserves	9.1	–	120,477	–	(120,477)
Balance at end of the financial year		5,239,363	2,481,468	2,597,005	160,890
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	(2,319)	(2,319)	20	(20)
Restated opening balance		5,000,648	2,361,460	2,566,378	72,810
Surplus/(deficit) for the year		117,334	117,334	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	9.1	172,465	–	172,465	–
Other comprehensive income		172,465	–	172,465	–
Total comprehensive income		289,799	117,334	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		5,290,447	2,440,319	2,738,843	111,285

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

Statement of Cash Flows
for the year ended 30 June 2026

	Note	2026 Inflows/ (Outflows) $ '000	2025 Inflows/ (Outflows) $ '000
Cash flows from operating activities			
Rates and charges		334,853	321,984
Statutory fees and fines		17,624	17,794
User fees		58,929	62,808
Grants - operating		89,646	87,048
Grants - capital		40,011	35,636
Contributions - monetary		24,750	32,987
Interest received		9,299	8,734
Trust funds and deposits taken		1,595	3,803
Other receipts		11,048	–
Net GST refund/payment		22,807	18,910
Employee costs		(208,054)	(203,532)
Materials and services		(207,754)	(191,216)
Short-term, low value and variable lease payments		(393)	(168)
Other payments		(1,449)	–
Net cash provided by/(used in) operating activities	9.2	192,912	194,788
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(142,330)	(139,354)
Proceeds from sale of property, infrastructure, plant and equipment		11,843	824
Payments for investments		(190,542)	(111,874)
Proceeds from sale of investments		101,829	86,262
Net cash provided by/(used in) investing activities		(219,200)	(164,142)
Cash flows from financing activities			
Finance costs		(4,948)	(5,703)
Repayment of borrowings		(7,422)	(21,118)
Interest paid - lease liability		(146)	(185)
Repayment of lease liabilities		(1,379)	(1,447)
Net cash flow provided by/(used in) financing activities		(13,895)	(28,453)
Net Increase (decrease) in cash and cash equivalents		(40,183)	2,193
Cash and cash equivalents at the beginning of the financial year		98,032	95,839
Cash and cash equivalents at the end of the financial year		57,849	98,032
Financing arrangements	5.6	196,055	223,412

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

Greater Geelong City Council
2025-26 Financial Report

Statement of Capital Works
for the year ended 30 June 2026

	Note	2026 $ '000	2025 $ '000
Property			
Land		5,516	45,007
Total land		5,516	45,007
Buildings		53,503	18,561
Heritage buildings		190	–
Total buildings		53,693	18,561
Total property		59,209	63,568
Plant and equipment			
Plant, machinery and equipment		3,543	3,504
Fixtures, fittings and furniture		320	250
Computers and telecommunications		1,175	1,448
Total plant and equipment		5,038	5,202
Infrastructure			
Roads		32,918	28,985
Bridges		499	–
Footpaths and cycleways		10,466	8,240
Drainage		5,312	2,826
Recreational, leisure and community facilities		19,191	4,651
Waste management		2,005	2,268
Parks, open space and streetscapes		9,351	16,527
Other infrastructure		4,085	7,090
Total infrastructure		83,827	70,587
Total capital works expenditure	6.2	148,074	139,357
Represented by:			
New asset expenditure		54,510	71,684
Asset renewal expenditure		61,460	53,733
Asset expansion expenditure		–	–
Asset upgrade expenditure		32,104	13,940
Total capital works expenditure		148,074	139,357

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

Notes to the Financial Statements
for the year ended 30 June 2026

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 137-149 Mercer 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.

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026

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.

1.2 Impacts of other external events

Council has considered ongoing external events that have contributed to volatility in international markets, disrupted global supply chains and increased inflationary pressure, including the risk that they may cause significant changes in the carrying values of assets and liabilities in the next financial year, and has concluded that there is no material impact on the 2025-26 financial report that requires additional disclosure.

Notes to the Financial Statements

for the year ended 30 June 2026

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 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 2026 $ '000	Actual 2026 $ '000	Variance $ '000	Variance %	Ref
Income / Revenue					
Rates and charges	341,652	341,116	(536)	(0.16)%	
Statutory fees and fines	18,328	18,988	660	3.60%	
User fees	67,662	57,939	(9,723)	(14.37)%	1
Grants - operating	77,794	90,121	12,327	15.85%	2
Grants - capital	40,306	37,800	(2,506)	(6.22)%	
Contributions - monetary	41,515	24,750	(16,765)	(40.38)%	3
Contributions - non monetary	116,012	45,863	(70,149)	(60.47)%	4
Net gain on disposal of property, infrastructure, plant and equipment	11,018	–	(11,018)	(100.00)%	5
Share of net profits of associates and joint ventures	–	541	541	100%	
Other income	13,760	18,862	5,102	37.08%	6
Total income / revenue	728,047	635,980	(92,067)	(12.65)%	
Expenses					
Employee costs	210,553	212,490	(1,937)	(0.92)%	
Materials and services	171,382	145,724	25,658	14.97%	7
Depreciation	105,358	105,316	42	0.04%	
Amortisation - intangible assets	1,727	2,308	(581)	(33.64)%	8
Depreciation - right of use assets	2,042	1,377	665	32.57%	9
Allowance for impairment losses	–	(1,423)	1,423	(100)%	
Borrowing costs	5,124	4,948	176	3.43%	
Finance costs - leases	164	146	18	10.98%	10
Net loss on disposal of property, infrastructure, plant and equipment	–	36,179	(36,179)	(100)%	11
Other expenses	21,215	38,161	(16,946)	(79.88)%	12
Total expenses	517,565	545,226	(27,661)	(5.34)%	
Surplus/(deficit) for the year	210,482	90,754	(119,728)	(56.88)%	

Greater Geelong City Council

2025-26 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2026

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1.	User fees	• Revenue was lower than budget mainly due to reduced development activity, resulting in lower planning and development fees ($3.9m), reduced waste income as a result of the closure of the North Geelong Transfer Station ($2.4 million) and lower parking fee income ($1.6m). Rental income of $3.4m was reclassified to Other Income for financial reporting purposes.
2.	Grants-operating	• Operating grant income was higher than budget due to the early receipt of 80% of the 2026-27 Financial Assistance Grant.
3.	Contributions-monetary	• Income was lower than budget due to the timing of developments and associated contributions, which can vary significantly from year to year.
4.	Contributions-non monetary	• Assets received from developers, such as roads, drainage and other infrastructure, were below budget due to the timing of development projects and asset handovers.
5.	Net gain on disposal of property, infrastructure, plant and equipment	• The budget assumed gains from the sale of strategic properties. Actual property sale proceeds were lower than anticipated, while losses associated with the renewal and replacement of infrastructure assets were recognised during the year. Actual gains on disposal of property, infrastructure, plant and equipment are offset against Losses. Refer to Item 11 below.
6.	Other income	• Higher than budget primarily due to the reclassification of rental income from User Fees for financial reporting purposes.
7.	Materials and services	• Reallocation of $19.0m to Other expenses for financial reporting purposes. Additionally, expenditure lower than budget due to delays in several initiatives including the Digital Innovation Program ($6.5m) and underspends in service delivery, including City Works ($2.6m), as well as the later-than-expected progression of strategic planning activities ($2.6m).
8.	Amortisation-intangible assets	• Unfavourable variance to budget of $0.58 million following an internal and external aerial survey of the landfill which indentified less air space available in the remaining cells, reducing the remaining life of Drysdale landfill site.
9.	Depreciation - right of use assets	• Favourable variance to budget due to unbudgeted costs for new leases recognised during the 2025/26 financial year for vending machine assets.
10.	Finance costs - leases	• The $18k favourable variance is due to an unbudgeted new lease entered into during the financial year.

