

Annual Report 2024-2025



Barwon
Coast

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This is Wadawurrung Country

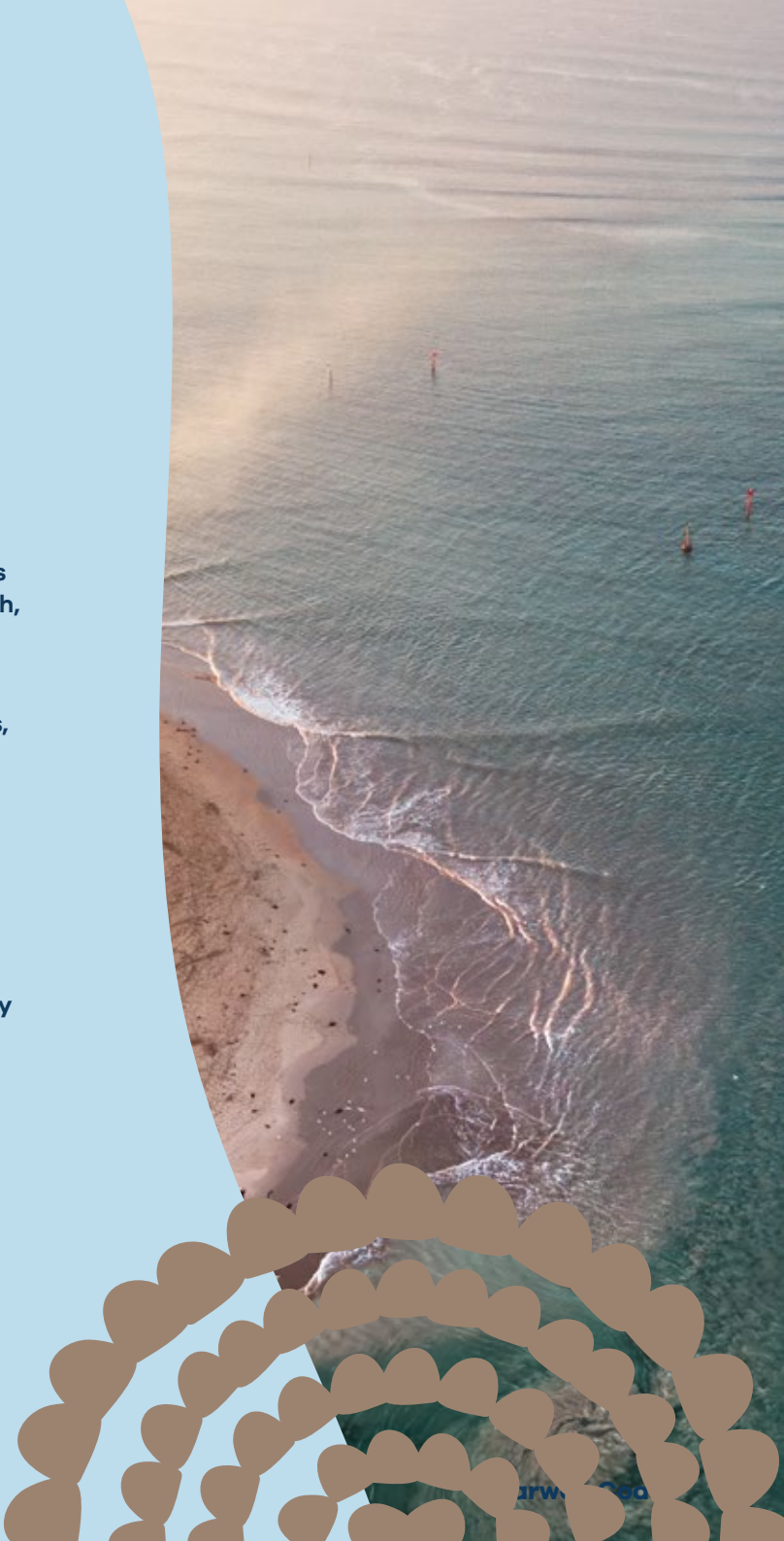
Barwon Coast acknowledges the Wadawurrung People as the Traditional Owners of the land, waters, seas and skies of Ocean Grove, Barwon Heads, 13th Beach, Black Rock, Bancoora and Breamlea, as well as the rest of Wadawurrung Country.

We say thank you to Wadawurrung Elders, past and present, and all Wadawurrung People who have cared for Wadawurrung Country for thousands of generations, and continue to care for Wadawurrung Country today.

We are committed to continuing to walk beside Wadawurrung Traditional Owners – to listen and work together meaningfully to continue to make Wadawurrung Country healthy.

Always was, always will be, Wadawurrung Country.

Sovereignty was never ceded.



Overview of this Report

The Barwon Coast Annual Report 2024–25 provides a summary of our performance over the past year, including key achievements, challenges and the breadth of services we deliver.

It outlines our work in coastal management, planning, climate adaptation and community engagement, and includes a certified Performance Statement and audited Financial Report.

Our purpose – to protect and enhance the natural environment while supporting public enjoyment – guides all areas of our work, including:

- Natural resource protection
- Supporting Wadawurrung Country and Culture
- Leases and licences
- Local port operations
- Accommodation services
- Community partnerships

Access the report

View online:
www.barwoncoast.com.au

Contact us:
office@barwoncoast.com.au

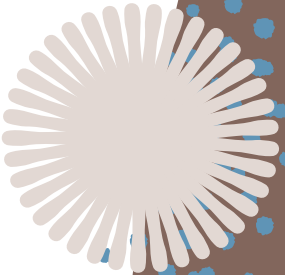
About Barwon Coast

Barwon Coast is delegated by the Minister for Environment, under the Crown Land (Reserves) Act 1978, to manage 22km of coastal Crown land including the beaches and foreshores of Ocean Grove, Barwon Heads, Thirteenth Beach, Black Rock and Breamlea.

We work closely with Wadawurrung Traditional Owners to care for Country and protect the unique environmental, cultural and community values of this coastline. Our role includes preserving the natural environment while enabling locals and visitors to enjoy and connect with this extraordinary place.

Our responsibilities cover a broad range of coastal assets – foreshores, public open spaces, flora and fauna, key infrastructure, coastal trails, community amenities, accommodation services, camping grounds, and the Local Port of Barwon Heads. Revenue from accommodation services, leases and licences is reinvested into the ongoing care, protection, maintenance and enhancement of these Crown land reserves.

Our management approach includes strategic and operational planning, climate adaptation, capital works, asset and port management, community engagement, education, and collaborative partnerships with volunteer and stakeholder groups.



State government policy

Our work is guided by the *Marine and Coastal Policy 2020*, which outlines the Victorian Government's approach to marine and coastal planning. The Policy directs organisations like Barwon Coast to:

1. Acknowledge Traditional Owners' rights, aspirations and knowledge
2. Protect and enhance the marine and coastal environment
3. Respect and understand the dynamic natural processes in planning and managing risk
4. Strengthen resilience to climate change
5. Use and develop sustainably.

We are expected to meet these goals through a stewardship approach that values collaboration and community engagement.

Funding

Over the 2024-25 year, we generated around \$11.03 million total revenue, including the operation of caravan parks, leases, licences, permits and grants. We also secure government grants for specific projects.

All funds are reinvested in maintaining and improving coastal Crown land, public infrastructure and caravan and camping facilities. We do not receive ongoing operational funding from federal, state or local governments.

Relevant legislation

The Crown Land (Reserves) Act 1978 enables Barwon Coast to manage, improve, maintain and control the land for the purposes for which it is reserved.

Barwon Coast is responsible for the implementation of a range of government legislation and policies including:

Acts

- Marine & Coastal Act 2018
- Flora & Fauna Guarantee Act 1988
- Wildlife Act 1975
- Environment Protection Act 1970
- Planning and Environment Act 1987
- Occupational Health & Safety Act 2004.

Policies and guidelines

- Marine and Coastal Policy 2020
- Siting and Design Guidelines for Structures on the Victorian coast (May 2020)
- Policy statement – improving equity of access to Crown land caravan and camping parks 2011.

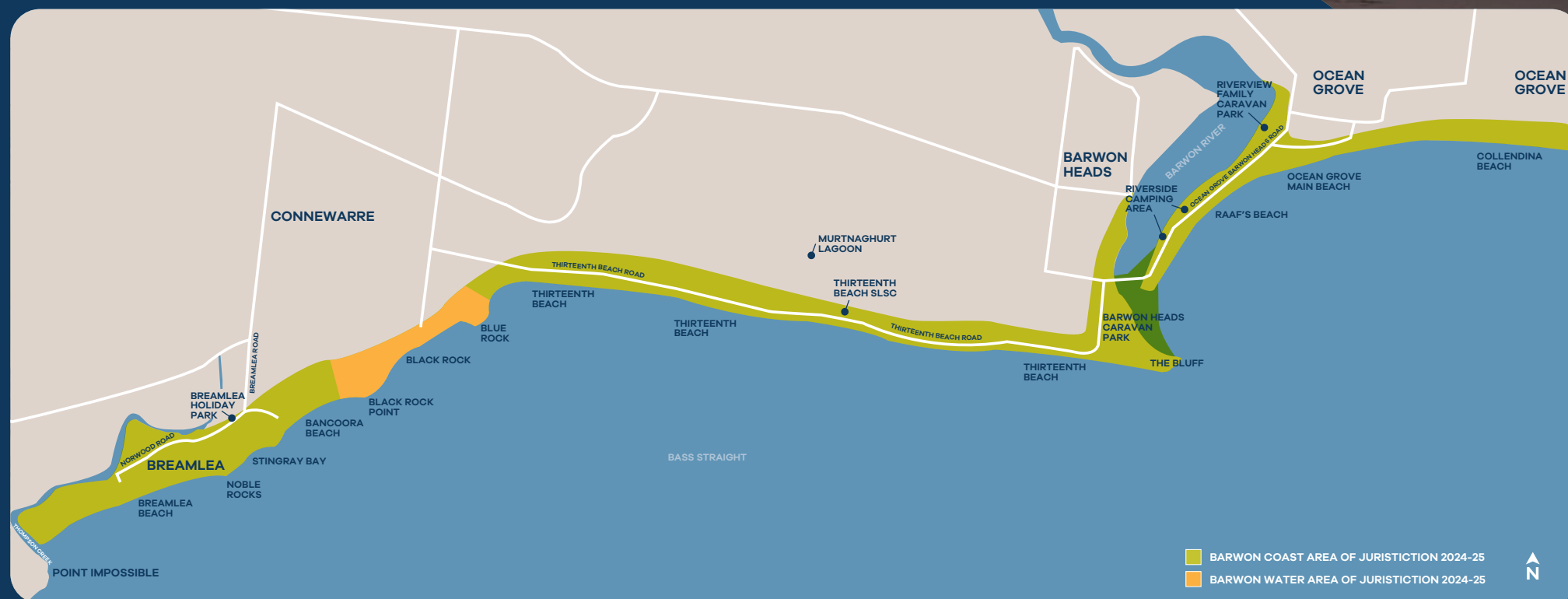
We have a five-year management agreement with Department of Transport and Planning for the Local Port of Barwon Heads. Barwon Coast is appointed as waterway manager, empowered under the Port Management Act 1995 and under the Marine Safety Act 2010.

The responsible Victorian Minister is Steve Dimopoulos MP, Minister for Environment.

Our Locality

Barwon Coast's jurisdiction in the 2024-25 year spanned 19km of coastal reserves across Ocean Grove, Barwon Heads, 13th Beach, Bancoora and Breamlea.

Barwon Coast has formally commenced management of the Black Rock foreshore Crown land reserve as of 1 July, 2025, bringing the coastline managed by Barwon Coast to 22km.



Our Mission and Values

Barwon Coast's mission and values express our commitment to the coast and to each other as a team working with care and purpose.

Mission

We care for Country respectfully, preserving the coast for people to connect, understand and protect, whilst enjoying the unique natural environment.

Values

— care —



We work towards shared goals.



By acting with integrity, we are genuine and trustworthy.



We are inclusive and recognise the contribution of everyone.



We take pride in a job well done.

