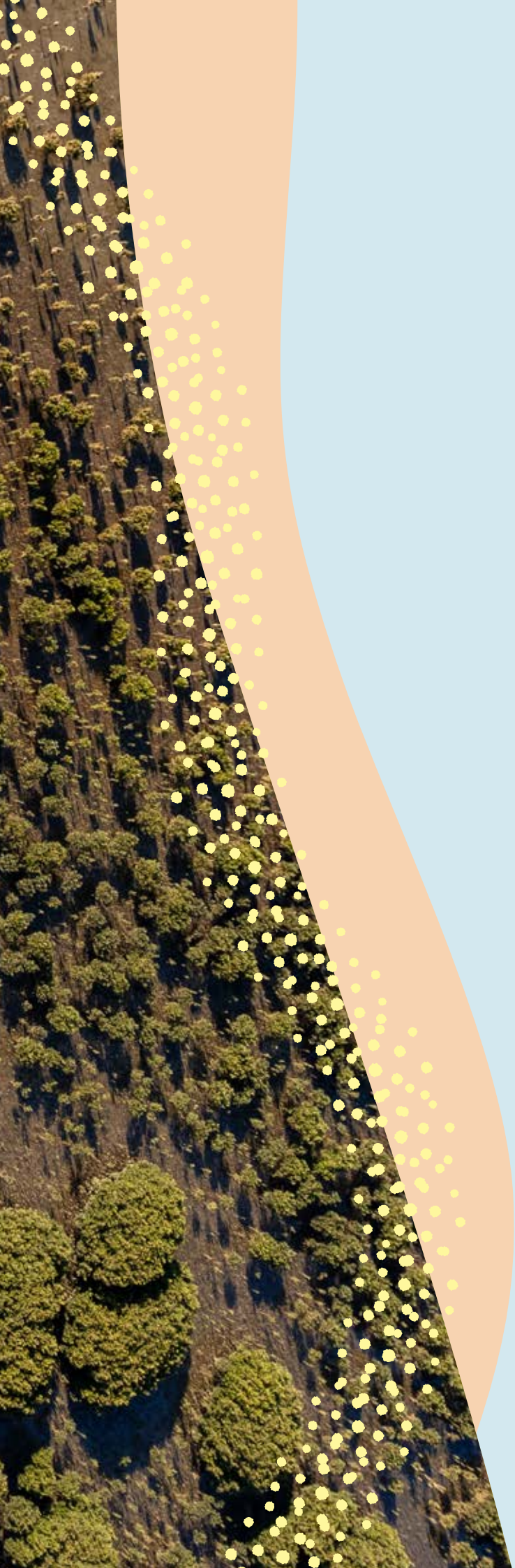
Barwon Coast

Annual Report 2025-2026

We're Barwon Coast, the team caring for 22km of stunning coastline along Victoria's Bellarine Peninsula, including the beaches and foreshores of Breamlea, Black Rock, Bancoora, 13th Beach, Barwon Heads, Ocean Grove and Collendina.



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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, Breamlea Collendina, 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.

About this Report

The Barwon Coast Annual Report 2025-26 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
- Management of public open space
- Leases and licences
- Local port operations
- Accommodation services
- Community partnerships

Access the report

View online:
www.barwoncoast.com.au

Contact us:
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Chair & CEO's Report

We are pleased to present Barwon Coast's Annual Report for 2025–26, reflecting a year of significant progress in planning for the future of our coastline while continuing to care for the coast and deliver important improvements for our community.

This year has been defined by a clear focus on ensuring the Barwon Coast remains healthy, resilient and accessible for generations to come. Working alongside Wadawurrung Traditional Owners, our community, visitors, volunteers, partners and stakeholders, we have continued to care for this remarkable coastline while preparing for the challenges and opportunities ahead.

A new Committee commenced in October 2025, bringing fresh perspectives while continuing Barwon Coast's commitment to strong governance and stewardship. We sincerely thank departing Committee members Sandy Gatehouse, Shelly Fanning and Geraldine Keely for their valued service and dedication, and warmly welcome new Committee members Gabrielle Nagle, Karen-Claire McCutcheon, Llew Callahan and Keila Kako. Together with returning Committee members Meredith Blackstock, Stuart Brown and Naomi Wells, they will help guide the organisation into its next chapter. A defining achievement of the year has been sharing the Draft Barwon Coast Foreshore Master Plan with our community.

Developed over 18 months, it represents the most comprehensive strategic planning undertaken for the Barwon Coast in recent years. Shaped by extensive collaboration with Traditional Owners, the community, stakeholders and government agencies, the Plan provides a long-term vision that balances environmental protection, increasing visitation, climate resilience, access and recreation while preserving the unique character of our coast.