Notes to the Financial Statements

for the year ended 30 June 2026

Note 2.1 Performance against budget (continued)

11.	**Net loss on disposal of property, infrastructure, plant and equipment**	• Net loss on disposal of assets was higher than budget due to the unbudgeted derecognition of $37.5 million on Other infrastructure assets which do not meet the asset recognition criteria of AASB 116- Property Plant and Equipment.
12.	**Other expenses**	• Reallocation of $19.0m from Materials and Services for financial reporting purposes. Offset by underspends including lower than budgeted Security Services $1.0m and the write back of the landfill rehabilitation provision resulting in a $1.3m favourable variance.

Greater Geelong City Council

2025-26 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2026

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2026 $ '000	Actual 2026 $ '000	Variance $ '000	Variance %	Ref
Property					
Land	23,494	5,516	(17,978)	(76.52)%	1
Total land	23,494	5,516	(17,978)	(76.52)%	
Buildings	64,782	53,503	(11,279)	(17.41)%	2
Heritage buildings	2,000	190	(1,810)	(90.50)%	3
Total buildings	66,782	53,693	(13,089)	(19.60)%	
Total property	90,276	59,209	(31,067)	(34.41)%	
Plant and equipment					
Plant, machinery and equipment	6,428	3,543	(2,885)	(44.88)%	4
Fixtures, fittings and furniture	352	320	(32)	(9.09)%	
Computers and telecommunications	1,942	1,175	(767)	(39.50)%	5
Total plant and equipment	8,722	5,038	(3,684)	(42.24)%	
Infrastructure					
Roads	29,568	32,918	3,350	11.33%	6
Bridges	610	499	(111)	(18.20)%	7
Footpaths and cycleways	12,874	10,466	(2,408)	(18.70)%	8
Drainage	6,449	5,312	(1,137)	(17.63)%	9
Recreational, leisure and community facilities	5,688	19,191	13,503	237.39%	10
Waste management	15,183	2,005	(13,178)	(86.79)%	11
Parks, open space and streetscapes	24,566	9,351	(15,215)	(61.94)%	12
Other infrastructure	10,406	4,085	(6,321)	(60.74)%	13
Total infrastructure	105,344	83,827	(21,517)	(20.43)%	
Total capital works expenditure	204,342	148,074	(56,268)	(27.54)%	
Represented by:					
New asset expenditure	94,363	54,510	(39,853)	(42.23)%	
Asset renewal expenditure	63,664	61,460	(2,204)	(3.46)%	
Asset expansion expenditure	–	–	–	100%	
Asset upgrade expenditure	46,315	32,104	(14,211)	(30.68)%	
Total capital works expenditure	204,342	148,074	(56,268)	(27.54)%	

Notes to the Financial Statements
for the year ended 30 June 2026

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1.	Land	• The $18.0 million underspend is primarily attributable to the compulsory acquisition of land required to support the delivery of Developer Contribution Plan (DCP) funded projects within the City's growth areas being deferred to future periods.
2.	Buildings	• The $11.3 million underspend is largely driven by the reprofiling of expenditure into future financial years across several major projects. Key contributors include Stage 2 of the North Bellarine Aquatic Centre ($3.7 million), the Landy Field Upgrade ($2.0 million), and the Wurriki Nyal fit-out project ($1.6 million).
3.	Heritage Buildings	• The $1.8 million underspend is primarily due to the rephasing of expenditure relating to the Osborne House Renewal project while a suitable development partner is secured.
4.	Plant, machinery and equipment	• The $2.9 million underspend is predominantly attributable to longer-than-anticipated lead times for the procurement and delivery of heavy fleet vehicles under the City's ongoing fleet replacement program. The delivery of these assets has been rephased into future years.
5.	Computers and telecomms	• The $0.8 million underspend in the Computers and Telecommunications reflects savings within the 2025/26 Core IT Asset Replacement Program.
6.	Roads	• The $3.4 million overspend is primarily attributable to higher-than-budgeted expenditure on externally funded programs, including Roads to Recovery ($1.7 million) and Black Spot projects ($0.5 million). The additional expenditure for these programs was offset by corresponding increases in external grant funding received during the year.
7.	Bridges	• The $0.1 million underspend is attributable to the Barwon River Shared Trail and Pedestrian Bridge detailed design project, with a portion of the works being deferred into future financial years.
8.	Footpaths and cycleways	• The $2.4 million underspend is primarily due to expenditure relating to the Ocean Grove Principal Pedestrian Network Scheme being rephased into future periods.
9.	Drainage	• The $1.1 million variance is primarily due to underspends across the City's core drainage renewal program, resulting in savings during FY2025-26.
10.	Recreational, leisure and community facilities	• The $13.5 million overspend in the Recreational, Leisure and Community Facilities asset category is primarily attributable to the reclassification of projects from the Parks, Open Space and Streetscape category. Partially offsetting this impact was the deferral of project expenditure into future periods for the Aldershot Reserve Upgrade ($1.0 million) and Thomson Recreation Reserve Upgrade ($0.8 million) projects.
11.	Waste management	• The $13.2 million underspend is largely attributable to delays in commencing several significant waste infrastructure projects. The major contributors include the Organics Processing Facility Upgrade ($8.8 million), FOGO Processing Facility Upgrades ($3.0 million), and improvements at the Geelong Resource Recovery Centre ($1.1 million). Project expenditure associated with these projects has been deferred into future reporting periods
12.	Parks, open space and streetscapes	• The $15.2 million underspend is primarily the result of project reclassifications to the Recreational, Leisure and Community Facilities asset category. Additional contributors to the variance include delays in the delivery of the Lara Golf Club Irrigation project ($1.2 million), Sparrovale Dog Park ($0.5 million), and Bloinks Reserve ($0.6 million), resulting in expenditure being rephased into future years.
13.	Other infrastructure	• The $6.3 million underspend is primarily attributable to the reclassification of internal costs to alternative asset classes, resulting in expenditure being recognised within other asset categories

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
Note 2.1 Performance against budget (continued)

Notes to the Financial Statements
for the year ended 30 June 2026

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
2026					
Chief Executive	4,298	(2,539)	6,837	–	–
Corporate Services	322,985	184,876	138,109	39,568	526,507
City Infrastructure	165,037	187,355	(22,318)	32,390	3,727,718
City Life	104,071	137,119	(33,048)	50,774	1,124,639
Placemaking	39,589	38,415	1,174	5,189	189,327
Total functions and activities	635,980	545,226	90,754	127,921	5,568,191
2025					
Chief Executive	–	1,218	(1,218)	–	–
Corporate Services	287,537	105,894	181,643	43,297	529,385
City Infrastructure	212,012	210,843	1,169	16,851	3,772,383
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	639,366	522,032	117,334	109,269	5,622,917

Disclosure
Notes on 2.2.2
Chief Executive- 2025/26 expenditure is negative as it is net of proceeds from property sales.
Corporate Services- 2025/26 expenditure significantly increased due to a centralisation of a large allocation of the depreciation budget

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026

Note 3. Funding for the delivery of our services

	2026 $ '000	2025 $ '000
3.1 Rates and charges		
General rates	265,634	253,525
Waste management charge	67,184	61,368
Special rates and charges	1,468	412
Supplementary rates and rate adjustments	3,421	4,573
Interest on rates and charges	2,084	1,617
Other rates and charges	1,325	1,275
Total rates and charges	341,116	322,770

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 2025-26 was $117.24 billion (2024-25 $115.70 billion).
The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2025 and the valuation was first applied in the rating year commencing 1 July 2025.

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	6,114	4,940
Town planning fees	2,581	3,050
Permits	8,291	7,261
Other statutory fees and fines	2,002	1,520
Total statutory fees and fines	18,988	16,771

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.