Working with Wadawurrung Traditional Owners

Wadawurrung People are the Traditional Owners of Wadawurrung Country, which encompasses the land managed by Barwon Coast.

As the Traditional Custodians of Wadawurrung Country, Wadawurrung People are the holders of Cultural Authority. Wadawurrung Traditional Owners are the keepers of the truth, history and songlines of Wadawurrung Country, and hold ancient cultural knowledge and an unbroken connection to Country that far predates colonial settlement. We acknowledge Wadawurrung People's sovereign status and fundamental rights.

Barwon Coast is committed to koling wada ngal (walk together) with Wadawurrung Traditional Owners, both now and in the future. We aim to support self-determination

by ensuring Wadawurrung Traditional Owners Aboriginal Corporation, the representative body for Wadawurrung Traditional Owners, are consulted early and often. WTOAC works to support Wadawurrung aspirations and protect Aboriginal Cultural Heritage in accordance with the Victorian Aboriginal Heritage Act 2006.

Our approach is based on deep respect, active listening, and close and ongoing engagement, guided by Wadawurrung aspirations and priorities.

Working together to care for Country

Barwon Coast staff work with Wadawurrung Traditional Owners Aboriginal Corporation via monthly meetings, quarterly CEO meetings, project-based Cultural Heritage advice and on-Country events, as well as working with the Gobata Dja (Caring for Country) team. Barwon Coast staff support and develop these important relationships and collaborative approach.

A highlight was winning the 'Embedding Traditional Owner Cultural Practices In Management' award with WTOAC at the 2024 Victorian Marine and Coastal Awards.

Over the last 12 months, work with WTOAC has included:

- Consultation on incorporating Wadawurrung Language and Culture in the new Riverview Caravan Park Playgrounds, including language and illustration
- Close consultation to inform the Foreshore Master Plan, including:
 - An on-Country day, visiting three locations across the coastline
 - Wadawurrung Elders stayed on Country and participated in a Foreshore Master Plan Workshop
- NAIDOC week celebrations with the community
- Engagement of the Gobata Dja team to undertake works on Country
- Collaboration on the Bird Observation Point signage, including Wadawurrung Language and information
- Partnered to secure a \$1.531 million Regional Tourism Investment Fund grant to develop seven cabins in the Barwon Heads Caravan Park
- Hosted joint leadership forums with WTOAC and Bellarine Bayside Committee of Management to increase our collective knowledge and identify new partnership opportunities
- Engaged to review and amend the Cultural Heritage Management Plan for Barwon Heads Caravan Park
- Granted several Cultural Heritage Permits for capital works projects.

Partnerships

We work closely with a diverse range of partners to protect and enhance the unique coastal environment under our care. These strategic partnerships are essential to the effective care and long-term sustainability of our coastal reserves.

Department of Energy, Environment and Climate Action (DEECA)

As our primary state government partner, DEECA supports Barwon Coast through robust governance, policy guidance, and strategic initiatives. Our collaboration has been characterised by:

- Monthly operational meetings ensuring aligned objectives
- Quarterly strategic partnership discussions
- Participating in the Coastal and Marine Management Plan mid-term review
- Participating in the development of the Foreshore Master Plan, Biodiversity Strategy, Coastal Hazards Exposure and the Bancoora Coastal Adaptation Plan
- Collaborating to enhance the Marine and Coastal Act consent process
- Progressing Marine and Coastal Act consents
- Ongoing consultation and shared knowledge exchange.

City of Greater Geelong

Our partnership with the City of Greater Geelong focuses on delivering integrated services and infrastructure that support both residents and visitors. Key collaborative areas include:

- Coordinated approach to social infrastructure management
- Aligned strategies for dog control and road management
- Joint tourism promotion initiatives
- Participating in the development of the Foreshore Master Plan, Biodiversity Strategy, Coastal Hazards Exposure and the Bancoora Coastal Adaptation Plan
- Shared asset management approaches
- Community safety coordination
- Developing a formal partnership agreement.

Corangamite Catchment Management Authority (CCMA)

Our environmental conservation efforts are significantly enhanced through our partnership with CCMA, focusing on:

- Management of Blue Green Algae on the Barwon River
- Implementation of the Kitjarra-dja-Bullarto Langi-ut Master Plan
- Participating in the development of the Foreshore Master Plan, Biodiversity Strategy, Coastal Hazards Exposure and the Bancoora Coastal Adaptation Plan
- Supporting EstuaryWatch volunteers and adaptation planning across the region.

Barwon Water

We're working with Barwon Water to implement several initiatives including:

- Progressing the transfer of management of the Black Rock foreshore Crown land reserve to Barwon Coast
- Participating in the development of the Foreshore Master Plan, Biodiversity Strategy, Coastal Hazards Exposure and the Bancoora Coastal Adaptation Plan
- Installation of shorter shower signage in caravan park amenities and camping reserves and quick rinse signage at beach showers
- Three new drinking fountains installed at Flinders Play Space and Ocean Grove Main Beach
- Deployment of data loggers at various caravan parks.

Neighbouring Coastal Managers

Strategic collaborations with Bellarine Bayside and the Great Ocean Road Coast and Parks Authority have been instrumental in:

- Sharing operational experiences
- Identifying new partnership opportunities
- Creating operational efficiencies
- Collaborative resource sharing
- Joint advocacy for improved coastal management processes.

We meet more regularly and collaborate with Bellarine Bayside. Recent examples include sharing of an OHS position, WTOAC collaboration and leadership meetings, tariff approaches and advocating to enhance the MACA consent process.

Community Groups

Our partnerships with local community volunteer groups have been vital in:

- Protecting and enhancing the natural environment
- Engaging the broader community in coastal conservation
- Increasing the environmental awareness of locals and visitors to the coast
- Facilitating safe enjoyment of the coast and community connection.

Groups we work regularly with include:

Environmental groups

Ocean Grove Coastcare, Breamlea Coastcare, Friends of the Lobster Pot, Friends of the Bluff, Friends of the Hooded Plover Bellarine, and Barwon EstuaryWatch.

Local clubs & associations

Barwon Heads Association, Ocean Grove Community Association, Breamlea Community Association, Barwon Heads Sailing Club, Barwon Heads Football and Netball Club.

During National Volunteer Week, we held a celebration event with over 50 attendees to recognise the contribution of coastal volunteers.

Surf Life Saving Clubs

Ongoing support and collaboration with Ocean Grove, Barwon Heads-13th Beach, and Bancoora Surf Life Saving Clubs have focused on:

- Operational guidance
- Ensuring alignment with Coastal Marine Management Plan (CMMP)
- Supporting water safety initiatives
- Nippers' environmental education programs.

These diverse partnerships underscore our holistic approach to coastal management, environmental protection, and community engagement.

Working collaboratively is key to safeguarding our coastal environments for the benefit of current and future generations.

Bellarine Catchment Network

Bellarine Catchment Network (BCN) is a local not-for-profit organisation that delivers environmental programs and supports a diverse network of volunteer groups and organisations across the Bellarine Peninsula.

Over the last year Barwon Coast has partnered with BCN to deliver a diverse program of coastal and marine education activities for schools, locals, and visitors across Ocean Grove, Barwon Heads and Breamlea. Together, we provide engaging, hands-on experiences that spark curiosity, deepen understanding of coastal ecosystems, and highlight the cultural values of the coast.

This partnership strengthens our capacity, particularly during the peak summer season, ensuring that more people of all ages have the opportunity to learn about and connect with the coast.



Year in Review

Our team

67 staff



24 casual

26 full time

2 fixed term

15 part time

52%
female

48%
male

49.8
average age

4 yrs 2 mths
average length of service

Revenue

\$11.03m

all of which is reinvested into the coastal reserve managed by Barwon Coast

82%

was generated by our caravan park guests



Community engagement

Over 1 million visits to our four websites



1000+

community members engaged through events, surveys & workshops

2,500+

locals and visitors participated in our environmental education programs

17,000+ followers across **8** social media accounts

6 community environmental groups supported

Tourism

\$11.2m value of buildings and infrastructure



Riverview, Barwon Heads & Breamlea:

590

Twelve Month Permit holders

460

casual camp sites

34

accommodation units

Riverside campground:

226 unpowered sites open for peak periods

40,000+ visitors stayed
280,000+ nights

38 leases & licences including community clubs, commercial operators, surf schools & more

Port of Barwon Heads



\$2m of assets managed on behalf of the State Government

2
jetties

12
on water inspections per annum

1
sector light & rear & front leads

28
navigation aids & 1 mooring to support safe boating

Strip lights on Barwon Heads bridge

Facility management



\$13m of coastal reserve infrastructure

2
Big Belly solar compacting bins installed

1 tonne
of cardboard & paper recycled

40 tonnes
of dumped rubbish & hard waste removed

6,876 recycling bins emptied

22,933 general waste bins emptied

410 bins collected 29,809 times per year

12 amenity blocks maintained

Natural resource protection

Area subject to foreign Flora:

405.7
Hectares

Area of introduced flora control programs:

136
Hectares
= 33%

Area of introduced fauna control programs:

300
Hectares
= 75%

9 beach nesting bird breeding sites monitored & managed

1 fledgling for breeding season



Open space management



700 hours of beach maintenance

7 playgrounds

12 public BBQs

9 outdoor showers

30 picnic tables

275,000
dog bags supplied

500 metres
of coastal fencing renewed

174
high & medium-risk trees pruned to reduce risk

Chair & CEO's Report

We're pleased to present Barwon Coast's Annual Report for 2024–25, highlighting a year of meaningful progress, strategic initiatives, and continued dedication to our role as coastal stewards.

This past year has marked the first full year of implementation of the Caravan and Camping Parks Master Plan – a milestone in delivering improved visitor experiences and generating vital revenue to support care of the coast.

Key achievements include the completion of two new playgrounds at Riverview Caravan Park and the opening of new beach house cabins at Barwon Heads in late 2024, just in time for the busy summer season. The Riverview playground upgrades were significant, with two all-new play areas; one designed for older children (6–12 years) and one for younger children (2–6 years).

The playgrounds feature accessible swings, sand play, landscaping, and public artworks, with Wadawurrung culture meaningfully incorporated. This includes naming the play spaces in Wadawurrung language – Yaluk (river) and Kunuwarra (black swan).

The surrounding areas also received a refresh, with a new open-air shelter, BBQ and updated seating. In addition, we progressed playground design for the Breamlea and Barwon Heads caravan parks and secured a \$1.531 million Regional Tourism Investment Fund grant to deliver seven new cabins at Barwon Heads Caravan Park in partnership with the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC).

Progress has also continued on the development of Barwon Coast's Foreshore Master Plan. This year saw strong engagement with Traditional Owners, stakeholders and community, including the establishment of a Community Reference Group, a community survey, and a series of well-attended public workshops.

Several key technical reports were advanced, including the Coastal Adaptation Plan for Bancoora, a Coastal Hazards Exposure, draft Biodiversity Strategy and an Accessibility Audit. This year also saw the construction of a new Changing Places facility at Main Beach Ocean Grove, offering accessible toilet, shower, and changing amenities for people with disability and high support needs.

A highlight of the year was the NAIDOC Week community event, delivered in collaboration with WTOAC, on 8 July 2024, which brought over 200 community members together at Mick's Steps in Ocean Grove to celebrate culture, Country and community.

This year saw big steps toward the revitalisation of Barwon Coast Discovery Centre. With thanks to Community Bank Barwon Heads for their support, designs were finalised and a staging plan developed. We continue to work alongside community groups and WTOAC to

advocate for funding, with a strong focus on interpretive signage and cultural storytelling.

At Breamlea, we've supported the Bancoora Surf Life Saving Club in progressing a major \$4.2 million redevelopment. We commend the club on securing the funding and remain committed to supporting the project's success. We have also supported At the Heads and the Barwon Heads Football Netball Club on their redevelopment projects.

This year hasn't been without its challenges. Our work to review the operating model at Breamlea has involved some difficult decisions. We also implemented a restructure of key areas of our organisation to improve how we work, aligned with our commitment to continuous improvement.