Supporting this work has been the delivery of several important technical projects, including critical reports that will support us in managing the impacts of climate change – the Bancoora Coastal Adaptation Plan, Coastal Hazards Exposure Report – as well as the Accessibility Audit, Biodiversity Strategy and Mature Tree Strategy. Together, these provide the evidence needed to make informed decisions as our coastline continues to change.

Alongside this strategic planning, we have continued to invest in coastal infrastructure and community facilities.

This year saw the replacement of aging infrastructure with new at the Corner and Cylinders beach access stairs at Thirteenth Beach, as well as Bonnyvale Road, Collendina, improving access while protecting sensitive dune environments.

Construction also commenced on several significant projects including enabling works for seven new cabins at Barwon Heads Caravan Park, following the successful Regional Tourism Investment Fund grant. We also secured funding to progress the revitalisation of the Barwon Coast Discovery Centre, creating new opportunities for people to connect with the stories of our coastline. Additionally, the refurbishment of At the Heads was completed in September 2025 by the leaseholder.

Working alongside Wadawurrung Traditional Owners remains central to our work. Throughout the year we continued to strengthen our partnership through on-Country planning, cultural heritage advice, collaborative projects and community events. A highlight was welcoming more than 450 people to our NAIDOC Week Sunrise Celebration, celebrating Culture, Country and connection on Wadawurrung Country.

Behind these major projects is the ongoing work of caring for the coast. Every day, our staff and volunteers protect native plants and wildlife, maintain public spaces and coastal infrastructure, manage the Local Port of Barwon Heads, welcome visitors to our caravan parks and campgrounds, and respond to the changing needs of our coastline and community.

We thank our Committee of Management, staff, volunteers, community groups, government partners and all those who have contributed throughout the year.

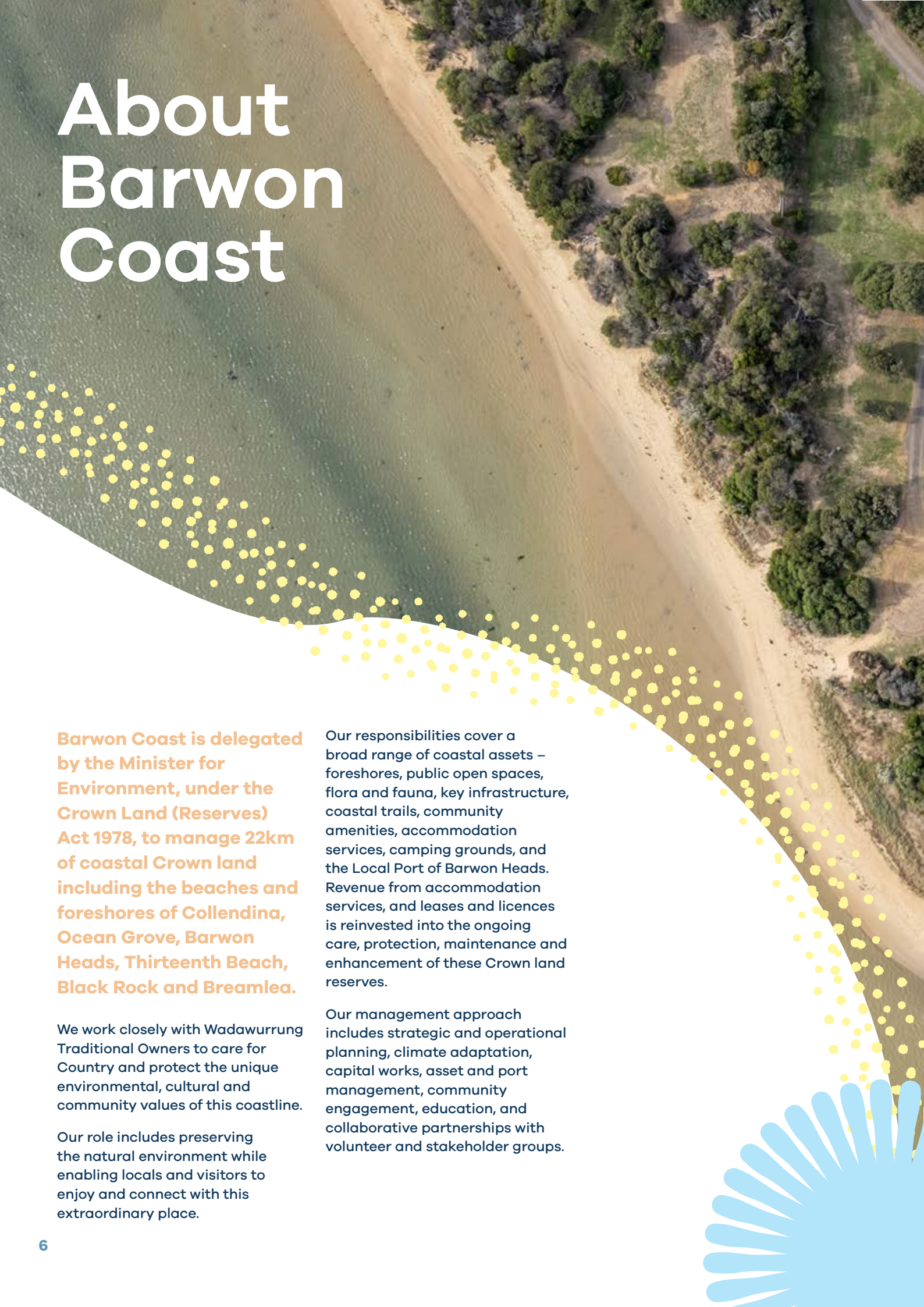
We particularly acknowledge the volunteer groups working on Coastal and Sea Country for the thousands of hours they dedicate to caring for the coast and helping keep our communities safe.