Notes to the Financial Statements
for the year ended 30 June 2026

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

3.3 User fees

Leisure centre and recreation	27,985	27,150
Waste management services	11,838	13,450
Child care/children's programs	5,448	5,263
Parking	5,646	8,280
Aged and health services	2,044	2,070
Building services	3,872	4,196
Other fees / charges	1,106	939
Total user fees	57,939	61,348
User fees by timing of revenue recognition		
User fees recognised at a point in time	57,939	61,348
Total goods and services supplied or rendered	57,939	61,348

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.

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
Note 3. Funding for the delivery of our services (continued)

	2026 $ '000	2025 $ '000

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants		
Commonwealth funded grants	79,635	86,515
State funded grants	48,286	22,755
Total grants received	127,921	109,270
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	39,566	43,297
Aged care	5,261	9,444
Family day care	11,367	11,891
General home care	13,170	8,708
Other	397	202
Recurrent - State Government		
Aged care	244	662
School crossing supervisors	1,186	1,152
Maternal and child health	112	–
Community safety	107	–
Family services	15,133	11,728
Community development	258	198
Other	674	693
Total recurrent operating grants	87,475	87,975
Non-recurrent - Commonwealth Government		
Other	39	44
Non-recurrent - State Government		
Community health	181	177
Family and children	25	9
Other	2,401	1,536
Total non-recurrent operating grants	2,646	1,766
Total operating grants	90,121	89,741

Notes to the Financial Statements
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	4,904	1,928
Total recurrent capital grants	4,904	1,928
Non-recurrent - Commonwealth Government		
Other	–	39
Roads	–	1,226
Recreation	4,931	9,736
Non-recurrent - State Government		
Roads	2,080	4,541
Recreation	19,286	693
Other	6,599	1,366
Total non-recurrent capital grants	32,896	17,601
Total capital grants	37,800	19,529

(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.

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

Operating		
Balance at start of year	10,479	8,861
Received during the financial year and remained unspent at balance date	2,535	3,274
Received in prior years and spent during the financial year	(3,345)	(1,656)
Balance at year end	9,669	10,479
Capital		
Balance at start of year	28,455	11,356
Received during the financial year and remained unspent at balance date	27,401	18,150
Received in prior years and spent during the financial year	(18,475)	(1,051)
Balance at year end	37,381	28,455

Unspent grants are determined and disclosed on a cash basis.

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
Note 3. Funding for the delivery of our services (continued)

	2026 $ '000	2025 Restated $ '000
3.5 Contributions		
Monetary contributions		
Monetary	24,750	32,987
Total monetary contributions	24,750	32,987
Non-monetary contributions		
Non-monetary	45,863	76,012
Total non-monetary contributions	45,863	76,012
Total contributions	70,613	108,999
Contributions of non-monetary assets were received in relation to the following asset classes:		
Land	1,257	17,509
Buildings	1,513	–
Roads	9,326	13,764
Other infrastructure	33,767	44,739
Total non-monetary contributions	45,863	76,012

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

	2026 $ '000	2025 $ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Land and buildings		
Proceeds of sale	11,231	449
Written down value of assets disposed	(8,603)	(3,034)
Total net gain/(loss) on disposal of land and buildings	2,628	(2,585)
Plant and equipment		
Proceeds of sale	612	375
Written down value of assets disposed	(1,909)	(3,996)
Total net gain/(loss) on disposal of plant and equipment	(1,297)	(3,621)
Infrastructure Assets		
Written down value of assets disposed	(37,510)	(11,156)
Total net gain/(loss) on disposal of Infrastructure Assets	(37,510)	(11,156)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(36,179)	(17,362)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.
Proceeds of sale for land and buildings increased signficantly in 2025/26 to $11.23 milllion (2024/25: $0.45 million) due to Councils strategic property initiative, selling properties surplus to Councils needs, with the proceeds used to repay debt.

Infrastructure assets disposed in 2025/26 $37.51 million,significantly increased (2024/25 $11.16 million) due to the dercecognition of assets in Councils asset register which do not meet accounting standard criteria.

Notes to the Financial Statements
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000
3.7 Other income		
Interest	9,299	8,734
Other rent	3,462	3,165
Other	6,101	6,639
Total other income	18,862	18,538

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
2025-26 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2026

Note 4. The cost of delivering services

	2026 $ '000	2025 $ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	178,949	170,427
WorkCover	5,786	6,505
Casual staff / supplementary labour	3,339	3,587
Superannuation	20,792	19,155
Fringe benefits tax	242	417
Other employee costs	3,382	3,109
Total employee costs	212,490	203,200
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	565	571
	565	571
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	10,026	10,246
Employer contributions - other funds	11,109	8,928
Total superannuation costs	21,700	19,745

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	23,788	18,417
Contract payments	68,411	59,738
Building maintenance	6,568	8,751
General maintenance	5,553	2,180
Utilities	10,571	9,608
Office administration	4,336	5,879
Information technology	8,452	6,406
Insurance	4,560	4,751
Levies	453	337
Consultants	7,338	9,878
Plant / equipment / vehicle costs	5,688	6,302
Other materials and services	6	(3)
Total materials and services	145,724	132,244

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

Notes to the Financial Statements
for the year ended 30 June 2026

Note 4. The cost of delivering services (continued)

	2026 $ '000	2025 Restated $ '000
4.3 Depreciation and amortisation		
Property		
Heritage buildings	1,572	1,447
Buildings - specialised	12,893	12,888
Buildings - non specialised	(149)	262
Leasehold improvements	28	21
Total depreciation - property	14,344	14,618
Plant and equipment		
Plant machinery and equipment	2,927	4,175
Fixtures fittings and furniture	788	1,414
Computers and telecomms	596	2,256
Total depreciation - plant and equipment	4,311	7,845
Infrastructure		
Roads	3,916	6,374
Footways and cycleways	16,405	16,072
Drainage	12,103	11,450
Recreational, leisure and community	22,737	29,462
Road Seal and Road Pavement	24,310	22,981
Kerb and Channel	4,175	4,132
Other infrastructure	3,015	5,613
Total depreciation - infrastructure	86,661	96,084
Total depreciation	105,316	118,547

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

	2026 $ '000	2025 $ '000
4.4 Borrowing costs		
Interest - Borrowings	4,948	5,703
Total borrowing costs	4,948	5,703

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.

Greater Geelong City Council
2025-26 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2026

Note 4. The cost of delivering services (continued)

	2026 $ '000	2025 $ '000
4.5 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	178	223
Auditors' remuneration - Internal Audit	173	222
Councillors' allowances	594	534
Contributions	15,649	14,432
Marketing, promotion and advertising	1,131	917
Events and functions	876	908
Operating lease rentals	402	173
Memberships and subscriptions	912	901
Licences, fees and permits	1,709	1,730
Geelong Regional Library Corporation contribution	14,725	16,769
Grants	1,696	1,944
Other	116	808
Total other expenses	38,161	39,561

Notes to the Financial Statements
for the year ended 30 June 2026

Note 5. Investing in and financing our operations

	2026 $ '000	2025 $ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	28	30
Cash at bank	57,821	83,002
Term deposits	–	15,000
Total cash and cash equivalents	57,849	98,032
(b) Other financial assets		
Current		
Term deposits	190,000	101,288
Total current other financial assets	190,000	101,288
Total cash and cash equivalents and other financial assets	247,849	199,320

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	31,010	24,747
Provision for doubtful debts - rates	(10)	(11)
Infringement debtors	13,942	12,988
Allowance for expected credit loss - infringements	(10,844)	(11,254)
Net GST receivable	3,078	2,593
Non-statutory receivables		
Other debtors including landfill, leasing and permits	18,814	20,676
Allowance for expected credit loss - other debtors	(4,506)	(6,149)
Total current trade and other receivables	51,484	43,590
Non-Current		
Statutory receivables		
Special rate scheme	1,935	2,264
Total non-current trade and other receivables	1,935	2,264
Total trade and other receivables	53,419	45,854

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026

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.