We would like to acknowledge and thank the Committee of Management for their leadership and guidance. This year marks the third year of work by the current Committee, which has been a highly collaborative team with a broad range of skills and contributions.

This will be my final year serving on the Committee and as Chair, after four terms, and Shelly Fanning has now completed her third term.

The Committee remains cohesive, united and deeply committed to caring for the coast and supporting Wadawurrung aspirations on Country.

Looking ahead, we are preparing to welcome a new Committee in October and are working toward finalising the Foreshore Master Plan in early 2026. We will continue advocating for funding to bring further elements of the Caravan and Camping Parks Master Plan to life.

Sandra Gatehouse

Chair



Gareth Smith

Chief Executive Officer




Coastal Planning

Our Coastal and Marine Management Plan (CMMP) 2020-2025 continues to be a cornerstone of our strategic approach to coastal management. The CMMP is nearing the end of its current life cycle, with most actions now completed or identified as not required.

A key focus in the next 12 months is the renewal of the CMMP which will:

- Build on the foundations laid by the CMMP mid-term review, noting areas of improvement
- Align with current DEECA guidance, including the *CMMP Guidelines 2023 and Victoria's Resilient Coast: Adapting for 2100+*
- Build on the extensive engagement carried out as part of the Foreshore Master Plan project, and integrate the Master Plan into the CMMP
- Include Black Rock, Bancoora Beach/Breamlea Reserves, following the transfer of management to Barwon Coast on 1 July 2025
- Integrate the Education and Volunteers Review, carried out in 2024/25
- Include Local Port Management obligations and actions.

The CMMP will be developed alongside key agencies (including DEECA, DTP, City of Greater Geelong, Corangamite CMA), coastal volunteer groups ('Friends of' groups, Coast Care groups, Surf Life Saving Clubs) and WTOAC.

Highlights

Foreshore Master Plan

A major highlight was the commencement of the development of a 15-year Foreshore Master Plan.

Our Coastal and Marine Management Plan (CMMP) had proposed individual master plans for each of the six identified precincts; however, following an internal review, it was determined that a single, integrated plan covering the entire foreshore would be more effective. This approach also includes Breamlea, Bancoora Beach and Black Rock, which are now under Barwon Coast's management.

The project started in November 2024 and has primarily been focused on community and stakeholder engagement. The comprehensive engagement program has included:

- Establishment of a Community Reference Group, comprising 20 representatives from key volunteer groups, Surf Life Saving Clubs and community members



- Engagement with Wadawurrung Elders and Traditional Owners
- Establishment and briefing of Agency Working Group which includes WTOAC, DEECA, DTP, City of Greater Geelong, Corangamite CMA and Parks Victoria
- Community Pop-up 'Washing Line' at Lahey Square, Barwon Heads
- Online survey open during March 2025, hosted on Engage Victoria platform, receiving 226 submissions
- Workshops with Barwon Coast Committee and staff
- Youth Forums at Bellarine Secondary College
- Community drop-in sessions at Breamlea Community Hall, 13th Beach SLSC and Dawn café
- Three days of Community and Stakeholder Design Workshops at Ocean Grove Surf Life Saving Club

Approximately 500 voices have been heard to date, with clear themes and values arising.

Given the extent of the engagement program, this engagement will also form the basis for the renewed CMMP.

The next 12 months will see:

- Development of the draft Master Plan alongside Traditional Owners, key government agencies and the community reference group.
- Public release of the draft Master Plan for community feedback
- Approval of the final Foreshore Master Plan.

The Foreshore Master Plan will be integrated into the renewed CMMP.

Coastal Hazard Exposure

Barwon Coast commissioned an assessment of the foreshore's exposure to coastal hazards (inundation and erosion). This project is in line with Stage 3 of Victoria's Resilient Coast: Adapting for 2100+. The report is anticipated to be publicly released in late 2025/early 2026. This work will inform the Foreshore Master Plan, Marine and Coastal Act consents, renewed CMMP as well as future adaptation planning.

Bancoora Coastal Adaptation Plan

Supported by DEECA, we progressed the preparation of the Bancoora Coastal Adaptation Plan. The plan aims to understand the important values of the area, how any changes to the shoreline in response to rising seas and greater storms in the coming years may impact on these values, and what we can do to adapt and plan for these changes. The project follows Stage 1-5 of Victoria's Resilient Coast: Adapting for 2100+.

The project is supported by an inter-agency Project Steering Group, which includes DEECA, City of Greater Geelong, Corangamite CMA, Parks Victoria, WTOAC and Bancoora Surf Life Saving Club. The project is well advanced, with Stage 1-5 complete or nearing completion. The next 6 months will see the finalisation of the report which includes integration of Wadawurrung Cultural Values and further community engagement to develop adaptation actions and pathways.

The findings of this project will support development of the Foreshore Master Plan, renewal of the CMMP and inform the future operational decisions made by Barwon Coast.

Marine and Coastal Act consents

In line with the CMMP, and as a requirement of the Marine and Coastal Act, any works undertaken on marine and coastal Crown land require consent from the Minister for Environment. The works to implement the CMMP that needed Marine and Coastal Act consent included:

- The Hole 13th Beach (formerly 30W West) beach access stairs
- Wedge Street (formerly 11W) beach access stairs
- Two new Riverview Caravan Park Playgrounds
- Riverview Caravan Park BBQ and Shelter, and four small BBQ shelters (future).

Barwon Coast has also supported lessees with consent applications, including Bancoora Surf Life Saving Club, At the Heads and the Barwon Heads Football Netball Club on their redevelopment projects.

Natural Environment Protection

Our Natural Reserves team works to protect, maintain, and enhance coastal reserves that hold cultural and environmental importance. The environmental activities of Barwon Coast staff are supported by specialists where needed to enhance outcomes.

Partnerships with adjoining land managers and support of community volunteers expand local knowledge and inform best-practice methods. Programs focus on introduced plant control, introduced animal control plus wildlife protection. The programs are maintained to provide healthy habitat for flora and fauna for future generations.

Flora

Our team implements a continuing works program to address pest plant threats and protect vulnerable species observed throughout the dune system. This program is supported by skilled contractors.

Staff working in the field have improved our understanding of plant diversity and abundance in the sand dune system. Encouragingly, staff have observed a continued increase in orchid species, which is a key indicator of a healthy environment.

Local volunteers support planting and help maintain revegetated areas.



Fauna

Our staff remain responsive to the needs of wildlife across the coastal reserves managed by Barwon Coast. Fauna management helps guide resource allocation and extends educational outreach into the community. In 2024-25, key actions included:

- Continuing our efforts to protect Hooded Plovers through monitoring and visitor management at nine breeding sites, with one fledgling surviving breeding season
- Using remote cameras across dune systems to build awareness of native fauna and track introduced species

Pest plants

A sustained effort to control woody and grass weeds remains a key focus, with staff vigilant for new and emerging threats. Herbicide and manual removal methods are applied carefully, supported by the Gobata Dja team from the Wadawurrung Traditional Owners Aboriginal Corporation and other contractors.

Vegetation restoration works at Barwon Bluff started in mid-June 2025 as our biodiversity trial, under a conservation exemption granted by DEECA. The project

will aim to reduce Coast Tea tree density to create space for native plants to regenerate, helping to restore natural habitat and improve ecosystem health.

Pest animals

We operate an active control program targeting European Rabbits and Red Foxes across the coastal Crown land reserves of Barwon Heads, Breamlea and Ocean Grove. Other targeted species include feral cats and rats.

Our staff have deep knowledge of the reserves and use baiting, trapping and fumigation to improve dune habitat values.

Wildlife support

During the year, our team supported the wellbeing of over 20 wildlife species, including seals, penguins, dolphins, wallabies, possums, and two White-Faced Storm Petrels.

Notable sightings included Royal Spoonbills, Sooty Oystercatchers, Peregrine Falcons, Velellas and Bluebottle sea jellies.

We prioritised the following programs:

- managing invasive plants along our coastline
- managing pest animals
- protecting threatened species
- supporting more than 20 wildlife species, both land and marine based.

We also worked with DEECA, Wadawurrung Traditional Owners Aboriginal Corporation, Victorian Fisheries Authority, Parks Victoria and Life Saving Victoria to protect the 14-metre-long Fin Whale carcass that washed ashore on 13th Beach in September 2024.

Reserve Development

Infrastructure & facilities

Barwon Coast manages and maintains a diverse range of infrastructure and facilities that support safe, enjoyable, and accessible visitor experiences across the coastal Crown land we steward. Our facilities serve both residents and the many visitors who enjoy the region each year, providing essential amenities while protecting the unique coastal environment.

The facilities under our care include, but are not limited to:

- Public toilets (11 blocks across key sites)
- Showers, including water-efficient outdoor facilities
- Playgrounds at Barwon Heads and Ocean Grove Main Beach
- Public BBQ areas for community gatherings. Walking paths and coastal trails providing safe pedestrian access and environmental appreciation
- Car parks located throughout our reserves and access points

With 11 public toilet blocks and highly frequented playgrounds at Barwon Heads and Ocean Grove Main Beach, our maintenance teams remain actively engaged in meeting the high standards and expectations of both the community and visitors. Regular cleaning, safety inspections, proactive maintenance, and responsive repairs ensure these public amenities remain safe, functional, and welcoming year-round.

Ongoing investment in infrastructure maintenance forms a core part of Barwon Coast's broader commitment to delivering high-quality visitor experiences while ensuring that these critical assets are sustainable, compliant, and resilient to increasing visitor numbers, coastal conditions, and evolving community needs.

Public open spaces

Our team works to maintain clean, welcoming, and accessible public spaces across our beaches, walking trails, and coastal reserves. This includes daily inspections for

beach cleanliness, litter collection, mowing, pruning, and ongoing grounds maintenance to support visitor experience and enhance environmental care.

Asset and safety protection

Barwon Coast continued its program of asset and safety protection particularly in the following areas:

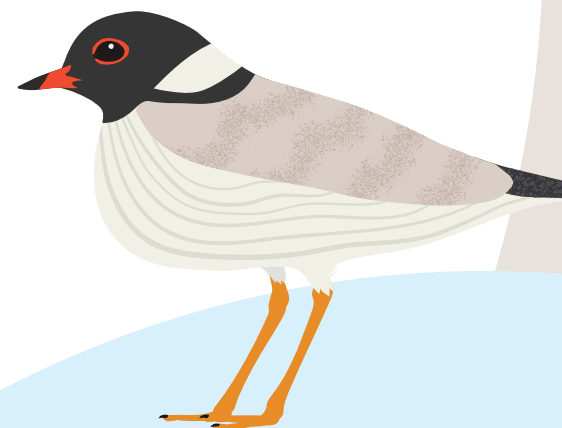
- Compliance with planning, building and other regulatory requirements in construction activities
- Essential safety services in public buildings and accommodation facilities (including Barwon Coast managed leases)
- Seven playgrounds (public and within caravan parks), inspected monthly by staff and annually by an Independent Playground Auditor
- Fire services in caravan parks
- Tree inspections, including annual risk audits by a qualified Arborist
- Public access reports in coastal reserves, including pathways, beach access stairs, viewing platforms and boardwalks.

502



tonnes of rubbish removed from reserves and caravan parks

27% of this
was sent for recycling



Infrastructure and facility upgrades

In 2024–25, Barwon Coast continued to deliver targeted infrastructure and facility upgrades across the coastal Crown land under our stewardship. These works reflect our strategic focus on enhancing visitor amenities, improving public safety, and ensuring long-term environmental and operational sustainability. Our strong partnerships with government agencies, stakeholders, and service providers were instrumental in the successful delivery of these projects.

Enhancing coastal access and public safety

As part of our commitment to maintaining safe and accessible coastal environments, major improvements were undertaken at key access points. Significant upgrades to beach access stairs at Wedge Street, Ocean Grove, and 'The Hole' at 13th Beach were

successfully completed, supported through funding partnerships with the Department of Energy, Environment and Climate Action (DEECA). Further improvements were made to track surfaces and the installation of safety bollards at the intersection of Ewing Blyth Drive and Thirteenth Beach Road, ensuring safe and controlled access for both vehicles and pedestrians.