As we look ahead, our focus turns to delivering the vision we have developed together. We look forward to finalising the Foreshore Master Plan, progressing major infrastructure projects, continuing the implementation of the Caravan and Camping Parks Master Plan, and ensuring the Barwon Coast remains a healthy, resilient and welcoming place for future generations.

Peter Farrell
Chair

Gareth Smith
Chief Executive Officer

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 Collendina, 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, and 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 2025-2026 year, we generated around $11.03 million in 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 2017
- Planning and Environment Act 1987
- Occupational Health & Safety Act 2004
- Climate Change Act 2017
- Marine Safety Act 2010
- Port Management Act 1995

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) as updated by the Crown Land Caravan Parks Policy Update 2019

We have a five-year management agreement with the 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 the Marine Safety Act 2010.

The responsible Victorian Ministers during the reporting period were Steve Dimopoulos MP, Minister for Environment (October 2023 – April 2026), and Enver Erdogan MLC (April 2026 to June 2026).

The coast we care for

Barwon Coast's jurisdiction in the 2025–26 year spanned 22km of coastal reserves across Collendina, Ocean Grove, Barwon Heads, 13th Beach, Black Rock, Bancoora and Breamlea.

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 includes the foreshore reserves managed by Barwon Coast.

As the Traditional Custodians of Country, Wadawurrung People hold Cultural Authority, with an unbroken connection to Country that spans thousands of generations. We acknowledge Wadawurrung People's sovereign status, fundamental rights, and enduring responsibility to care for Country.

The Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) is the Registered Aboriginal Party for Wadawurrung Country, which extends across more than 10,000 square kilometres of western Victoria, including the area managed by Barwon Coast. As the statutory authority under the Aboriginal Heritage Act 2006 (Vic), WTOAC is responsible for the management and protection of Aboriginal cultural heritage.

Barwon Coast is committed to koling wada ngal (walk together) with Wadawurrung Traditional Owners through relationships founded on trust, respect, active listening and genuine collaboration.

We recognise that caring for Country is strengthened by Wadawurrung knowledge, leadership and decision-making, and we are committed to supporting self-determination by engaging early, often and meaningfully.

Working together to care for Country

Barwon Coast maintains a strong working relationship with Wadawurrung Traditional Owners Aboriginal Corporation through regular meetings, Cultural Heritage advice, on-Country engagement and collaboration with the Gobata Dja (Caring for Country) team, supporting ongoing partnership and shared stewardship of Country.

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

- Engagement of the Gobata Dja team to undertake works on Country
- Continued consultation to inform the Foreshore Master Plan, including the development of a Cultural Values Assessment (CVA) by WTOAC, to ensure that the Plan is informed by the Wadawurrung Cultural Values associated with this sensitive landscape.
- Consultation on the Bancoora Coastal Adaptation Plan, including a Cultural Values Assessment.
- Consultation on incorporating Wadawurrung Language and Culture into the new Breamlea Caravan Park playground, including language and illustration.
- NAIDOC Week celebrations with the community.
- Collaboration to incorporate Wadawurrung Cultural considerations into the development of the seven new cabins at Barwon Heads Caravan Park.
- Obtaining several Cultural Heritage Permits for capital works projects.

NAIDOC Week Sunrise Celebration

More than 450 people gathered at Bukareeyoo before dawn on 6 July 2025 for a special NAIDOC Week sunrise celebration, delivered in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation.

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.

Bellarine Catchment Network

Bellarine Catchment Network (BCN) is a not-for-profit organisation that delivers environmental programs and supports a diverse network of volunteer groups, organisations and land managers across the Bellarine Peninsula. Over the last year Barwon Coast has partnered with BCN to deliver coastal education activities for schools, residents, and visitors across Ocean Grove, Barwon Heads and Breamlea. This partnership strengthens our capacity, particularly during the peak summer season, ensuring that more people of all ages can learn about and connect with the coast.