	2026 $ '000	2025 $ '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)	(254)	979
Past due by up to 30 days	663	641
Past due between 31 and 180 days	99	875
Past due between 181 and 365 days	557	670
Past due by more than 1 year	3,128	2,263
Total trade and other receivables	4,193	5,428

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of $14.62 million (2025: $15.25 million) were impaired. The amount of the provision raised against these debtors was $4.51 million (2025: $6.15 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)	6,167	6,707
Past due by up to 30 days	3,891	2,113
Past due between 31 and 180 days	495	873
Past due between 181 and 365 days	307	419
Past due by more than 1 year	3,762	5,135
Total trade and other receivables	14,622	15,247

Notes to the Financial Statements
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000
5.2 Non-financial assets		
(a) Other assets		
Current		
Prepayments	3,160	3,294
Accrued income	3,651	5,190
Total current other assets	6,811	8,484
(b) Intangible assets		
Software	8,041	9,381
Landfill air space	4,277	4,639
Total intangible assets	12,318	14,020

	Software $ '000	Landfill Air Space $ '000	Total $ '000
Gross Carrying Amount			
Balance at 1 July 2025	13,054	5,412	18,466
Additions from internal developments	–	(167)	(167)
Balance at 30 June 2026	13,054	5,245	**18,299**
Accumulated amortisation and impairment			
Balance at 1 July 2025	3,673	–	3,673
Amortisation expense	1,340	968	2,308
Balance at 30 June 2026	5,013	968	**5,981**
Net book value at 30 June 2025	9,381	5,412	14,793
Net book value at 30 June 2026	8,041	4,277	12,318

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.

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
Note 5. Investing in and financing our operations (continued)

	2026 $ '000	2025 $ '000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	17,064	18,198
Prepaid Income (includes rates and leisure services)	–	1,384
Accrued expenses	16,485	14,362
Total current trade and other payables	33,549	33,944
(b) Trust funds and deposits		
Current		
Refundable deposits	14,507	15,753
Emergency Services and Volunteers Fund	7,817	4,976
Total current trust funds and deposits	22,324	20,729
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	5,693	6,168
Grants received in advance - capital	29,674	27,463
Total grants received in advance	35,367	33,631
User fees received in advance:		
Other	1,393	403
Total user fees received in advance	1,393	403
Total current contract liabilities	36,760	34,034
Total current contract and other liabilities	36,760	34,034

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.

User fees received in advance
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.

Grants received in advance
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.

Notes to the Financial Statements
for the year ended 30 June 2026

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

Purpose and nature of items
Emergency Services and Volunteers Fund - Council is the collection agent for the Emergency Services and Volunteers Fund on behalf of the State Government. Council remits amounts received 28 days after the quarterly instalments are due. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

	2026 $ '000	2025 $ '000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	57,555	7,422
Total current interest-bearing liabilities	57,555	7,422
Non-current		
Borrowings - secured	98,972	156,527
Total non-current interest-bearing liabilities	98,972	156,527
Total	156,527	163,949

Borrowings are secured by general rates.

a) The maturity profile for Council's borrowings is:		
Not later than one year	57,555	7,422
Later than one year and not later than five years	73,472	86,549
Later than five years	25,500	69,978
Total	156,527	163,949

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 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.

Council implemented a strategic property initiative to repay debt by identifying properties surplus to our needs. This has resulted in a significant increase is proceeds of sale from land. Refer to Note 3.6.

Greater Geelong City Council
2025-26 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2026

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

	Employee provisions $ '000	Landfill restoration $ '000	Other $ '000	Total $ '000
5.5 Provisions				
2026				
Balance at the beginning of the financial year	35,850	30,314	8,434	74,598
Additional provisions	25,189	918	68,228	94,335
Amounts used	(20,753)	(1,261)	(71,152)	(93,166)
Balance at the end of the financial year	40,286	29,971	5,510	75,767
Provisions				
Provisions - current	37,052	442	5,510	43,004
Provisions - non-current	3,234	29,529	–	32,763
Total Provisions	40,286	29,971	5,510	75,767
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

Notes to the Financial Statements
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	12,788	11,711
Long service leave	2,455	2,464
Other	183	170
	15,426	14,345
Current provisions expected to be wholly settled after 12 months		
Annual leave	318	342
Long service leave	21,307	18,459
	21,625	18,801
Total current employee provisions	37,051	33,146
Non-Current		
Long service leave	3,112	2,703
Other	122	–
Total Non-Current Employee Provisions	3,234	2,703
Aggregate Carrying Amount of Employee Provisions:		
Current	37,051	33,146
Non-current	3,234	2,703
Total Aggregate Carrying Amount of Employee Provisions	40,285	35,849

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%	3.00%
- discount rate	4.35%-4.79%	3.20%-4.27%

Greater Geelong City Council
2025-26 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000
(b) Landfill restoration		
Current		
Current	442	130
Total current	442	130
Non-current		
Non-current	29,528	30,184
Total non-current	29,528	30,184
Total	29,970	30,314

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	4.15%	4.25%
- discount rate	4.740%	4.203%
- estimated cost to rehabilitate (undiscounted)	24,929	25,468

(c) Other provisions		
Current		
Other provisions	5,510	8,366
	5,510	8,366
Non-Current		
Other provisions	–	68
	–	68
Total	5,510	8,434

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

Notes to the Financial Statements
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2026.		
Borrowings	190,505	217,862
Bank overdraft	5,000	5,000
Credit card facilities	550	550
Total Facilities	196,055	223,412
Used facilities	156,591	164,044
Used facilities	156,591	164,044
Unused facilities	39,464	59,368

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
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
2026					
Operating					
IT	2,842	2,106	2,181	–	7,129
Recycling and waste management	44,420	22,668	7,713	–	74,801
Facilities maintenance	1,963	125	–	–	2,088
Open space and parks management	5,435	4,618	4,639	–	14,692
Cleaning contracts for council buildings	4,682	224	–	–	4,906
Roads	–	–	–	–	–
Environmental services	4,558	971	423	–	5,952
Energy and utilities	4,738	4,466	9,984	–	19,188
Other	4,852	776	–	–	5,628
Total	73,490	35,954	24,940	–	134,384
Capital					
Buildings	41,544	11	–	–	41,555
Drainage	1,933	–	–	–	1,933
Other	6,186	211	39	–	6,436
Total	49,663	222	39	–	49,924
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

Notes to the Financial Statements
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '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	2,496	2,714
Later than one year and not later than five years	4,571	5,827
Later than five years	3,359	3,013
Total	10,426	11,554

Greater Geelong City Council
2025-26 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2026

Note 6. Assets we manage

	2026 $ '000	2025 $ '000
6.1 Non-current assets classified as held for sale		
Current		
Cost of acquisition- land	9,181	369
Total non current assets classifed as held for sale	9,181	369

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

Notes to the Financial Statements

for the year ended 30 June 2026

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Restated Carrying amount 30 June 2025 $ '000	Additions $ '000	Contributions $ '000	Revaluation $ '000	Disposal $ '000	Depreciation $ '000	Adjustments $ '000	Transfers $ '000	Carrying amount 30 June 2026 $ '000
Property	2,052,454	–	2,770	(50,946)	(4,226)	(14,344)	(13,193)	43,750	2,016,265
Plant and equipment	31,952	–	–	–	(1,186)	(4,311)	139	4,468	31,062
Infrastructure	3,163,772	–	43,093	(90,894)	(38,233)	(86,661)	(1,563)	82,794	3,072,308
Work in progress	88,476	148,073	–	–	–	–	(3,969)	(131,013)	101,567
Total	5,336,654	148,073	45,863	(141,840)	(43,645)	(105,316)	(18,586)	(1)	5,221,202