Ongoing investment in public amenities

Maintaining high-quality public amenities remains a core operational focus. In 2024–25, refurbishments included a full repaint and ventilation upgrade to the Dunes toilet block. External painting was also completed at RAAF's Beach, Beacon (13th Beach), and Frank Ellis Reserve toilet facilities, enhancing both functionality and presentation for visitors. With the support of funding from the Victorian Government, Barwon Coast has constructed a new Changing Places facility at Main Beach Ocean Grove, offering accessible toilet, shower, and changing amenities for people with disability and high support needs, which is due to open in August 2025.

Modernising Caravan Park facilities and enhancing operational efficiency

Barwon Coast's caravan parks and campgrounds play a critical role in providing coastal accommodation while supporting our broader environmental and financial sustainability objectives.

- Construction of two new Beach House cabins at Barwon Heads Caravan Park, delivered under budget, and the completion of converting two former manager's houses into accommodation.
- In partnership with Barwon Water, detailed water efficiency audits were conducted across Barwon Heads Caravan Park, Riverview Family Caravan Park, Breamlea Caravan Park and Riverside Campground. The findings informed targeted upgrades, including the installation of water-efficient fixtures and outdoor showers at Frank Ellis Reserve and the Dunes, contributing to significant reductions in water usage and system leaks.
- At Riverview Family Caravan Park, the turnaround bay was redesigned to improve traffic flow and reduce vehicle-pedestrian

interactions, enhancing safety for both guests and staff.

- Security and guest experience were further enhanced at Barwon Heads Caravan Park through the installation of code-operated access handles across most amenity blocks. In addition, two riverfront cabins were fully refurbished, offering improved accommodation standards and guest comfort.

These infrastructure upgrades demonstrate Barwon Coast's commitment to continuous improvement, responsible asset management, and the delivery of high-quality visitor experiences, while upholding the long-term sustainability of the coastal environment we manage on behalf of the Victorian community.

To responsibly maintain and renew our assets, we require approximately \$4.2 million annually. At present, our operations generate only \$2 million each year for this purpose, leaving a \$2.2 million funding gap.

Without this additional funding, we are unable to deliver asset renewal at the correct lifecycle stage. Timely renewal ensures our facilities remain safe, functional, and fit-for-purpose.



Coastal Stewardship

Victoria's Marine and Coastal Policy 2020 defines stewardship as 'caring for the natural marine and coastal places that exist in and around communities we live in, and taking actions that benefit the environment'.

Barwon Coast builds community involvement and stewardship through the delivery of environmental education programs, as well as supporting local volunteer groups and community projects.

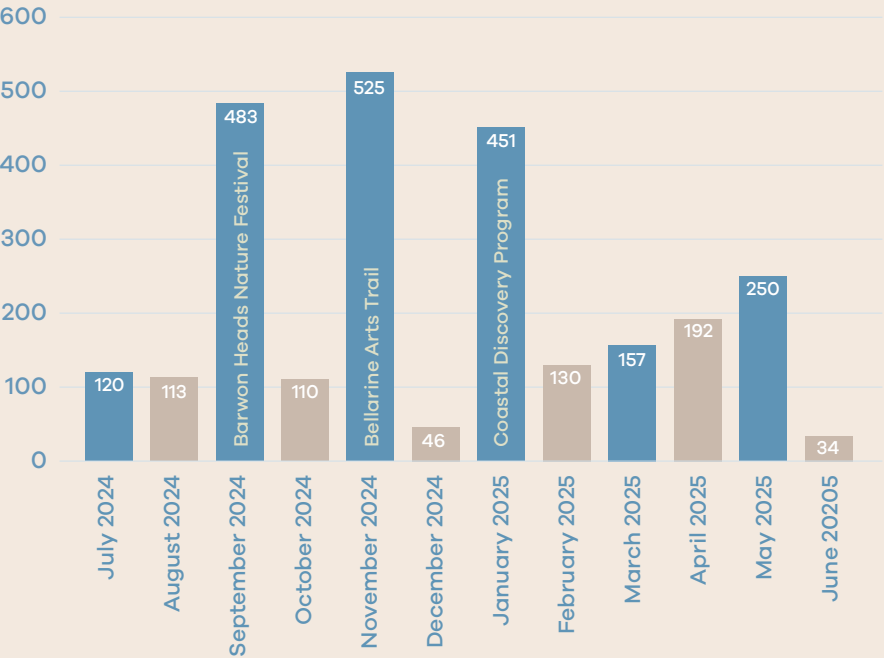
Environmental education

Environmental education plays a vital role in coastal and marine management – raising awareness, inspiring connection, and shaping behaviours that help care for our coast.

We deliver a range of free environmental activities for education groups, residents and visitors throughout the year. This year, over 850 kindergarten children and school students, ranging from Foundation to VCE, have participated in activities provided by us and our partners. An additional 1,730 people joined activities during January as part of the Coastal Discovery Program and Surf Life Saving Club Nippers programs. Over 100 people attended the launch of the new Barwon River Bird Observation Point in March, participating in activities highlighting Wadawurrung connection to Country, local birdlife and Ramsar wetlands.

Participation in environmental education extended to 40 Barwon Coast staff who took part in rockpool rambles led by Friends of the Bluff, and visits to the Barwon Coast Discovery Centre to learn from Friends of the Lobster Pot volunteers.

Barwon Coast Discovery Centre
– Number of visitors in 2024-25



Barwon Coast
Discovery Centre

The Barwon Coast Discovery Centre is a treasure trove for all ages, with displays about local marine life, plants, animals, history, geology and shipwrecks. Located in Barwon Heads, the Discovery Centre is run in partnership between Barwon Coast and Friends of The Lobster Pot.

Volunteers open the Centre to visitors every Sunday afternoon, with extended hours during school holidays and for special events. Education and interest groups also visit throughout the year.

Community Bank Barwon Heads, through its Legacy Project funding program, has contributed \$100,000 towards short-term improvements and longer-term designs for the Discovery Centre. These will help preserve the facility’s heritage and set an exciting direction that will enable our local community and visitors to enjoy well into the future.

Community Bank Barwon Heads’ funding has so far delivered:

- New logo and branding
- New signs, furniture and cabinetry
- Schematic designs (refined through stakeholder consultation)
- Project plan with phased delivery and costings for implementation.

Volunteer support

We support volunteer groups to run education activities and community events, develop resources, and undertake environmental works. Many more residents and visitors engage with, and care for, the coast every year because of volunteers’ local knowledge and contributions.

In the past 12 months, we have supported and recognised volunteers through:

- Providing training delivered by Wadawurrung Traditional Owners Aboriginal Corporation for 25 volunteers
- Holding a celebration event during National Volunteer Week with over 50 attendees
- Supporting grant applications and award nominations
- Purchasing equipment to improve safety and education outcomes.
- Holding quarterly volunteer network meetings
- Collaborative planning and promotion of groups’ programs, events and activities.

Breamlea Coastcare

Breamlea Coastcare was formed over 30 years ago, and works across land managed by Barwon Coast, Parks Victoria and the City of Greater Geelong.

The small, dedicated group of volunteers has contributed over 260 hours this year working on Barwon Coast-managed land alone. This has been focused on removing environmental weeds (targeting species such as Polygala, Purple senecio, Aloes and succulents), along with many hours spent on planting, research, community education, administration and collaborating with land managers.

Breamlea Coastcare has also been implementing an Adopt-a-Patch project which has their members mentoring local residents to identify and remove invasive plants and replace them with indigenous species.

Ocean Grove Coastcare

Established in 2010, Ocean Grove Coastcare is led by a committee of dedicated volunteers and has a member list of over 190 people. The group runs popular community planting days for National Tree Day and World Environment Day in partnership with Barwon Coast, which have involved around 25

volunteers planting 220 plants at each event for the past few years. They also partner with Barwon Coast to deliver community activities over the busy summer months, and coastal education for local school groups.

Throughout the year, Ocean Grove Coastcare also brings the community together for weeding days on Bukareeyoo, and events for Clean Up Australia Day. The group raises awareness of the beauty and values of our coastline and the Great Southern Reef through their informative newsletters, and events involving guest speakers and films that often attract up to 70 people per session.

Friends of the Bluff

2024 marked Friends of the Bluff's 30-year anniversary of connecting people with the coast and providing community education on, around and about the Barwon Bluff, Barwon Bluff Marine Sanctuary and Barwon River. The group was an award finalist in the 2024 Victorian Marine and Coastal Awards, recognising their outstanding achievements in inspiring community engagement and education.

Some of the group's significant achievements over the past 12 months include running the Barwon Heads Nature Festival for over 400 participants, delivering activities

in the summer Coastal Discovery Program, coordinating a Clean Up Australia Day event, hosting monthly Conservation Conversations, leading marine monitoring activities, and delivering professional development activities for Barwon Coast staff. The group is currently preparing to host the 'Sharing the Love' forum in Barwon Heads for marine volunteers, funded through a Coastcare Victoria grant.

Friends of the Hooded Plover Bellarine

Volunteering through BirdLife Australia's Beach-nesting Birds program, Friends of the Hooded Plover Bellarine works closely with Barwon Coast and other partners to protect the Hooded Plover, a listed vulnerable species.

A small team of volunteers is busy year-round, with around 20 active volunteers throughout the breeding season, which typically runs from August to April. With only 11 adult pairs remaining along the coast from Breamlea to Point Lonsdale, volunteers monitor the occurrence of adult birds, nesting activities and hatchings, and provide education to beachgoers and locals to help give Hoodies the best chance of raising chicks each season.



In November, Friends of the Hooded Plover Bellarine initiated a community event in partnership with Barwon Coast, BirdLife Australia, City of Greater Geelong and Victoria's Conservation Regulator. The 'Dog's Breakfast', attended by over 50 people, was held at a popular dog beach in Ocean Grove, with giveaways and conversations about how to share our shores with vulnerable beach-nesting birds.

Friends of the Lobster Pot

Friends of the Lobster Pot volunteers are passionate about sharing knowledge of the diverse local natural environments and cultural heritage. Volunteers open the Barwon Coast Discovery Centre to the public on weekends, for group tours and for special events. Across the year, they spend many hundreds of hours speaking to visitors, maintaining and updating displays, planning activities, and much more.

Volunteers are continually developing new, innovative and engaging displays – from touch tables and microscopes to historical photos, art projects and digital technology – which have been enjoyed by over 2,600 people this year alone. For the Bellarine Arts Trail, held in November 2024, volunteers created new displays with a theme of seaweeds,

seadragons and sea slugs, and hosted artists in the Discovery Centre and Barwon Coast's Education Room, seeing over 460 visitors across the weekend.

Barwon EstuaryWatch

EstuaryWatch is a state-wide volunteer program managed locally by the Corangamite Catchment Management Authority (CCMA). Approximately 11 volunteers meet monthly to monitor the health of the Barwon Estuary, which helps inform local waterway management. We provide space in the Barwon Coast Discovery Centre for Barwon EstuaryWatch volunteers to meet, calibrate equipment and store water quality testing kits. On occasion, volunteers share their knowledge and skills with students taking part in Barwon Coast's education activities.

Community projects

Barwon River Bird Observation Point

Barwon Coast has installed a new bird observation point along the Barwon River in Ocean Grove. Arising from community interest, the observation point includes a viewing area, seat and signs. It is designed to provide a

comfortable space to quietly watch birds and enjoy views over the Ramsar-listed wetland.

Over 100 people joined the launch event in March which began with a Wadawurrung Welcome to Country Ceremony, a speech from our Chair and an address from Alison Marchant MP, Member for Bellarine. Visitors of all ages enjoyed family-friendly activities, guided birdwatching and conversations with local experts.

This project was made possible thanks to funding from the Victorian State Government through the Victorian Landcare Grants Program and the Corangamite Catchment Management Authority.

It was supported by individuals from the community as well as members of the Barwon Estuary Project, Bellarine Catchment Network, BirdLife Australia, BirdLife Bellarine, Friends of the Hooded Plover Bellarine, Friends of the Lobster Pot (Coastal Creatives group) and Geelong Field Naturalists Club.