Barwon Water

We've worked with Barwon Water to implement several initiatives including:

- Finalising of 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
- Implementing water efficiency opportunities across the reserve

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 development of the Foreshore Master Plan, Biodiversity Strategy, Mature Tree 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.

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
- Developing a formal partnership agreement
- Joint funding of the proposed redevelopment of Bancoora Beach public amenity block
- Collaborating regarding fire and emergency safety awareness at Breamlea.

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.

Neighbouring coastal managers

Strategic collaborations with Bellarine Bayside, Parks Victoria 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
- Achieving conservation outcomes across management boundaries
- Joint advocacy for improved coastal management processes.

Community groups

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

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

We celebrated local volunteers at a National Volunteer Week event in May 2026.

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 Association, Coast Watch Ocean Grove and Barwon Heads Football and Netball Club.

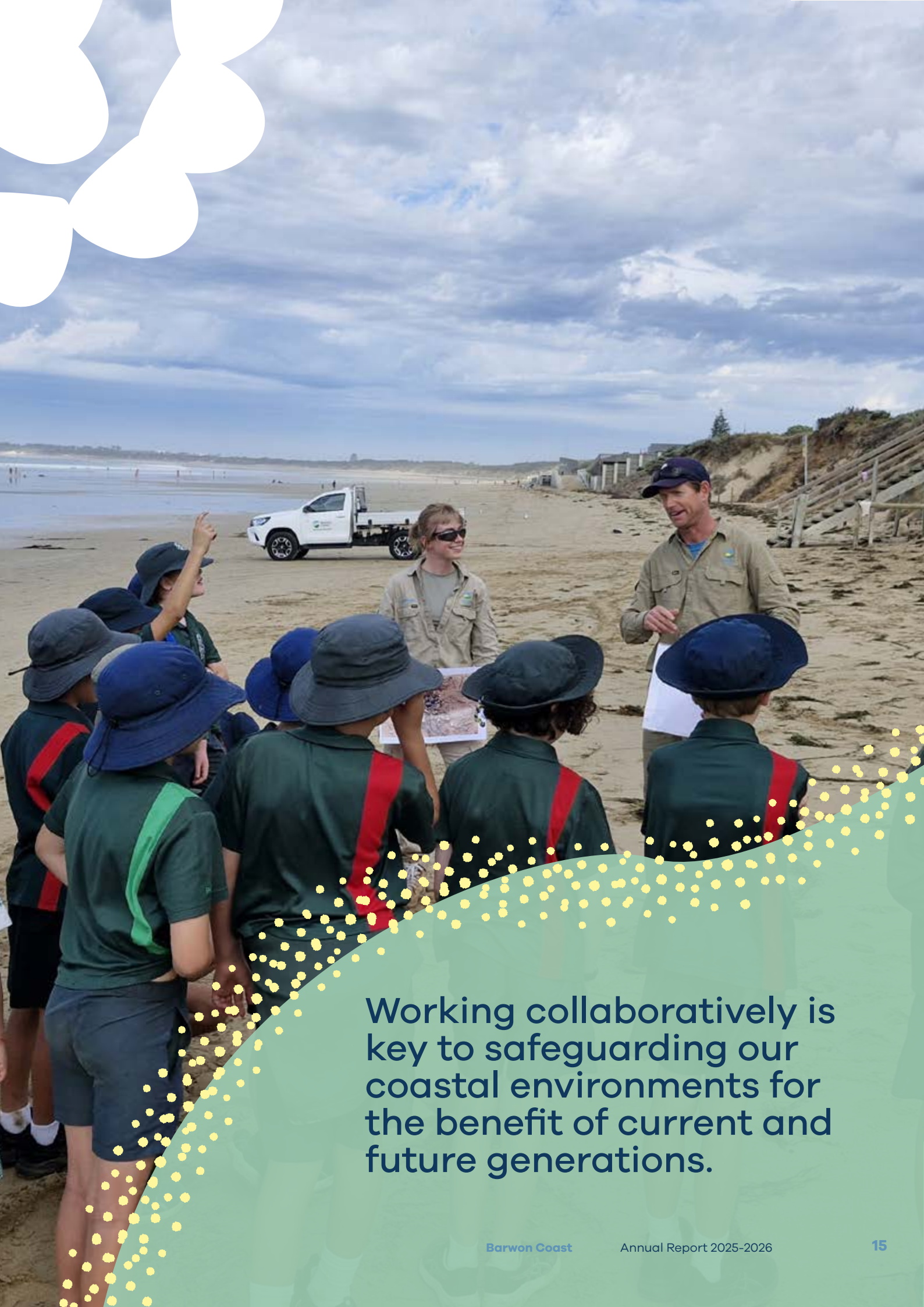
Surf Life Saving Clubs

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.