Summary of Work in Progress	Opening WIP $ '000	Additions $ '000	Write-off $ '000	Transfers $ '000	Closing WIP $ '000
Property	24,876	59,374	(656)	(43,750)	39,844
Plant and equipment	1,486	5,348	(72)	(4,468)	2,294
Infrastructure	62,114	83,351	(3,241)	(82,795)	59,429
Total	88,476	148,073	(3,969)	(131,013)	101,567

Greater Geelong City Council

2025-26 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2026

Note 6. Assets we manage (continued)

	Land specialised $ '000	Land non specialised $ '000	Land under roads $ '000	Total land and land improvements $ '000	Heritage buildings $ '000	Buildings specialised $ '000	Buildings non specialised $ '000	Leasehold improvements $ '000	Total buildings $ '000	Work in progress $ '000	Total property $ '000
Property											
At fair value 1 July 2025 *Restated	1,075,494	49,360	58,044	1,182,898	119,803	960,832	12,282	539	1,093,456	24,876	2,301,230
Accumulated depreciation at 1 July 2025 *Restated	–	–	–	–	(43,273)	(178,520)	(1,616)	(491)	(223,900)	–	(223,900)
	1,075,494	49,360	58,044	**1,182,898**	76,530	782,312	10,666	48	**869,556**	24,876	**2,077,330**
Movements in fair value											
Additions	–	–	–	–	–	–	–	–	–	59,374	59,374
Contributions	1,257	–	–	1,257	–	1,513	–	–	1,513	–	2,770
Revaluation	(38,439)	(3,084)	1,067	(40,456)	–	(2,598)	(8,174)	–	(10,772)	–	(51,228)
Disposal	(1,184)	–	–	(1,184)	–	(5,205)	–	–	(5,205)	–	(6,389)
Adjustments and write-offs	(13,188)	–	–	(13,188)	220	(254)	–	29	(5)	(656)	(13,849)
Transfers (capitalised additions)	7,200	3,595	189	10,984	1,432	31,040	163	131	32,766	(43,750)	–
Prior period error	–	–	–	–	–	–	–	–	–	–	–
	(44,354)	511	1,256	**(42,587)**	1,652	24,496	(8,011)	160	**18,297**	14,968	**(9,322)**
Movements in accumulated depreciation											
Depreciation and amortisation	–	–	–	–	(1,572)	(12,893)	149	(28)	(14,344)	–	(14,344)
Accumulated depreciation of disposals	–	–	–	–	–	2,163	–	–	2,163	–	2,163
Prior period error	–	–	–	–	–	–	–	–	–	–	–
Revaluation movement	–	–	–	–	–	280	–	–	280	–	280
	–	–	–	–	(1,572)	(10,450)	149	(28)	**(11,901)**	–	**(11,901)**
At fair value 30 June 2026	1,031,140	49,871	59,300	1,140,311	121,455	985,328	4,272	699	1,111,754	39,844	2,291,909
Accumulated depreciation at 30 June 2026	–	–	–	–	(44,845)	(188,970)	(1,468)	(519)	(235,802)	–	(235,802)
Carrying amount	1,031,140	49,871	59,300	**1,140,311**	76,610	796,358	2,804	180	**875,952**	39,844	**2,056,107**

Notes to the Financial Statements
for the year ended 30 June 2026

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 cost 1 July 2025	43,613	20,847	40,995	105,455	1,486	106,941
Accumulated depreciation at 1 July 2025	(18,644)	(16,235)	(38,624)	(73,503)	–	(73,503)
	24,969	4,612	2,371	**31,952**	1,486	**33,438**
Movements in carrying value						
Additions	–	–	–	–	5,348	5,348
Disposal	(2,270)	(13,747)	(36,377)	(52,394)	–	(52,394)
Adjustments and write-offs	–	140	–	140	(72)	68
Transfers (Capitalised WIP)	3,043	326	1,099	4,468	(4,468)	–
Prior period adjustments	–	–	–	–	–	–
	773	(13,281)	(35,278)	**(47,786)**	808	**(46,978)**
Movements in accumulated depreciation						
Depreciation and amortisation	(2,927)	(788)	(596)	(4,311)	–	(4,311)
Accumulated depreciation of disposals	1,539	13,292	36,377	51,208	–	51,208
Adjustments and write-offs	–	–	–	–	–	–
Prior period adjustments	–	–	–	–	–	–
	(1,388)	12,504	35,781	**46,897**	–	**46,897**
At cost 30 June 2026	44,386	7,566	5,717	57,669	2,294	59,963
Accumulated depreciation at 30 June 2026	(20,032)	(3,731)	(2,843)	(26,606)	–	(26,606)
Carrying amount	24,354	3,835	2,874	**31,063**	2,294	**33,357**

Plant and equipment are carried at historical cost.

Notes to the Financial Statements
for the year ended 30 June 2026

Note 6. Assets we manage (continued)

	Road Seal and Road Pavement $ '000	Footpaths and cycleways $ '000	Drainage $ '000	Recreational, leisure and community $ '000	Kerb and Channel $ '000	Roads other $ '000	Other infrastructure $ '000	Total $ '000	Work in progress $ '000	Total infrastructure $ '000
Infrastructure										
At fair value 1 July 2025	1,246,299	753,813	1,243,179	543,492	315,712	270,735	129,943	4,503,173	62,114	4,565,287
Accumulated depreciation at 1 July 2025	(417,872)	(231,972)	(244,058)	(192,790)	(55,771)	(106,277)	(90,661)	(1,339,401)	–	(1,339,401)
	828,427	521,841	999,121	350,702	259,941	164,458	39,282	**3,163,772**	62,114	**3,225,886**
Movements in fair value										
Additions	–	–	–	–	–	–	–	–	83,351	83,351
Contributions	9,326	10,859	14,850	4,635	2,641	782	–	43,093	–	43,093
Revaluation	(20,581)	(1)	22,635	(1,674)	62,960	(4,453)	891	59,677	–	59,677
Disposal	(18,145)	(6,833)	(2,281)	(5,850)	(1,074)	(2,899)	(95,532)	(132,614)	–	(132,614)
Adjustments and write-offs	(8,941)	2,100	2,882	473	297	2,487	(860)	(1,562)	(3,241)	(4,803)
Transfers (Capitalised WIP)	29,663	12,431	2,772	17,907	6,848	10,397	2,776	82,794	(82,795)	(1)
Prior period error	–	–	–	–	–	–	–	–	–	–
	(8,778)	18,556	40,858	15,491	71,672	6,314	(92,725)	**51,388**	(2,685)	**48,703**
Movements in accumulated depreciation										
Depreciation and amortisation	(24,310)	(16,405)	(12,103)	(22,737)	(4,175)	(3,916)	(3,015)	(86,661)	–	(86,661)
Accumulated depreciation of disposals	13,646	4,315	636	2,023	310	1,322	72,129	94,381	–	94,381
Revaluation movement	(78,488)	–	(4,912)	–	(71,521)	5,728	(1,378)	(150,571)	–	(150,571)
Prior period error	–	–	–	–	–	–	–	–	–	–
Write-offs and adjustments	–	–	–	–	–	–	–	–	–	–
	(89,152)	(12,090)	(16,379)	(20,714)	(75,386)	3,134	67,736	**(142,851)**	–	**(142,851)**
At fair value 30 June 2026	1,237,521	772,369	1,284,036	558,983	387,385	277,048	37,219	4,554,561	59,429	4,613,990
Accumulated depreciation at 30 June 2026	(507,024)	(244,062)	(260,436)	(213,504)	(131,158)	(103,142)	(22,926)	(1,482,252)	–	(1,482,252)
Carrying amount	730,497	528,307	1,023,600	345,479	256,227	173,906	14,293	**3,072,309**	59,429	**3,131,738**

Notes to the Financial Statements
for the year ended 30 June 2026

Note 6. Assets we manage (continued)

Accounting policy
Acquisition
Initial measurement
Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided 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. Refer to Note 8.4 for more information on how Council measures fair value.