Tourism

Barwon Coast is the largest accommodation provider on the Southern Bellarine, managing three caravan parks and a seasonal campground. Riverview Family Caravan Park, Barwon Heads Caravan Park, Breamlea Caravan Park and Riverside Campground offer a variety of accommodation options catering to tourists, families, and visitors to the region.

Collectively, they generate the majority of Barwon Coast's revenue, which in turn supports our broader responsibilities – caring for and protecting the coastal reserve on behalf of the community and future generations.

Barwon Coast's caravan parks play a vital role in enabling people to enjoy and connect with our unique coastal environment.

Our parks are more than just places to stay – they are places of connection: to the land, to community, and to cherished memories. Return visits foster a strong sense of belonging and stewardship, with many campers developing a lifelong connection to both the parks and the land on which they are situated.

As the manager of Crown land, Barwon Coast is committed to supporting equitable access to our caravan parks and camping grounds. We do this by offering a diverse range of accommodation styles and price points – from premium cabins to unpowered sites – ensuring that everyone can enjoy these special places, now and for generations to come.

Making coastal care possible

Barwon Coast’s caravan park operations play a vital role in supporting local businesses and the broader visitor economy. In the 2024-25 financial year, Barwon Coast welcomed over 40,000 visitors to its caravan parks and campground, with 90% coming from outside the Greater Geelong area.

According to the City of Greater Geelong, this visitation injected \$68.3 million in revenue into the local economy (\$37.7 million in direct revenue and a further \$30.6 million indirect revenue due to supply chain activity and local spending). In total, the tourism impact supports 272 local jobs and contributes around \$17 million in wages and salaries annually.

40,000+

visitors to the caravan parks and campground



90%

from outside Greater Geelong region

\$37.7m

in direct revenue to the local economy

\$30.6m

in indirect economic benefit to the local economy

Supported **272** local jobs

Riverview Family Caravan Park

Located in Ocean Grove, between the ocean and the river, Riverview Caravan Park offers two distinct camping areas and visitor experiences.

The park features well-grassed, flat, and spacious powered casual camping sites available year-round, alongside Twelve-Month Permit (TMP) sites that foster long-term connections to place and contribute to the park’s warm and friendly atmosphere.

Riverview’s prime location supports a wide range of recreational activities including boating, fishing, sailing, surfing, and walking. The park is also a popular destination for school groups exploring the Barwon River Estuary and the rich cultural heritage of the southern Bellarine.

Bordered by remnant Moonah woodland and saltbush along the river trail, Riverview celebrates and helps protect the region’s native coastal vegetation.

2024/2025	Accommodation	Campsites	TMP sites	Total
Number	8	144	370	522
Occupancy	52%	35%	92%	60%
Revenue	\$250,000	\$910,000	\$2,200,000	\$3,350,000

Highlights

Installation of two new playgrounds and one BBQ shelter

Opening the former Manager’s residence to accommodate short-term family stays

Barwon Heads Caravan Park

Barwon Heads Caravan Park is uniquely located where the Barwon River Estuary meets Bass Strait and the Southern Ocean. A much-loved camping destination, the park is framed by the dramatic limestone cliffs of the Barwon Bluff at one end and the vibrant township of Barwon Heads at the other – a place renowned for its boutique charm, local food and regional wine.

Barwon Heads Caravan Park offers the most diverse range of holiday options across all Barwon Coast sites, from modestly priced unpowered sites to premium family accommodation with stunning ocean and river views. The park’s Beach and Boat Houses are a unique feature within the caravan park, and have become iconic elements of the Barwon Heads coastline and township, blending contemporary comfort with a strong sense of place.

2024/2025	Accommodation	Campsites	TMP sites	Total
Number	23	249	159	431
Occupancy	78%	42%	94%	70%
Revenue	\$1,350,000	\$1,950,000	\$990,000	\$4,290,000

Highlights

Opening two new Beach Houses in December 2024

Opening the former Manager’s residence to accommodate short-term family stays

Internal refurbishment of two existing Beach Houses

Design, planning and consents to upgrade two playgrounds

Breamlea Caravan Park

Nestled within one of the most unique and culturally significant locations on the Southern Bellarine, the hamlet of Breamlea is home to fewer than 200 permanent residents. Rich in history and cultural significance, Breamlea offers visitors a rare sense of escape.

The Breamlea Caravan Park provides a relaxed, natural bush camping experience, bordered by native vegetation and the dramatic backdrop of the roaring ocean – a truly immersive coastal getaway.

2024/2025	Accommodation	Campsites	TMP sites	Total
Number	4	79	62	145
Occupancy	40%	23%	95%	52%
Revenue	\$100,000	\$360,000	\$325,000	\$785,000

Highlights

Internal refurbishment of one family villa

Design, planning and consents to upgrade and relocate the playground

Modernised the decor and improved security in the Breamlea Community Hall/camp kitchen

The Community Bank Barwon Heads supported the replacement of existing community hall furniture, including tables, chairs and a smart water system (Zip Water Tap). The grant of \$9,600 supports our community groups being able to use the facility.

Riverside Campground (seasonal)

Outside its designated seven-week camping season, Riverside Campground on Bukareeyoo is a much loved and well-used public reserve located on the Ocean Grove side of the Barwon River. During the peak summer season, Labour Day

weekend and Easter holiday period, part of the reserve transforms into a seasonal campground, offering a unique, authentic, no-frills, camping experience, next to the river and amongst the coastal vegetation.

2024/2025	Campsites
Number	226
Occupancy	89%
Revenue	\$494,000

Highlights

3,600 people enjoying this special campground annually

Progressing designs for new sewer and amenity blocks



Communications & Engagement

At Barwon Coast, we know that engaged and informed communities are more likely to value and care for their local environment. When people understand and feel a sense of connection, understanding and ownership, they are more invested in its protection.

That's why communication and engagement are central to our work. By educating the community to the role we play in managing and protecting the coast, and connecting them to opportunities to participate, and information they need to know, we help build a shared sense of stewardship – encouraging participation, feedback, and lasting support.

Our approach to communications and engagement is fundamental to delivering our organisational mission. It strengthens the connection between Barwon

Coast, the local community, and key partners. Our dedicated team supports this work across multiple platforms, ensuring communication is transparent, relevant, and accessible.

Our communications are designed to:

- Build an understanding of the work of Barwon Coast
- Educate and involve the local community around coastal management
- Provide clear and timely information.

Communication activities at Barwon Coast include project updates and insights, strategic marketing and awareness campaigns, media relations and issues management, internal communications, and the development of signage and visual identity. These efforts ensure consistent, clear, and accessible messaging across all platforms and audiences.





Digital Highlights for 24/25

Over
1 million

visits to our four websites



956,363

social media
post reach

17,208

followers

853
posts

across our eight
social accounts

448

responses from
community
surveys

800+

attended
community
events

8

active
social
media
channels

4

managed
websites

Community and
Stakeholder
Engagement

Community input and involvement are essential to shaping how we care for Country. We actively seek to listen, inform, and involve our community, Traditional Owners, and stakeholders in the work we do, creating meaningful opportunities to contribute to decisions and planning that affect our shared coastal spaces.

Our commitment to meaningful engagement was demonstrated through several key initiatives:

NAIDOC Week Celebration

Our second NAIDOC Week celebration, held in collaboration with the Wadawurrung Traditional Owners Aboriginal Corporation, was attended by over 200 community members.

The event provided a meaningful opportunity for the community to come together and celebrate First Nations peoples, their deep connection to Country, and Wadawurrung culture.

Community consultations

- Coastal Places and Spaces Access Audit
- Bancoora Coastal Adaptation Plan
- At the Heads Restaurant Refurbishment survey
- Breamlea Playground Design (ongoing)
- Foreshore Master Plan consultation (ongoing)
 - 2 x on-Country engagement sessions with Wadawurrung Traditional Owners
 - Community consultation launch 'pop up' event
 - Community and stakeholder survey
 - 3 x community drop-in sessions
 - 19 x Community Design Workshops
 - 1 x Open House to share workshop insights.

Port of Barwon Heads

Barwon Coast manages the Local Port of Barwon Heads, working to ensure safe, environmentally friendly and accessible boating for all users.

We operate under a five-year management agreement with the Department of Transport and Planning (DTP) to oversee the Local Port's operations. Barwon Coast's CEO is appointed as the designated Port Manager, with day-to-day responsibilities delegated to appropriately qualified staff.

Barwon Coast fulfils the role of Waterway Manager as appointed by Safe Transport Victoria (STV). We engage with STV officers and Water Police over the peak summer period to uphold waterway safety and oversee marine regulations in the Local Port of Barwon Heads. The maintenance of lit navigational aids remains a focus of Local Port operations, including ensuring the aids meet STV standards to protect mariner safety. During the reporting period Barwon Coast coordinated and received funding for two wharf maintenance projects. Barwon Coast also upgraded the navigational beacon, supported by the Boating Safety and Facility Program grant from Better Boating Victoria.

Completed projects 2024-25:

- Over \$335,000 in capital and maintenance projects successfully delivered
- Maintenance works to Ozone Jetty (Stage 4)
- Maintenance works to Main Jetty (Stage 4)
- Channel Safety Realignment Project (Stage 1 and Stage 2)
- Replacement and upgrade of navigational aids
- Successful external audit of Port of Barwon Heads Safety and Environment Management Plan (SEMP)
- Continual update of Port of Barwon Heads Emergency Management Plan (EMP)
- 6 On-water asset inspections
- 19 'Notice to Mariners' issued
- Migratory Bird Floating Roost Trial in conjunction with Birdlife Australia and Snowy Mountains Engineering Corporation (SMEC).

Barwon Coast is responsible for the management of key maritime infrastructure and navigational aids within the Local Port of Barwon Heads, including:



The management of this portfolio is essential to maintaining public and marine safety, protecting environmental values, and delivering operational efficiency within the port.

Leases & Licences

During the reporting period, we supported 38 existing leases and licences including 27 tour operator licences (comprising ten water-based and five land-based licensees), as well as agreements with community clubs, commercial venues, and surf schools.

Commercial Hospitality Leases

Barwon Coast has two significant commercial hospitality leases, the iconic At the Heads Restaurant and Bar overlooking the Barwon Estuary and The Dunes Restaurant and Kiosk within the surf beach complex at Ocean Grove Main Beach.

Community Club Leases

- **Barwon Heads Football and Netball Club** holds a lease for seasonal use of the multi-purpose facility (MPF), and a licence for the oval, netball courts and some car park areas within Barwon Heads Caravan Park.
- **Ocean Grove Surf Life Saving Club** holds a lease and licence for their clubrooms in the Surf Beach Complex at Ocean Grove Main Beach.
- **Barwon Heads 13th Beach Surf Life Saving Club** holds a lease and licence for their clubhouse at 13th Beach and patrol tower and a licence for the areas surrounding both buildings.
- **Bancoora Surf Life Saving Club** holds from an expired lease whilst new facilities are being designed to inform a new lease.
- **Barwon Heads Sailing Association** leases storeroom space in the Ozone Latrine building on Flinders Parade, Barwon Heads.
- **Barwon Heads Golf Club** leases a small parcel of coastal land at its 4th tee.

Financial Summary

Barwon Coast generates \$9.063 million in funds through its caravan and camping parks each year with a further \$0.950 million from various sources including Leases, Licences and Permits and \$1.017 million for Grants received for specific project.

All surplus funds are invested in maintaining and improving coastal Crown land, public infrastructure and caravan and camping facilities.

Financial Overview

Barwon Coast posted a small surplus of \$6,264 for the financial year.

Revenue from caravan parks grew \$581,610 over the previous year, with all three parks growing by 6% or more. This reflected the higher tariffs across all parks and new accommodation being brought online at Barwon Heads

Expenses grew with a large investment in Engagement costs specifically around planning for use and maintenance of the coastal foreshore. Port of Barwon Heads invested heavily in maintaining the wharf, jetties and navigational aids. Additionally, depreciation was higher reflecting the higher value of our buildings and investment in new assets in the previous and current financial year.

Grants

Grant revenue for the year was more than \$1 million, with \$600,000 for capital projects and the balance being for operating projects.