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Year in Review

Tourism

$11.5m Value of buildings and infrastructure

Riverview, Barwon Heads & Breamlea:

589 Twelve-month permit holders

447 Casual campsites

36 Accommodation units

Riverside campground:

3,500 People enjoyed Riverside campground over the summer season on 226 unpowered sites

38,000 visitors

$39m Direct revenue and **$31.9m** Indirect revenue into the local economy

40 leases & licences Including community clubs, commercial operators, surf schools & more

Our Team

56 Staff

17 Casual

26 Full time

13 Part time

59% Female

41% Male

4 yrs 2 mths Average length of service

Revenue

$11.03m All of which is reinvested into the coastal reserve managed by Barwon Coast

85% Was generated by our caravan park guests

Engagement

2.1 million People reached by our social media posts

1,200+ People engaged with us and provided feedback

23,000 Followers

700+ Attended community events

3,000+ Locals and visitors participated in our environmental education programs

6 Community environmental groups supported

Port of Barwon Heads

$2.45m Of assets managed on behalf of the State Government

2 Jetties

6 On water inspections per annum

1 Sector light & rear & front leads

1 Tide gauge located on the Main Jetty, Barwon Heads

28 Navigation aids to support safe boating

2 Moorings located south of the Barwon Heads pedestrian bridge

25 Moorings located north of Ozone Jetty, managed in conjunction with Barwon Heads Sailing Association

Open space management

750 hours of beach maintenance

7 Playgrounds

12 Public BBQs

522 Trees inspected

30 Picnic tables

425,000 Dog bags supplied

27 Hazardous and storm damaged trees removed

120 High & medium-risk trees pruned to reduce risk

Natural resource protection

5,612 Native tube plants used to restore habitat

274 Hectares of habitat & fauna protection

450 Fox control inspections

28 Assessments and support of Avian, Marine and Terrestrial Fauna

9 Beach nesting bird breeding sites monitored & managed

1 Fledgling for breeding season

29 Hectares of Vegetation Assessment

13 Illegal gathering sites within dunes removed

Facility management

$13m Of coastal reserve infrastructure

32 Amenity blocks maintained

414 tonnes Of waste to landfill

62 tonnes Of Mixed Recyclables – Recycling

1.15 tonne Of cardboard & paper recycled

Coastal Planning

Our Coastal and Marine Management Plan (CMMP) 2020–2025 continues to be a cornerstone of our strategic approach to coastal management.

This year, our focus has been on delivering the final actions of the Coastal and Marine Management Plan (CMMP) 2020–2025, with the majority of actions now completed or identified as no longer required.

Over the next 12 months, we will commence development of a renewed CMMP that reflects current Victorian Government policy and guidance, incorporates the outcomes of the Barwon Coast Foreshore Master Plan, includes the recently added Black Rock and Bancoora Beach/Breamlea reserves, integrates the findings of key strategic projects including the Education and Volunteers Review, and strengthens our approach to Local Port management.

The renewed CMMP will be developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation, government agencies, volunteer groups and our community, ensuring it provides a contemporary framework for caring for the coast into the future.

Highlights

Foreshore Master Plan

The Barwon Coast Foreshore Master Plan (the Plan) reached a major milestone this year, with the release of the draft Plan for public consultation at the start of June, following technical investigations, extensive engagement and design.

The 15-year Foreshore Master Plan will guide the future management, protection and enhancement of the land managed by Barwon Coast, providing a shared vision for the coastline from Collendina to Breamlea. Rather than considering individual precincts in isolation, the Plan takes a whole-of-coast approach that balances environmental protection, climate resilience, recreation, access and the unique character of each place.

A significant focus throughout the year was the development of the draft Plan, building on feedback gathered during the extensive initial consultation phases. The draft Plan was also informed by ongoing collaboration with Wadawurrung Traditional Owners Aboriginal Corporation, government agencies, community organisations, local businesses and residents.

The Master Plan has also been informed by a suite of supporting technical projects completed over the past two years, including the Coastal Hazards Exposure Report, Bancoora Coastal Adaptation Plan, Biodiversity Strategy, Mature Tree Strategy and Accessibility Audit. Together, these provide a strong evidence base for future decision-making.

Following the close of public consultation in July 2026, feedback will be reviewed and incorporated into the final Master Plan, which will guide future investment, planning and management of the Barwon Coast for years to come.

Bancoora Coastal Adaptation Plan

Barwon Coast progressed the Bancoora Coastal Adaptation Plan this year, with the second stage of community engagement undertaken between 26 March and 3 May 2026.

The community, Wadawurrung Traditional Owners and stakeholders were invited to provide feedback on the draft adaptation pathways and high-level actions through an online survey, drop-in sessions and stakeholder engagement.