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
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.

	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

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
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 and land under roads buildings were undertaken by qualified independent valuers. Opteon Solutions. Buildings (Specialised, Heritage and Non-Specialised) were valued by APV Valuers & Asset Management, (Jake Musgrave Valuer 113610, and Ellis Tam Valuer 52592). 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 2025-26 with market data assumptions and highest and best use assumptions applied to the entire asset base based on inspection data collected during the 3 year cycle.
A full revaluation of the building assets was completed in 2023-24 and a desktop valuation of the building assets was completed for 2025-26 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 2026 are as follows:

	Level 1	Level 2	Level 3	Date of full valuation	Type of valuation at 30 June 2026
Non-specialised land	–	49,871	–	Jun/26	Full revaluation
Specialised land	–	–	1,031,140	Jun/26	Full revaluation
Land under roads	–	–	59,300	Jun/26	Full revaluation
Heritage buildings	–	–	76,610	Jun/24	Index
Specialised buildings	–	–	796,358	Jun/24	Index
Non-specialised buildings	–	2,804	–	Jun/24	Index
Leasehold improvements	–	–	180	Jun/25	Cost
Total	–	52,675	1,963,588		

Notes to the Financial Statements
for the year ended 30 June 2026

Note 6. Assets we manage (continued)

Valuation of Infrastructure
Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by APV Valuers and Asset Management (Josef Wang, Valuer).

The date and type of the current valuation is detailed in the following table. A comprehensive valuation was completed for Road Seals, Pavements, Kerb and Channel and Appurtenances based on updated condition and inspection data, market research, contract rates and rates from Rawlinsons Australian Construction Handbook. An index based revaluation was conducted in the current year for Footpaths and Cycleways, Drainage, Recreation, Leisure and Community and Other Infrastructure, with revaluation adjusments processed for Drainage and Recreation assets. This valuation was based on Rawlinson's index (Australian Construction Handbook), Australian Bureau of Statistics (ABS) index and market research by the valuers. In 2024/25 Council engaged APV Valuers and Asset Mangement to complete comprehensive revaluations of Recreation, Leisure and Community assets and Drainage assets. This was based on updated condition and inspection data, market research, contract rates and rates from Rawlinsons Australian Construction Handbook. Desktop valuations were completed in 2024/25 for Footpaths and Cycleways. Kerb and Channel, Road pavement and Seals, Appurtenances and Other Infrastructure.

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 2026 are as follows:

	Level 1	Level 2	Level 3	Date of full valuation	Type of Valuation at 30 June 2026
Road (pavement and seal)	–	–	730,497	Jun/26	Full
Footpaths and cycleways	–	–	528,307	Jun/19	Index
Drainage	–	–	1,023,600	Jun/26	Index
Recreational, leisure & community facilities	–	–	345,479	Jun/25	Full
Kerb and channel	–	–	256,227	Jun/26	Full
Roads other	–	–	173,906	Jun/26	Index
Other Infrastructure	–	–	14,293	Jun/26	Index
Total	–	–	3,072,309		

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 5% and 95%. 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 $4,400 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 $100 to $22,470 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 137 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 7 years to 999 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.

	2026 $ '000	2025 $ '000
Reconciliation of specialised land		
Land under roads	59,300	58,044
Parks and reserves	773,355	1,075,505
Other	257,785	–
Total specialised land	1,090,440	1,133,549

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
Note 6. Assets we manage (continued)

Notes to the Financial Statements
for the year ended 30 June 2026

Note 6. Assets we manage (continued)

	2026 $ '000	2025 $ '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	12,798	12,256
Total investments in associates and joint arrangements	12,798	12,256

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	12,798	12,256
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	8,920	7,251
Councils share of reported surplus(deficit) for year	541	1,669
Council's share of accumulated surplus(deficit) at end of year	9,461	8,920
Movement in carrying value of specific investment		
Carrying value of investment at start of year	12,257	10,587
Share of surplus(deficit) for year	541	1,669
Carrying value of investment at end of year	12,798	12,256

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
2025-26 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2026

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, Executive Directors and Chief FInancial Officer are deemed KMP.

Details of KMP at any time during the year are:

Councillors
Councillor and Mayor Stretch Kontelj
Councillor Eddy Kontelj, Deputy Mayor from 28 October 2025
Councillor Ron Nelson, Deputy Mayor to 28 October 2025
Councillor Trent Sullivan
Councillor Anthony Aitken
Councillor Melissa Caldwell
Councillor Elise Wilkinson
Councillor Emma Sinclair
Councillor Andrew Katos
Councillor Rowan Story
Councillor Chris Burson

Chief Executive Officer Ali Wastie
Executive Director Corporate Services Troy Edwards
Executive DIrector City Life Anthony Basford
Executive Director City Infrastructure
James Stirton (acting) to 30 November 2025 and from 16 March 2026
Amanda Locke (acting) from 1 December 2025 to 13 March 2026
Executive Director Growth and Place
Tenille Bradley to 30 November 2025
James Stirton (acting) from 1 December 2025 to 13 March 2026
Jacquie Randles (acting) from 16 March 2026
Chief Financial Officer Jennifer Blunt

Notes to the Financial Statements
for the year ended 30 June 2026

Note 7. People and relationships (continued)

	2026 No.	2025 No.
Total Number of Councillors	11	16
Total of Chief Executive Officer and other Key Management Personnel	8	5
Total Number of Key Management Personnel	19	21

(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.

	2026 $ '000	2025 $ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	3,082	2,235
Other long-term employee benefits	49	26
Post-employment benefits	220	158
Total	3,351	2,419

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
Note 7. People and relationships (continued)

	2026 No.	2025 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
$10,000 - $19,999	–	5
$20,000 - $29,999	–	4
$30,000 - $39,999	–	3
$40,000 - $49,999	8	1
$50,000 - $59,999	1	1
$60,000 - $69,999	1	1
$80,000 - $89,999	–	1
$140,000 - $149,999	1	–
$200,000 - $209,999	1	–
$260,000 - $269,999	1	–
$280,000 - $289,999	1	–
$290,000 - $299,999	1	–
$320,000 - $329,999	–	1
$330,000 - $339,999	–	1
$340,000 - $349,999	–	1
$350,000 - $359,999	–	1
$360,000 - $369,999	1	–
$370,000 - $379,999	1	–
$400,000 - $409,999	1	–
$530,000 - $539,999	–	1
$560,000 -$569,000	1	–
Total	19	21

Notes to the Financial Statements
for the year ended 30 June 2026

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.

	2026 $ '000	2025 $ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	5,029	4,941
Other long-term employee benefits	102	46
Post-employment benefits	548	553
Termination benefits	–	386
Total	5,679	5,926

	2026 No.	2025 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
$170,000 - $179,999	–	1
$190,000 - $199,999	3	2
$200,000 - $209,999	1	6
$210,000 - $219,999	–	2
$220,000 - $229,999	3	3
$230,000 - $239,999	1	–
$240,000 - $249,999	2	2
$250,000 - $259,999	4	1
$260,000 - $269,999	2	3
$270,000 - $279,999	–	3
$280,000 - $289,999	1	–
$290,000 - $299,999	3	2
$300,000 - $309,999	1	–
$320,000 - $329,999	1	–
Total	22	25

Greater Geelong City Council
2025-26 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2026

Note 7. People and relationships (continued)

	2026 $ '000	2025 $ '000
7.2 Related party disclosure		
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties:		
Income from		
Sale of goods and services	168	184
Total income	**168**	**184**
Expenses to		
Professional services expense	–	–
Materials and services expense	156	46
Plant and equipment	1,102	518
Contribution Geelong Regional Library Corporation	14,725	16,769
Total expenses	15,983	17,333
(b) Outstanding balances with related parties		
Income from		
Sale of materials and services	–	725

2025/26 - procured plant and equipment hire from an entity identified as a related party of a KMP (director).