Capital projects included Changing Places at Ocean Grove main beach for disable visitors, two new beach access stairs at 13th Beach (The Hole) and Wedge Street (Ocean Grove). Operating projects conducted during the year included Channel Navigation Aids Realignment, work on the jetties, general port management, and beach cleaning.

Capital

During the year, a large number of capital projects were completed, for a total cost of \$2.361 million. The major investments included two new cabins including an Accessible cabin for \$825,000, two sets of beach access stairs for \$365,000. Further investment was made across the coast in playgrounds, toilet facilities, electrical infrastructure, and operating plant and equipment.

82%

of total revenue

Generated by visitors to our caravan parks and campgrounds

\$2.4m

invested into assets



The Committee



Sandra Gatehouse

Chair

*Qualifications – B Jurisprudence,
LLB Monash*

Sandra is an active participant in community affairs and is a lawyer by training with a diverse range of management and legal experience in public sector governance and communications. She has demonstrated capacity in risk management, contracting, strategic planning and stakeholder management.



Peter Farrell

Deputy Chair

*Qualifications – M Forest Sci,
B Forest Sci (Hons), Dip Forestry
(Creswick)*

Peter worked across a range of natural resource management disciplines, mostly in North East Victoria. There he was the Regional Director responsible for the delivery of public land, forest and fire management programs, as well as biodiversity protection. Since retiring Peter has served on the Boards of the North East Catchment Management Authority and Goulburn Valley Water, bringing skills in strategic planning, corporate governance and community engagement.



Meredith Blackstock

Member

*Qualifications – Grad. Dip. Erg.,
MBA, GAICD*

Meredith is a highly experienced human resources professional and a graduate of the Australian Institute of Company Directors who has held a number of positions in large national and international positions in large multi-national companies across the manufacturing, distribution and maritime industries. From July 2015 until February 2022, Meredith served as a Director of the Western Community Legal Centre. During the late nineties and early two thousands Meredith scuba dived extensively around the Port Phillip Bay Heads and Barwon Heads areas which led to her commitment to the preservation of the marine and coastal area.

Under the Crown Land (Reserves) Act 1978, Committee members are appointed for a term of up to three years. They operate in a voluntary capacity, meeting monthly to oversee and provide direction to the CEO.

The Committee also forms Sub-Committees when required. During the reporting period, two Sub-Committees were in place; Audit, Risk and Finance and Governance and CEO Performance.



Stuart Brown

Member

Qualifications – Chartered Accountant, GAICD, MBA

Stuart is an experienced commercial finance leader with a diverse background, including non-profit, NYSE and ASX listed organisations, and has held finance leadership roles in many organisations across Australia, Asia and Europe. Stuart has broad experience in corporate governance, with previous experience as a Non-Executive Director at a community legal organisation, and is currently Chief Operating Officer at a NFP aged care and community services provider. He has a keen interest in conserving the natural environment along the Barwon Coast coastal reserves.



Shelly Fanning

Member

Qualifications – Planner & Legal Practitioner – LL.M/LL.B(Hons) / BEnvPlan MPIA

Shelly is the Managing Director of Coastal Planning and has previously been a sessional lecturer at Deakin University's School of Architecture and Built Environment. Shelly's areas of expertise are strategic/statutory land use planning and litigation. Her extensive experience has provided her with a broad understanding of land use practices in both the public and private sector. Shelly lives on the Great Ocean Road and is also a registered wildlife carer. She is passionate about caring for the coastal environment.



Geraldine Keely

Member

Qualifications – Grad Dip in Health Services Management, Registered Nurse (non-practising) and member of the AICD.

Gerry is a Registered Nurse with an extensive background in critical care nursing and health service management roles, including six years in the regional office of the Department of Health. She previously held a board role at Timboon District Health Service and currently works at Barwon Health in the role of Employee Wellbeing Program Manager. Gerry has lived in Barwon Heads for the past 23 years after moving with her family from Melbourne and is a keen gardener and active participant in the local community.



Naomi Wells

Member

Qualifications – BSG, Biology (Hons)

Naomi specialises in community engagement, environmental education and graphic design, and leads education and community engagement projects for the Bellarine Catchment Network (BCN). Naomi has a strong connection to the Barwon Heads area and often works closely with many community groups including the Friends of the Bluff on a variety of projects. She is very passionate about biodiversity and the protection of our environment. Naomi also serves on the Geelong Field Naturalists Club as Secretary. She is passionate about promoting and celebrating diversity and inclusion for all with a particular focus on Traditional Owners and the LGBTQIA+ community.

Committee Attendance

During the financial year, 11 normal Committee meetings, plus five Audit, Risk & Finance Sub-Committee and four Governance & CEO Performance Sub-Committee meetings were held.

	Committee meetings	Audit, Risk & Finance Sub-Committee	Governance & CEO Performance Sub-Committee
Members	Attended / eligible to attend	Attended / eligible to attend	Attended / eligible to attend
Sandy Gatehouse	10 / 11	5 / 5	4 / 4
Peter Farrell	11 / 11	N/A	2 / 4
Meredith Blackstock	11 / 11	N/A	4 / 4
Stuart Brown	11 / 11	5 / 5	N/A
Shelly Fanning	9 / 11	4 / 5	N/A
Geraldine Keely	9 / 11	4 / 5	N/A
Naomi Wells	8 / 11	N/A	4 / 4

Senior Management

Barwon Coast Committee of Management Inc.

Sandy Gatehouse (Chair), Peter Farrell (Deputy Chair), Shelly Fanning, Meredith Blackstock, Naomi Wells, Stuart Brown, Geraldine Keely

Gareth Smith

CEO

Allison Bullen

Office Administrator

Paul Gangell

General Manager Operations

- Capital Projects
- Asset Management
- Port Management
- Leases and Licenses
- Facilities and Infrastructure
- Open Space Management
- Natural Reserves Management

Nicola Hyde

People and Culture Manager

- Human resources
- Employee Relations (including compliance with industrial relationships)
- OH&S
- Learning and Development
- HR Policies
- Culture and Values

Adrian Connan

Accommodation Services Manager

- Customer Service
- Caravan Park Management – Barwon Heads Caravan Park, Riverview Family Caravan Park, Breamlea Caravan Park, Riverside Seasonal Campground
- TMP
- Accommodation Master Plan Delivery
- Revenue generation

Matt Bald

Corporate Services Manager

- Finance
- Payroll
- Information Technology
- Risk Management
- Finance and governance policy
- Auditors
- Audit, Risk & Finance Sub-Committee

Pru Farrer

Marketing and Engagement Manager

- Marketing
- Communications (internal and external)
- Branding
- Engagement
- Social Media
- Education programs
- Volunteer Coordination
- Coastal Planning: Master Plans, CMMP

Our Team

The Committee employs a CEO and the CEO employs and guides a variety of staff to undertake the different management responsibilities in caring for the coast.

67 staff



24 casual

2 fixed term

26 full time

15 part time

37 new team members

52%

Female

48%

Male

4yrs+2mths

Average length of service

49.8

Average age





Our people

In 2024-25, we undertook a reorganisation to examine how we operated. We shifted from a geographically-based workforce structure to an organisation built around our required skills and functions; moving away from location-based roles and responsibilities.

The new structure is designed to better align resources to our strategic direction, improve services and be more efficient. Objectives of the reorganisation included creating greater career opportunities, enabling succession planning, enhancing leadership capability and providing pathways for progression. It also aimed to align technical skills, clarify accountabilities, and focus on our core functions to support strong, collaborative outcomes. We created five new coordinator roles for the operational and accommodation departments: Natural Reserves Coordinator, Open Spaces Coordinator, Facilities and Infrastructure Coordinator, Project and Assets Coordinator and a Customer Service Coordinator.

In early 2025 we welcomed two new very experienced leaders to the executive team in the Corporate Services and Marketing and Engagement Manager positions.

Barwon Coast is proud to say that we achieve overall gender equality within the organisation, with 52% of our workforce being female and 48% male. The Barwon Coast Committee of Management board is currently 72% female, including the Chair.

We continue to grow and nurture our values, building on our workplace culture. Leaders continue to embed the Barwon Coast values into our everyday work practices. We support our people through training programs that include technical skills and competencies, and organisational culture across all areas of the business.

In 2024-25 we started preparations to negotiate our Enterprise Agreement which expires on 31 December 2025.

Our Team

Health and safety

Over the past twelve months, Barwon Coast has made significant strides in enhancing its safety management system and continuing to build a robust safety culture. The role of Safety Champion has evolved from a simple reporting tool into a more comprehensive system that allows staff to sign off on safety tasks, which helps us demonstrate our compliance with industry standards.

Barwon Coast's Safety Champion impact assessments show significant improvement in safety performance between 2022 and 2024. Overall increase from 37.9% to 67.9%. Notable gains include Leadership in Safety rising from 45.4% to 69.1% and Awareness & Engagement jumping from 31.7% to 64.9%.

Barwon Coast and Bellarine Bayside continued to work collaboratively by sharing an Workplace Health and Safety Officer across both organisations. This joint approach has delivered several benefits, including streamlined communication, shared training initiatives that promote the exchange of safety knowledge and collaboration on safety software and systems.

Incident management

During the reporting period, 87 incidents were raised (25 involving members of the public). These included 19 slips/trips/falls, 12 security incidents, 7 vehicle accidents and 6 fallen tree limbs.

There was one notifiable incident to WorkSafe (an incident which required notification to WorkSafe Victoria as the regulator). Barwon Coast's WorkCover premium rate of 2.6467% is higher than the weighted industry rate of 2.2490 per cent, however we are pleased this will reduce with significant reduction in lost time hours in recent years.

Barwon Coast remains dedicated to enhancing workplace safety by focusing on early intervention and supportive return-to-work strategies. These efforts have contributed to a consistent reduction in lost time injuries over the past five years, which was demonstrated once again with lost time injury hours decreasing from 618 hours in FY24 to 61.2 hours over the financial year.

Additional highlights

Each year we continue to build on our Summer Ranger program. This year, we had a team of eight summer rangers and two supervisors working over December and January, helping to keep our busy activity nodes clean and building on their environmental management skills and experience.

Our workforce continues to actively engage in the People Matter Survey, achieving a 55% participation rate. The valuable feedback received from this survey informs and directs our ongoing organisational improvements across all departments.



Minister's Statement of Expectations

Barwon Coast is delegated by the Minister for Environment under the Crown Land (Reserves) Act 1978 to manage the Crown land foreshore reserves from Collendina to Breamlea. The Act states the Committee, "shall manage improve maintain and control the land for the purposes for which it is reserved". The Crown land parcels that Barwon Coast manage are reserved for either 'public purpose' or 'public and recreation purposes'.

The Minister for Environment issued a 'Statement of Expectations' (SOE) to Barwon Coast in 2018 and an amended update in 2019, that provides more specific detail on the priorities and focus for Barwon Coast during their term of appointment.

The table opposite sets out the elements of the SOE and how Barwon Coast is progressing in meeting these expectations.