Feedback is now informing the final Plan, which is scheduled to be shared with the community in August 2026. The Plan will help guide future decision-making for Bancoora and Breamlea and inform the Barwon Coast Foreshore Master Plan.

Coastal Hazard Exposure Report

This year, Barwon Coast released the Coastal Hazard Exposure Report, providing the best available assessment of how coastal erosion and inundation may affect the coastline over time.

The report provides an important evidence base for future coastal planning and management. Following its release, Barwon Coast hosted an online community information session to explain the findings and answer community questions. The report will continue to inform the Foreshore Master Plan and future adaptation planning.

Accessibility Audit

The 'Creating Connection: Places & Spaces Access Audit' was released on our website in December 2025, providing a comprehensive assessment of accessibility across the Barwon Coast. The audit identifies opportunities to improve access to beaches, public spaces and visitor facilities, ensuring more people can enjoy the coast safely and comfortably.

Its recommendations are already informing the Foreshore Master Plan and will guide future planning, maintenance and capital works across the Barwon Coast.

Biodiversity and Mature Tree Strategies

In May 2026 Barwon Coast released the Barwon Coast Biodiversity Strategy 2025–2035 and Mature Tree Strategy, providing a long-term framework to protect, restore and enhance the unique natural values of the coastline.

Developed in partnership with Beacon Ecological, the strategies were informed by feedback from the community, environmental groups, stakeholders, Traditional Owners and government agencies through a public consultation process. The strategies identify priorities for protecting native vegetation, wildlife habitat and significant trees while strengthening the resilience of coastal ecosystems in the face of climate change. They will guide future planning, on-ground conservation works and investment, and provide an important input into the Barwon Coast Foreshore Master Plan.

Marine and Coastal Act consents

In line with the Coastal and Marine Management Plan (CMMP), and as required under the Marine and Coastal Act 2018, works undertaken on marine and coastal Crown land require consent from the Minister for Environment.

Works requiring Marine and Coastal Act consent included:

- Cylinders and the Corner (13th Beach) and Bonnyvale Road (Collendina) beach access stairs
- Breamlea Caravan Park playground
- Barwon Heads Caravan Park entrance cabins
- Discovery Centre Improvements project.

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

Natural Environment Protection

Our Natural Reserves team works to protect, maintain and enhance coastal reserves that hold cultural, environmental and community importance. In 2025-26, this work continued across Barwon Coast managed land, supporting biodiversity values across beaches, dunes, estuaries, saltmarsh, caravan parks and public open spaces.

Partnerships with adjoining land managers, Wadawurrung Traditional Owners, community volunteers and specialist consultants continued to strengthen local knowledge and guide best-practice methods. Programs focused on introduced plant control, introduced animal control, threatened species protection, wildlife response, vegetation monitoring and succession planning for mature trees.

Fauna

Our staff remained responsive to the needs of wildlife across Barwon Coast managed reserves. Key actions included protecting Hooded Plovers through monitoring, visitor management and temporary protection measures at known breeding locations, and responding to wildlife activity recorded across Ocean Grove Dunes, Bukareeyoo, Barwon River Estuary, the Barwon Bluff, Thirteenth Beach and Breamlea.

Wildlife records included Hooded Plovers, Australian Fur Seals, a Green Turtle, Little Penguin, Swamp Wallabies, Masked Lapwings, albatross species, Bluebottles and migratory honeyeaters.

Fauna camera monitoring also provided important baseline data. This included 177,748 images recorded across 42 survey sites and 20 species identified, including 13 native and seven introduced species.

Flora

Our team continued works to address pest plant threats and protect vulnerable species observed throughout the dune system and adjoining coastal reserves. The new Biodiversity Strategy identifies significant ecological values across Barwon Coast managed land, including Coastal Moonah Woodland, Coastal Saltmarsh, Natural Temperate Grassland of the Victorian Volcanic Plain and habitat for threatened species. Field assessment and monitoring confirmed eleven Ecological Vegetation Classes across the management area, with large areas of relatively intact native vegetation. Staff continued to observe orchid species in the dune system, supporting their value as indicators of a healthy environment. Local volunteers continued to assist with planting, weeding and maintaining revegetated areas.

Pest plants

A sustained effort to control woody, grassy and herbaceous weeds remained a key focus. Works continued to target Myrtle-leaf Milkwort, Italian Buckthorn, Bridal Creeper, Dolichos Pea, Sea Spurge, Marram Grass, Sea Wheat Grass, Buffalo Grass and other new or emerging weeds. Weed control was guided by a biosecurity approach that prioritises prevention, eradication, containment and asset protection. Vegetation restoration works at the Barwon Bluff continued as a biodiversity trial under the conservation works exemption, reducing dense Coast Tea-tree cover to encourage natural regeneration and improve ecosystem health.