Notes to the Financial Statements
for the year ended 30 June 2026

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.
Developer contributions expected in 2026/27 as disclosed in Councils adopted budget are $46.54 million.

(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 2026 there were nil quantifiable contingent liabilities (2025: 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 subdivisions.

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). During the liability period, adjustment payments 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. Any adjustments, which are expected to occur at the 3-year and 6-year periods during the liability period will affect participating members. The assessment from WorkSafe Victoria at the 3-year period was a deficiency of $5.776 million payable to WorkSafe Victoria. This was due to evidence of higher-than-expected payments and higher claim lodgements during the first three years of the runoff period.

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026

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 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.

The Australian Accounting Standards Board (AASB) has issued *AASB 18 Presentation and Disclosure in Financial Statements*. When applicable AASB 18 supersedes AASB 101 *Presentation of Financial Statements*. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028-29 financial year.

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

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

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

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

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

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

Notes to the Financial Statements
for the year ended 30 June 2026

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 + 0.5 % and - 1 % in market interest rates (AUD) from year-end rates of 4.88%.

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.

Greater Geelong City Council
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026
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. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

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.

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 - 3 years
Buildings	4 years
Roads	4 years
Bridges	4 years
Footpaths and cycleways	4 years
Drainage	4 years
Recreational, leisure and community facilities	4 years
Waste management	4 years
Parks, open space and streetscapes	4 years
Other infrastructure	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

Note 8. Managing uncertainties (continued)

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. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 *Impairment of Assets* does not apply to such assets that are regularly revalued.

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
2025-26 Financial Report
Notes to the Financial Statements
for the year ended 30 June 2026

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			
2026			
Property			
Land and buildings	1,232,567	(50,946)	1,181,621
	1,232,567	(50,946)	1,181,621
Infrastructure			
Roads	460,608	(97,893)	362,715
Footpaths and cycleways	474,226	(8,561)	465,665
Drainage	446,920	17,723	464,643
Recreation and open space	121,591	(1,674)	119,917
Other infrastructure	2,931	(487)	2,444
	1,506,276	(90,892)	1,415,384
Total asset revaluation reserves	2,738,843	(141,838)	2,597,005
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

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

Notes to the Financial Statements

for the year ended 30 June 2026

Note 9. Other matters (continued)

	Balance at beginning of reporting period $ '000	Transfer from Accumulated Surplus $ '000	Transfer to Accumulated Surplus $ '000	Balance a end o reportin period $ '00
(b) Other reserves				
2026				
Public open space reserve- other	–	2,541	–	2,54
Public open space reserve	10,042	1,092	–	11,13
DCP Reserve - Jetty Road stage 2	–	–	(3,816)	(3,816
DCP Reserve - Jetty Road stage 1	(4,985)	4,310	–	(675
DCP Reserve - Armstrong Creek East Precinct	30,319	3,553	(2,537)	31,33
DCP Reserve - Armstrong Creek West Precinct	20,118	2,612	(66)	22,66
DCP Reserve - Armstrong Creek HBP	10,631	6,921	(8,994)	8,55
DCP Reserve - Armstrong Creek Town Centre	(22,413)	22	(34)	(22,425
DCP Reserve - Armstrong Creek South Precinct	5,637	–	–	5,63
DCP Reserve - Ocean Grove Growth Area	4,854	1,506	(495)	5,86
DCP Reserve - Lara West	19,118	2,486	–	21,60
DCP Reserve - Central Road Drysdale	(1,277)	–	–	(1,277
Armstrong Creek public open space	(15,019)	3,828	(326)	(11,517
S173 Agreements Reserve	6,683	174	–	6,85
Waste Reserve	10,854	81,880	(72,707)	20,02
Deferred Income Reserve	14,842	25,444	(14,842)	25,44
Capital Commitment Reserve	21,881	16,768	(13,835)	24,81
Property Sales Reserve	–	10,947	(2,827)	8,12
General Reserve	–	6,000	–	6,00
Total Other reserves	111,285	170,084	(120,479)	160,89
2025				
Public open space reserve	–	10,042	–	10,04
DCP Reserve - Jetty Road stage 1	(4,977)	–	(8)	(4,985
DCP Reserve - Armstrong Creek East Precinct	25,419	4,993	(93)	30,31
DCP Reserve - Armstrong Creek West Precinct	14,559	7,678	(2,119)	20,11
DCP Reserve - Armstrong Creek HBP	10,694	4,341	(4,404)	10,63
DCP Reserve - Armstrong Creek Town Centre	(23,863)	1,481	(31)	(22,413
DCP Reserve - Armstrong Creek South Precinct	5,637	–	–	5,63
DCP Reserve - Ocean Grove Growth Area	4,854	–	–	4,85
DCP Reserve - Lara West	16,231	2,887	–	19,11
DCP Reserve - Central Road Drysdale	(1,276)	1	(2)	(1,277
Armstrong Creek public open space	19,479	7,571	(42,069)	(15,019
S173 - St Leonard's Growth Area 1	1,177	–	–	1,17
S173 - St Leonard's Growth Area 2	1,112	1,022	–	2,13
S173 Reserve - Trethowan Ave SIFA	1,308	–	–	1,30
S173 Agreements Reserve	2,456	215	(607)	2,06
Waste Reserve	–	77,109	(66,255)	10,85
Deferred Income Reserve	–	14,842	–	14,84
Capital Commitment Reserve	–	21,881	–	21,88
Total Other reserves	72,810	154,063	(115,588)	111,28

Notes

Development Contributions Reserve

Greater Geelong City Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 9. Other matters (continued)

The Development Contributions Reserve is funded through contributions collected from developers under approved Development Contributions Plans. These funds are used to deliver infrastructure required to support growth, including roads, drainage, community facilities, public open space and other infrastructure identified within the relevant contribution plans. Drawdowns from the reserve occur as approved development contribution projects are delivered.

Negative DCP reserve balances arise where Council has forward funded infrastructure and land acquisitions ahead of receiving the related developer contributions. These balances reflect a timing difference between expenditure and revenue collection and are expected to be replenished through future developer contribution receipts as development occurs within the relevant precincts.

Waste Reserve
The Waste Reserve is funded from the portion of the waste charge collected from residents that is set aside for future waste infrastructure after meeting the costs of delivering waste collection and waste management services. The reserve ensures funding is available for future investment in waste infrastructure. Drawdowns from the reserve occur as approved waste infrastructure projects are delivered.

Capital Commitment Reserve
The Capital Commitment Reserve is used to set aside funding for approved capital works that are not completed within the financial year. The reserve ensures funding remains available to deliver projects that have been committed by Council but will be completed in future years. Drawdowns from the reserve occur as these capital projects are delivered.

Deferred Income Reserve
The Deferred Income Reserve is used to hold funding that has been received or recognised as revenue but relates to future financial years. The reserve ensures funds are available to support the activities, programs or services for which the funding was originally intended. Drawdowns from the reserve occur in the financial year to which the funding relates.

Public Open Space Reserve
The Public Open Space Reserve is funded through contributions received from developers where public open space is not provided as part of a development. The reserve is used to acquire, develop and improve public open space in accordance with the requirements of the Planning and Environment Act 1987. Drawdowns from the reserve occur as approved public open space projects are delivered.

Property Sales Reserve
The Property Sales Reserve is funded from the proceeds of surplus property sales. The reserve is used to support the repayment of Council borrowings, reducing debt levels and improving the City's long-term financial sustainability. Drawdowns from the reserve occur as funds are applied to debt reduction in accordance with Council's borrowing strategy.