Reporting on Minister's Statement of Expectations

Key elements	Progression
1. Structure, cultural operational focus – Adopt principles of good governance whilst meeting the community expectations of transparency, accountability and participation.	Building upon an existing culture of good governance, over the past 12 months we have continued our Internal Audit program, implementing the Committee Charter and Sub-Committee – Audit, Risk and Finance and the Governance & CEO Performance Sub-Committees. We have also progressed the review of our Risk Management Framework.
2. Occupation of the reserve – maximising community and environmental benefits in the process of issuing leases and license and supporting non-for-profit organisations that have a long-term association with areas managed by Barwon Coast.	Have a CMMP that provides guidance on 38 leases and licences across the reserve, with a mix of commercial businesses and community groups.
3. Use and development of the reserve – Barwon Coast having oversight of implementing the Marine and Coastal Policy at a site level through preparing and submitting Marine and Coastal Act (MACA) consent applications.	Barwon Coast prepared and submitted MACA consents for use and development for our projects and on behalf of lessees.
4. Coastal and Marine Management Plan – prepare and submit a Coastal and Marine Management Plan, as per DEECA guidelines and include risk-based approach for managing coastal assets.	A CMMP was submitted and then approved by the Minister in December 2021. A mid-year review was completed in 2024 showing strong progress towards implementation – 84% (123) actions completed or ongoing, 9% (13) underway, 5% (8) deferred and 2% (3) not started. Barwon Coast has a risk management framework, policy and plan in place which is under review.
5. Community Engagement – ensuring community engagement is embedded in all committee dealings.	Barwon Coast has developed a Community Engagement Framework to guide its engagement activities. Barwon Coast has a role 'Community and Engagement Coordinator' that supports the organisation in undertaking engagement activities. The Coastal Planning Manager role was revised, upon becoming vacant, to Marketing & Engagement Manager which has increased the organisations capabilities and capacity to engage the community.
6. Communications Protocol – ensure processes for effective communication between Barwon Coast and DEECA and also a process for how and when risks are communicated.	DEECA and Barwon Coast meet monthly at an operational level and quarterly at an executive and chair level to support effective communications. This assists in communicating risks to DEECA.
7. Annual Report – incorporating SOE requirements into Barwon Coast operations and reporting on the progress of the Annual Report.	As per this table.
8. Procurement – ensuring good governance practice for procurement and purchasing.	Barwon Coast has a Procurement Policy and Financial Delegations which work together to ensure we achieve value for money and good governance practice. The financial delegations were integrated into a new broader encompassing Delegations Policy and Register.

Committee’s Report

The committee members present their report on Barwon Coast Committee of Management Inc. (Barwon Coast) for the financial year ended 30 June 2025.

THE COMMITTEE

Under the *Crown Land (Reserves) Act 1978*, Committee members are appointed for a term of up to three years. They meet monthly to oversee and provide direction to the CEO.

The Committee also forms Sub-Committees when required. During the reporting period, the following Sub- Committees were in place: Audit, Risk & Finance and Governance & CEO Performance.

PRINCIPAL ACTIVITIES

The principal activity of Barwon Coast Committee of Management Inc. during the financial year was predominately the maintenance of coastal Crown land foreshore reserves, the provision of camping and accommodation within those reserves, the management of leases and licences within the reserves and management of the Local Port of Barwon Heads.

OPERATING RESULTS	2025	2024
The surplus of the Barwon Coast amounted to	6,264	76,433

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There have been no significant changes in the state of affairs of Barwon Coast during the year.

EVENTS AFTER THE REPORTING DATE

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of Barwon Coast, the results of those operations or the state of affairs of the Barwon Coast in future financial years.

ENVIRONMENTAL ISSUES

The Barwon Coast operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

AUDITOR’S INDEPENDENCE DECLARATION

The lead auditor’s independence declaration for the year ended 30 June 2025 has been received and can be found on page 71.

Signed in accordance with a resolution of the Committee of Management.



Sandra Gatehouse
Chair



Stuart Brown
Chair, Audit, Risk & Finance
Sub-Committee

Dated 16 September, 2025

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
AUDITOR'S REPORT



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INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BARWON COAST COMMITTEE OF MANAGEMENT INC.

Opinion

We have audited the financial report of Barwon Coast Committee of Management Inc., which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies, and the committee members' declaration.

In our opinion, the accompanying financial report of Barwon Coast Committee of Management Inc. is in accordance with the *Crown Lands (Reserves) Act 1978*, including:

- (i) giving a true and fair view of the committee's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (ii) that the financial records kept by the committee are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards – Simplified Disclosure Requirements.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the committee in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Report and Auditor's Report Thereon

The committee is responsible for the other information. The other information comprises the information included in the committee's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Committee for the Financial Report

The committee is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosure Requirements and the *Crown Lands (Reserves) Act 1978* and for such

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internal control as the committee determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the committee is responsible for assessing the ability of the committee to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the committee either intends to liquidate the committee or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives 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 our 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, we exercise professional judgement and maintain professional scepticism throughout the audit. We 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 our 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 committee's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the committee.
- Conclude on the appropriateness of the committee's 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 committee's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the committee 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.

We communicate with the committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

RSD Audit

Nick Bell
Director
17 September 2025

BARWON COAST COMMITTEE OF MANAGEMENT INC.
 FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
COMPREHENSIVE INCOME STATEMENT

	NOTE	2025	2024
REVENUE			
Revenue from Caravan Parks	3.a	9,063,461	8,481,851
Sundry Revenue	3.b	1,967,411	1,598,691
TOTAL INCOME	3	11,030,872	10,080,542
EXPENDITURE			
Expenditure from Operating Activities	4	(9,605,886)	(8,690,186)
Depreciation		(1,418,722)	(1,313,923)
TOTAL EXPENSES		(11,024,608)	(10,004,109)
SURPLUS FOR THE YEAR		6,264	76,433
OTHER COMPREHENSIVE INCOME			
Items that will not be classified subsequently to surplus or deficit			
Net gain on revaluation of buildings		–	2,174,202
OTHER COMPREHENSIVE INCOME FOR THE YEAR		–	2,174,202
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		6,264	2,250,635

The accompanying notes form an integral part of these financial statements

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

STATEMENT OF FINANCIAL POSITION

	NOTE	2025	2024
CURRENT ASSETS			
Cash and Cash Equivalents	5	2,985,934	1,067,997
Other Term Deposits	6	–	3,005,680
Trade and Other Receivables	7	2,685,106	542,801
Inventories		3,174	6,538
TOTAL CURRENT ASSETS		5,674,214	4,623,016
NON-CURRENT ASSETS			
Property, Plant and Equipment	8	26,672,734	25,926,236
TOTAL ASSETS		32,346,948	30,549,252
CURRENT LIABILITIES			
Trade and Other Payables	9	849,911	678,086
Deferred Income	10	3,959,083	2,320,356
Employee Entitlements	11	665,132	698,725
TOTAL CURRENT LIABILITIES		5,474,126	3,697,167
NON-CURRENT LIABILITIES			
Employee Benefits	11	76,366	61,893
TOTAL LIABILITIES		5,550,492	3,759,061
NET ASSETS		26,796,456	26,790,192
EQUITY			
Retained Surplus		22,619,560	22,613,296
Reserves	14	4,176,896	4,176,896
TOTAL EQUITY		26,796,456	26,790,192

The accompanying notes form an integral part of these financial statements

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
STATEMENT OF CHANGES IN EQUITY

	RETAINED EARNINGS \$	ASSET REVALUATION RESERVE \$	TOTAL \$
2024			
BALANCE AT 1 JULY 2023	22,536,863	2,002,694	24,539,557
Surplus for year	76,433	–	76,433
Other comprehensive income for the year	–	2,174,202	2,174,202
BALANCE AT 30 JUNE 2024	22,613,296	4,176,896	26,790,192
2025			
BALANCE AT 1 JULY 2024	22,613,296	4,176,896	26,790,192
Surplus for year	6,264	–	6,264
Other comprehensive income for the year	–	–	–
BALANCE AT 30 JUNE 2025	22,619,560	4,176,896	26,796,456

The accompanying notes form an integral part of these financial statements

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

STATEMENT OF CASH FLOWS

	NOTE	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Site Fees, Leases and Other		9,398,708	10,163,469
Payments to Suppliers and Employees		(8,402,616)	(9,222,770)
GST Paid to the ATO		(372,256)	(269,900)
Interest Received		180,770	198,337
Net Cash Inflows from Operating Activities		804,606	869,136
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts from Capital Grants		317,831	469,920
Payment for Property, Plant and Equipment		(2,361,207)	(1,686,828)
Transfer to Term Deposits		–	(505,680)
Proceeds on Sale of Property, Plant and Equipment		151,027	74,181
Proceeds from Disposal of Investments		3,005,680	
Net Cash Provided by/(Used in) Investing Activities		1,113,331	(1,648,407)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		1,917,937	(779,271)
Total Available Cash Assets			
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		1,067,997	1,847,268
Cash at the End of the Year		2,985,934	1,067,997

The accompanying notes form an integral part of these financial statements

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
NOTES TO THE FINANCIAL STATEMENTS

NOTE 1 – BASIS OF PREPARATION

Barwon Coast Committee of Management Inc. (Barwon Coast) applies Australian Accounting Standards, the presentation requirements in those Standards as modified by *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*.

The financial statements are general purpose financial statements that have been prepared in accordance with *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*. The entity is not-for-profit for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise. All amounts are reported in Australian Dollars (AUD), rounded to the nearest whole dollar. Minor discrepancies are due to rounding.

The financial statements were authorised for issue on 16 September 2025 by the entity's Committee of Management.

Change in Accounting Policy

There have been no material changes in accounting policies as compared to policies adopted in the prior reporting year.

NOTE 2 – MATERIAL ACCOUNTING POLICY INFORMATION

a. Revenue

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers. Site fees and on site accommodation revenues are recognised in the accounting period to which they relate with deposits and receipts held as deferred income (liability) until earned.

Non-reciprocal grant revenue is recognised in profit or loss when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Barwon Coast receives contributions of assets from the government and other parties for zero or a nominal value. These assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income recognised in profit or loss.

Donations and bequests are recognised as revenue when received.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

All revenue is stated net of the amount of goods and services tax.

b. Property, Plant and Equipment

Buildings are measured at fair value. The surf life saving club buildings that are on land managed by Barwon Coast are not considered assets of Barwon Coast and are not recognised in the financial statements. Infrastructure, facilities, plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of infrastructure, facilities, plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount and impairment losses are recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present.

Profit and loss on disposal of fixed assets are brought to account in determining the result for the year.

Assets that have been contributed at no cost, or for nominal cost, are valued and recognised at the fair value of the asset at the date it is acquired.

Depreciation

The depreciable amount of all fixed assets, including buildings, is depreciated on a straight line basis over the asset's useful life to the entity commencing from the time the asset is held ready for use.

Work in Progress is shown at cost and is not depreciated until such time as work is completed and the asset is fit for use. When Work in Progress is complete the asset is transferred to Property, Plant and Equipment.

The depreciation rates used for each class of depreciable assets are:

Class of fixed asset	Depreciation rate
Buildings	1.5% – 20%
Infrastructure	1.5% – 33.3%
Facilities	2% – 33.3%
Office Equipment	5% – 33%
Motor Vehicles and Plant	7% – 20%
General Equipment	5% – 50%
Work in Progress	nil%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

BARWON COAST COMMITTEE OF MANAGEMENT INC.
 FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
 NOTES TO THE FINANCIAL STATEMENTS (CONT.)

c. Financial Instruments

Initial Recognition and Measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted). Financial instruments are initially measured at fair value.

Classification and Subsequent Measurement

Financial assets and liabilities at amortised cost

Financial assets and liabilities are measured at amortised cost if both of the following criteria are met:

- the assets are held to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets and liabilities are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

d. Impairment of Assets

At the end of each reporting period, the entity assesses whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (eg in accordance with the revaluation model in *AASB 116 – Property, Plant & Equipment*). Any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Where it is not possible to estimate the recoverable amount of an individual asset, the entity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

e. Employee Benefits

Short-Term Employee Benefits

Provision is made for the entity's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The entity's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

Long-Term Employee Benefits

The entity classifies employees' long service leave long-term employee benefits as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Provision is made for the company's obligation for other long-term employee benefits, which are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss classified under employee benefits expense.

The entity's obligations for long-term employee benefits are presented as non-current liabilities in its statement of financial position, except where the entity does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current liabilities.

Retirement Benefit Obligations

Defined contribution superannuation benefits

All employees of the entity receive defined contribution superannuation entitlements, for which the entity pays the fixed superannuation guarantee contribution (for FY25 this was 11.5% of the employee's Ordinary Time Earnings) to the employee's superannuation fund of choice. All contributions in respect of employees' defined contribution entitlements are recognised as an expense when they become payable.