Pest animals

We continued active control programs targeting European Rabbits, Red Foxes, feral cats and rats across coastal Crown land reserves at Barwon Heads, Breamlea, Ocean Grove and Thirteenth Beach. Rabbit and fox programs included annual inspections, den and warren monitoring, fumigation, baiting and targeted shooting before the Hooded Plover breeding season. Camera monitoring confirmed introduced species including Black Rat, House Mouse, Fox and Rabbit reinforcing the need for ongoing pest animal management to protect native fauna and dune habitat values.

Wildlife support

During the year, our team supported the wellbeing of land, shorebird and marine wildlife, including seals, seabirds, wallabies, possums, penguins, Hooded Plovers and other beach-washed or injured animals. Responses included monitoring, public communication, temporary signage, fencing where required, liaison with the Marine Response Unit and Bellarine veterinary services, and removal or burial of deceased animals where appropriate. Significant wildlife activity included Hooded Plover nesting and chick protection at Ocean Grove Dunes and Bukareeyoo, seal responses at Ocean Grove Dunes, the Barwon Bluff and Thirteenth Beach, a Green Turtle response at Ocean Grove Dunes, and seabird records including Black-browed Albatross, Shy Albatross and Fairy Penguin.

Mature trees

The Mature Tree Strategy provided a framework for the sustainable management of more than 500 mature trees across Barwon Coast parks and reserves, including Barwon Heads Caravan Park, Riverview Family Caravan Park, Breamlea Caravan Park and the Ocean Grove Rotunda Reserve. The strategy recognises mature trees as important assets for shade, amenity, habitat, cultural value and carbon storage, while also identifying risks associated with aging trees, historical lopping, structural weakness, coastal wind, salt exposure and extreme weather. Ongoing tree risk assessments, GIS mapping and succession planting will guide future canopy renewal and support biodiversity outcomes, including protection and expansion of Coastal Moonah Woodland.

Investing in our coast

Barwon Coast continued to invest in the infrastructure and facilities that support safe, accessible and enjoyable experiences across our coastal reserves, while protecting the natural environment for future generations.

Infrastructure and facilities

Barwon Coast continued to deliver important renewal, safety and efficiency improvements across public spaces, caravan parks and coastal infrastructure during the year.

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 assets under our care include:

- Public toilet blocks
- Public showers
- Playgrounds
- Walking paths and coastal trails
- Public BBQs
- Car parks
- Beach access infrastructure
- Three caravan parks and one seasonal campground, including amenities blocks.

Maintaining these assets is a core part of Barwon Coast's role. Regular cleaning, inspections, preventative maintenance and responsive repairs help ensure they remain safe, functional and welcoming while supporting increasing visitation and changing coastal conditions.

Barwon Heads Caravan Park cabin project

During the year, Barwon Coast progressed planning and early delivery of seven new cabins at Barwon Heads Caravan Park, including one fully accessible cabin. Supported by funding through the Regional Tourism Investment Fund, the project will expand the range of accommodation available, improve accessibility and enhance the visitor experience. Construction commenced following detailed planning, design and stakeholder engagement, with the cabins expected to be completed in the second half of 2026.

Capital improvements

This year, Barwon Coast delivered several important infrastructure upgrades to improve safety, accessibility and sustainability across the coast.

Key projects included:

- Replacement of 25.7 square metres of pathway at Ocean Grove Main Beach to improve accessibility
- Refitting the previous Breamlea Caravan Park reception to return to use as accommodation, and commenced updates to the original building to return to use as a reception area
- Investment of approximately $250,000 to upgrade beach access infrastructure at Barwon Heads Caravan Park, Bonnyvale Road, Collendina, and Thirteenth Beach
- Delivery of $20,000 in water efficiency improvements in partnership with Barwon Water, including water-efficient taps, bathroom fittings and signage.

Within the caravan parks, further improvements included enhancement of nine cabins through marine-grade roof replacements, internal refurbishments and external repainting, and upgrading emergency lighting across all three caravan parks.

Maintaining our coastal assets

Alongside capital works, Barwon Coast continued to invest in preventative maintenance to maximise the life of critical infrastructure.

During the year we developed preventative maintenance schedules for sewerage pumps and underground assets, completed an audit of critical electrical infrastructure to inform future renewal programs and continued proactive inspection, servicing and maintenance across public facilities and coastal infrastructure.

The team also responded to significant levels of vandalism, illegal dumping and damage to public assets, including public amenities, emergency markers, aquatic safety signage and lighting infrastructure. Despite these challenges, public facilities continued to be maintained to a high standard.

The scale of operational service delivery remained significant throughout the year. Across the year, the team responded to 642 general maintenance requests and 749 after-hours call-outs.