General Reserve
The General Reserve is maintained to provide financial flexibility and support the City's long-term financial sustainability. The reserve provides a source of funding for Council priorities, emerging risks and opportunities, and future investment requirements, including asset renewal. Drawdowns from the reserve occur where funding is approved by Council through the budget process.

Notes to the Financial Statements
for the year ended 30 June 2026

Note 9. Other matters (continued)

	2026 $ '000	2025 $ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	90,754	117,334
Non-cash adjustments:		
Depreciation/amortisation	109,001	122,185
Landfill rehabilitation	(949)	(4,655)
Profit/(loss) on disposal of property, infrastructure, plant and equipment	36,179	17,362
Contributions - Non-monetary assets	(45,863)	(76,012)
Net share of net profits of associates and joint ventures	(541)	(1,669)
Amounts disclosed in financing activities	5,094	5,888
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(7,565)	(8,242)
(Increase)/decrease in inventories	35	85
(Increase)/decrease in prepayments	1,673	2,291
(Decrease)/increase in contract liabilities	2,726	13,470
Increase/(decrease) in trade and other payables	(395)	2,644
Increase/(decrease) in provisions	1,168	304
Increase / (decrease) in other liabilities	1,595	3,803
Net cash provided by/(used in) operating activities	192,912	194,788

9.3 Superannuation

Council makes all 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 2026, this was 12% as required under Superannuation Guarantee (SG) legislation (2025: 11.5%).

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 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 *Employee Benefits*.

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 2025, 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 2026 (of which Council is a contributing employer) was 116.9%. The financial assumptions used to calculate the VBI were:

Net investment returns 6.2% pa
Salary information 3.5% pa

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Notes to the Financial Statements
for the year ended 30 June 2026
Note 9. Other matters (continued)

Price inflation (CPI) 3.0% pa

As at 30 June 2026, a triennial actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 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 2025 interim 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 2026, this rate was 12% of members' salaries (11.5% in 2024/25). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

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

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

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

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

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

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

Notes to the Financial Statements
for the year ended 30 June 2026

Note 9. Other matters (continued)

The 2025 interim actuarial investigation surplus amounts
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 2025 and 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:

	2025 (Interim) $m	2024 (Interim) $m	2023 (Triennial) $m
- A VBI Surplus	200.1	108.4	85.7
- A total service liability surplus	229.4	141.4	123.6
- A discounted accrued benefits surplus	242.8	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 2025.

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 2025.

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 2025.

The 2026 interim actuarial investigation
A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2026 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2026. The last interim actuarial investigation conducted prior to 30 June 2026 was at 30 June 2025. The VBI of the Defined Benefit category at that date was 116.9 as at 30 June 2026. The financial assumptions used for the purposes of this investigation are:

	2026 Triennial Investigation	2025 Interim Investigation
Net Market Value of Assets	6.2% pa	5.7% pa
Salary information	3.5% pa	3.5% pa
Price inflation (CPI)	3.0% pa to 30 June 2029 and 2.6% pa thereafter	2.6% pa

Council was notified of the 30 June 2026 VBI during August 2026.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2026 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

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	2026 $ '000	2025 $ '000
Vision Super	Defined benefits	12.0% (2025:11.5%)	1,130	571
Vision Super	Accumulation	12.0% (2025:11.5%)	10,026	10,246
Other funds	Accumulation	12.0% (2025:11.5%)	11,109	8,928

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Note 9. Other matters (continued)

Council has not paid unfunded liability payments to Vision Super during the 2025-26 year, (2025-26 $nil).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2026.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2027 is $559,000.

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Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2025-26 year.

Note 11. Prior period errors

11.1 Correction of error/s relating to a previous reporting period – retrospective

The Council has identified prior period errors. We have restated the comparative year 2024-25 and adjusted the opening balance of 1 July 2024 year. The adjustments and thier impacts are explained below and shown in the tables.

Found Footpath Assets not previously recognised
Following inspection of assets located in Council parks and reserves, 781 footpaths valued at $14.71 million were identiied as found assets that had not been included in Councils asset register and had not been recognised in the financial statements in prior years. This had the impact of understating Contribitions-non-monetary income in 2024/25 $0.21 million and $14.51 million in prior periods.

Timing of recognition of Non-Monetary Developer Contributed Assets
Developers build essential infrastructure for new housing estates and then transfer ownership to Council, who are responsible for maintaining the assets and delivering critical services to the community. There is typically a delay between the date of transfer of ownership to Council and conducting valuations to recognise the asset values. During the 2025-26 financial year, $17.5 million of assets were deemed to be transferred to the City in prior periods and the error had the effect of understating non-monetary contributions income in 2024/25 $9.31 million and previous periods $8.22 million and the Property, Infrastructure, Plant and Equipment asset balance for the 2024-25 financial statements.

Depreciation adjustments across multiple years
Recreation assets were comprehensively revalued at 30 June 2025. Upon recognising the revaluation in the asset register, depreciation was calculated for multiple financial years. To correctly recognise current year depreciation expense the prior year impact of $25.0 million was adjusted , reflecting the understatement of depreciation expense and accumulated depreciation in prior years. 2024/25 $10.74 million, 2023/24 $14.35 million in prior periods.

Work in progress balances that were fully recognised as asset additions during the 2025-26 financlal year incuded works completed prior to 30 June 2025. Upon recognition of these assets in our asset register depreciation was calculated back to the recorded acquisition date, resulting in multiple years of depreciation being expensed in 2025-26. To correct this and reflect the understatement of depreciaton expense and accumulated depreciation of property, infrastructure, plant and equipment in 2024-25, an adjustment of $5.5 million was recognised as a prior year error 2024/25 $0.36 million and prior periods $5.04 million.

Property, infrastructure, plant and equipment adjustments
Work in progress balances were previously accrued to asset additions in the 2023/24 financal year. Subsequent completion and capitalisation of project expenditure and revaluation of asset classes has identified amounts that are duplicated in the asset register and the general ledger, not Council owned works and not costs directly attributable to the costs of the asset under the accounting standard recognition criteria. The impact resulted in overstating property, infrastructure, plant and equipment in 2023/24 by $5.65 million

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Note 11. Prior period errors (continued)

	June 2025 as previously presented	Prior period adjustments	June 2025 restated
	$ '000	$ '000	$ '000
Property,infrastructure,plant and equipment	5,340,552	(3,898)	5,336,655
Total Assets	5,626,816	(3,898)	5,622,918
Net assets	**5,294,345**	**(3,898)**	**5,290,447**
Accumulated surplus	2,444,217	(3,898)	2,440,318
Total equity	**5,294,345**	**(3,898)**	**5,290,447**

	1 July 2024 as previously presented	Prior period adjustments	1 July 2024 restated
	$ '000	$ '000	$ '000
Property,infrastructure,plant and equipment	**5,078,234**	2,319	**5,075,915**
Total Assets	5,337,274	2,319	**5,334,955**
Net assets	**5,002,967**	**2,319**	**5,000,648**
Accumulated surplus	**2,363,779**	**(2,319)**	**2,361,460**
Total equity	**5,002,967**	**(2,319)**	**5,000,648**
Impact of change on the comprehensive income statement			
Contributions - non-monetary	66,496	9,516	**76,012**
Total income / revenue	629,851	9,516	**639,366**
Depreciation	107,453	11,094	**118,547**
Total expense	510,938	11,094	**522,031**
Surplus (deficit) for the year	118,913	(1,578)	**117,335**
Total comprehensive result	291,378	(1,578)	**289,800**

Therer is no impact on the Statement of Cash Flows or Statement of Capital Works.
There is no impact on the total operating, investing or financing cash flow

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