The entity's obligation with respect to employees' defined contribution entitlements is limited to its obligation for any unpaid superannuation guarantee contributions at the end of the reporting period. All obligations for unpaid superannuation guarantee contributions are measured at the (undiscounted) amounts expected to be paid when the obligation is settled and are presented as current liabilities in the entity's statement of financial position.

f. Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

g. Goods and Service Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

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 ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. GST paid to the ATO is presented as a net figure under Cash Flows From Operating Activities.

h. Income Tax

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

i. Provisions

Provisions are recognised when the entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

j. Comparative Figures

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

k. Trade and Other Payables

Trade and other payables represent the liabilities for goods and services received by the company during the reporting period that remain unpaid at the end of the reporting period. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

l. Critical Accounting Estimates and Judgements

The committee members evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the organisation.

m. Asset Revaluation Reserve

The asset revaluation reserve records fair value movements on property, plant and equipment held under the revaluation model.

n. Trade and Other Receivables

Trade and other receivables includes amounts due from customers for services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

o. Financial Instruments

Financial Assets

Financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Impairment of financial assets

Impairment of trade receivables have been determined using the simplified approach in **AASB 9, Financial Instruments** which uses an estimation of lifetime expected credit losses. The expected probability of non-payment of the receivable is multiplied by the amount of the expected loss arising from default.

The amount of impairment is recorded in a separate allowance account with the loss being recognised as an expense. Once the receivable is determined to be uncollectable, then the carrying amount is written off against the associated allowance.

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
NOTES TO THE FINANCIAL STATEMENTS (CONT.)

NOTE 3 – OPERATING AND SUNDRY REVENUE

a. Revenue from Caravan Parks	2025	2024
	\$	\$
REVENUE FROM CONTRACTS WITH CUSTOMERS		
Barwon Heads Caravan Park	4,224,601	3,922,436
Riverview Family Caravan Park	4,032,082	3,330,097
Breamlea Caravan Park	806,778	756,700
TOTAL REVENUE FROM CARAVAN PARKS	9,063,461	8,481,361
b. Sundry Revenue	2025	2024
	\$	\$
OTHER INCOME		
Grants – Operating and Capital	1,016,838	613,442
Leases and Licences	604,822	606,324
Other Income	345,751	378,925
TOTAL SUNDRY REVENUE	1,967,411	1,598,691
c. Total Revenue	2025	2024
	\$	\$
Total Revenue	11,030,872	10,080,542
TOTAL REVENUE	11,030,872	10,080,542

NOTE 4 – EXPENSES**Operating Expenses by Function**

	2025	2024
	\$	\$
OPERATING EXPENSES		
Barwon Head Caravan Park Expenses	1,998,187	1,906,357
Breamlea Caravan Park Expenses	424,788	384,904
Riverview Caravan Park Expenses	1,651,100	1,657,709
Breamlea General Store and LPO Expenses	210,909	205,757
Administrative Expenses	2,007,829	1,961,238
Marketing & Engagement Expenses	526,944	246,030
Open Space Expenses	1,729,890	1,813,340
Natural Resource Management Expenses	459,996	162,764
Port of Barwon Heads Expenses	551,286	328,136
Net Loss on Disposal of Asset	44,957	23,951
TOTAL EXPENSES	9,605,886	8,690,186

NOTE 5 – CASH AND CASH EQUIVALENTS

	2025	2024
	\$	\$
CASH AND CASH EQUIVALENTS		
Cash at Bank	2,981,912	1,064,456
Cash on Hand	4,022	3,541
TOTAL CASH & CASH EQUIVALENTS	2,985,934	1,067,997

BARWON COAST COMMITTEE OF MANAGEMENT INC.
 FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
NOTES TO THE FINANCIAL STATEMENTS (CONT.)

NOTE 6 – OTHER FINANCIAL ASSETS

	2025	2024
	\$	\$
CURRENT		
Term Deposits	–	3,005,680
TOTAL FINANCIAL ASSETS	–	3,005,680

NOTE 7 – TRADE AND OTHER RECEIVABLES

	2025	2024
	\$	\$
TRADE AND OTHER RECEIVABLES		
Trade Receivables	2,549,841	349,843
Provision for impairment	(9,259)	(9,259)
TOTAL RECEIVABLES	2,540,582	340,584

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable in the financial statements.

	2025	2024
	\$	\$
OTHER ASSETS		
Prepayments	141,107	137,530
Accrued Income	3,417	64,687
TOTAL OTHER ASSETS	144,524	202,217

	2025	2024
	\$	\$
TOTAL TRADE AND OTHER RECEIVABLES OTHER ASSETS		
Total Trade and Other Receivables	2,685,106	542,801
TOTAL TRADE AND OTHER RECEIVABLES	2,685,106	542,801

NOTE 8 – PROPERTY, PLANT AND EQUIPMENT**Property, plant and equipment details**

	2025	2024
	\$	\$
SUMMARY		
Infrastructure	7,714,433	8,000,185
Buildings	15,517,036	15,107,318
Capital works in progress	552,194	592,265
Motor Vehicles and Plant	211,169	210,933
Computer equipment	91,991	112,787
Motor vehicles	546,327	592,176
Facilities	2,039,584	1,310,572
TOTAL	26,672,734	25,926,236

	INFRASTRUCTURE	BUILDINGS	CAPITAL WORKS IN PROGRESS	PLANT AND EQUIPMENT	COMPUTER EQUIPMENT	MOTOR VEHICLES	FACILITIES	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	8,000,185	15,107,318	592,265	210,933	112,787	592,176	1,310,572	25,926,236
Additions	72,549	824,982	940,970	48,268	19,039	147,526	307,873	2,361,207
Disposals	(11,584)	(81,476)	–	–	–	(92,391)	(10,536)	(195,987)
Transfers	54,773	274,236	(981,041)	–	–	–	652,032	–
Depreciation	(401,490)	(608,024)	–	(48,032)	(39,835)	(100,984)	(220,357)	(1,418,722)
CLOSING BALANCE	7,714,433	15,517,036	552,194	211,169	91,991	546,327	2,039,584	26,672,734

BARWON COAST COMMITTEE OF MANAGEMENT INC.
 FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
NOTES TO THE FINANCIAL STATEMENTS (CONT.)

NOTE 9 – TRADE AND OTHER PAYABLES

Trade and Other Payables	2025	2024
	\$	\$
Trade Payables	542,664	638,484
Payroll Liabilities	307,247	39,602
TOTAL TRADE & OTHER PAYABLES	849,911	678,086

NOTE 10 – DEFERRED INCOME

Income in Advance	2025	2024
	\$	\$
GRANTS IN ADVANCE		
Operating Grants in Advance	128,300	250,999
Capital Grants in Advance	420,831	736,270
TOTAL GRANTS IN ADVANCE	549,131	987,269

	2025	2024
	\$	\$
PARK FEES DEPOSITS IN ADVANCE		
Barwon Heads – Park Fees Deposits	764,482	697,375
Breamlea – Park Fees Deposits	58,408	50,165
Riverview – Park Fees Deposits	234,410	585,547
TOTAL PARK FEES DEPOSIT IN ADVANCE	1,057,300	1,333,087

	2025	2024
	\$	\$
TWELVE MONTH PERMITS FEE IN ADVANCE		
Barwon Heads	20,356	—
Breamlea	30,111	—
Riverview	2,302,185	—
TOTAL TWELVE MONTH PERMIT FEES IN ADVANCE	2,352,652	—

	2025	2024
	\$	\$
TOTAL INCOME IN ADVANCE		
Total Income in Advance	3,959,083	2,320,356
TOTAL INCOME IN ADVANCE	3,959,083	2,320,356

NOTE 11 – EMPLOYEE BENEFITS

Employee benefit details	2025	2024
	\$	\$
CURRENT		
Rostered Days Off	28,120	31,731
Annual Leave	278,420	304,528
Long Service Leave	358,592	362,466
TOTAL CURRENT EMPLOYEE ENTITLEMENTS	665,132	698,725
NON-CURRENT		
Long Service Leave	76,366	61,893
TOTAL NON-CURRENT PROVISIONS	76,366	61,893

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
NOTES TO THE FINANCIAL STATEMENTS (CONT.)

NOTE 12 – RELATED PARTIES

The Committee of Management members are the only related parties.

a. Key Management Personnel Compensation

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity is considered key management personnel. The totals of remuneration paid to key management personnel of the company during the year are as follows:

	2025	2024
	\$	\$
KEY MANAGEMENT PERSONNEL COMPENSATION	760,178	688,943

NOTE 13 – REMUNERATION OF AUDITOR

	2025	2024
	\$	\$
AUDIT SERVICES		
Audit of Financial Statements – RSD Audit	12,500	12,000
OTHER SERVICES		
Preparation of Financial Statements	4,000	–
TOTAL OTHER SERVICES	4,000	–
TOTAL AUDITOR REMUNERATION	16,500	12,000

NOTE 14 – RESERVES

	2025	2024
	\$	\$
Revaluation Reserve	4,176,896	4,176,896
TOTAL REVALUATION SURPLUS	4,176,896	4,176,896

The asset revaluation reserve records fair value movements on property, plant and equipment held under the revaluation model.

NOTE 15 – CONTINGENCIES

In the opinion of the Committee Members, the Barwon Coast did not have any contingencies at 2025 (2024: None).

NOTE 16 – OPERATING LEASE RECEIVABLES

Description of operating lease arrangements

Barwon Coast provides a number of leases and licences for assets on Crown land. These include hospitality venues, part of a golf course, Surf Life Saving Clubs and sports clubs. These leases and licences have been classified as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. The average term of operating leases is 21 years. The following table sets out a maturity analysis of lease payments, showing the undiscounted lease payments to be received after the reporting date.

	2025	2024
	\$	\$
AMOUNTS RECEIVABLE UNDER OPERATING LEASES		
Not later than one year	558,405	542,140
Later than one year and not later than five years	2,406,241	2,336,157
Later than five years	7,890,977	8,519,467

NOTE 17 – EVENTS OCCURRING AFTER THE REPORTING DATE

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of Barwon Coast, the results of those operations, or the state of affairs of Barwon Coast in future financial years.

NOTE 18 – STATUTORY INFORMATION

The registered office and principal place of business of Barwon Coast is:

Barwon Coast Committee of Management Inc.

7 Ewing Blyth Drive, Barwon Heads, VIC 3227

03 5254 1118

office@barwoncoast.com.au

BARWON COAST COMMITTEE OF MANAGEMENT INC.
FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025
AUDITOR'S INDEPENDENCE DECLARATION



41A Breen Street
Bendigo, Victoria
PO Box 448, Bendigo, VIC, 3552
Ph: (03) 4435 3550
admin@rsdaudit.com.au
www.rsdaudit.com.au

Auditors Independence Declaration in accordance with the Crown Lands (Reserves) Act 1978 to the Committee of Barwon Coast Committee of Management Inc.

In accordance with the *Crown Lands (Reserves) Act 1978*, I am pleased to provide the following declaration of independence to the Committee of Barwon Coast Committee of Management Inc. As the lead audit partner for the audit of the financial report for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) The auditor independence requirements of the *Crown Lands (Reserves) Act 1978* in relation to the audit; and
- (ii) Any applicable code of professional conduct in relation to the audit.

RSD Audit



Nick Bell
Director
41A Breen Street
Bendigo VIC 3550

Dated: 17 September 2025

Liability limited by a scheme approved under Professional Standards Legislation

BARWON COAST COMMITTEE OF MANAGEMENT INC.
COMMITTEE MEMBERS' DECLARATION
FOR THE YEAR ENDED 30 JUNE 2025

We being members of the Committee of Barwon Coast Committee of Management Inc., certify that:

1. The financial statements and notes, as set out on pages 47 to 67:
 - a) comply with Australian Accounting Standards and
 - b) give a true and fair view of the financial position of the entity as at 30 June 2025 and of its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Barwon Coast will be able to pay its debts as and when they fall due.

For and on behalf of the Committee:



Sandra Gatehouse
Chair



Stuart Brown
Chair, Audit, Risk & Finance
Sub-Committee

Dated 16 September, 2025

How to find out more about Barwon Coast

Stay up to date with the latest news, including our work, important updates, events, and opportunities to get involved.

Follow us on:

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 instagram.com/barwoncoast

 linkedin.com/company/barwoncoast

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**Barwon Coast Committee
of Management Inc.**

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