Our Coastal Facilities and Operations team also maintained public open spaces across beaches, coastal reserves, walking trails and caravan parks through mowing, pruning, litter collection, beach access inspections and grounds maintenance.

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 delivering environmental education programs, and by supporting local volunteer groups, events and community projects.

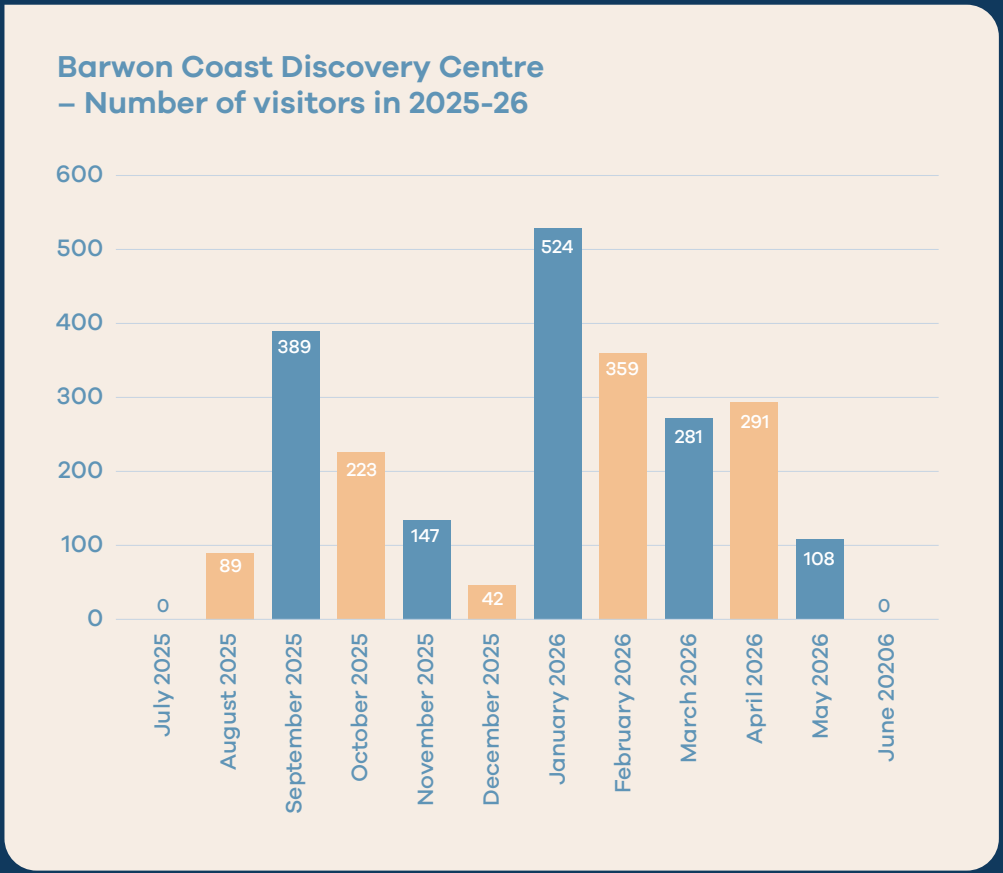
Environmental education

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

Barwon Coast delivers a range of free environmental activities throughout the year for education groups, residents and visitors. Our environmental education program was entirely updated this year, with new curriculum-linked activities and a dedicated page of resources to browse on our website to help people learn about our local environments and wildlife, and how to care for them.

This year over 1,020 kindergarten children and school students, ranging from Foundation to VCE, participated in activities provided by us and our partners.

An additional 1,965 people joined activities during January's Coastal Discovery Program and Surf Life Saving Club Nippers programs. The program was delivered in partnership between Barwon Coast, Bellarine Catchment Network, Barwon Water, Breamlea Coastcare, Ocean Grove Coastcare, Friends of the Bluff, Friends of the Lobster Pot, Friends of the Hooded Plover Bellarine and Coastcare Victoria (Summer by the Sea program).



Barwon Coast Discovery Centre

Located in Barwon Heads, the Barwon Coast Discovery Centre is run in partnership between Barwon Coast and Friends of The Lobster Pot. This year 2,450 visitors have enjoyed exploring displays about local environments, marine life, plants, animals, history, geology and shipwrecks.

Volunteers open the Centre every Sunday afternoon, with extended hours during school holidays and for special events. Education and interest groups also visit throughout the year, primarily coordinated by Barwon Coast.

This year we spent the remaining funds received through the $100,000 Community Bank Barwon Heads Legacy Project funding, which enabled us to work with a local architectural firm to develop detailed designs and plans for phased delivery of redevelopment works. The works (currently unfunded) will improve functionality, sustainability, accessibility and use of the Centre, including heating and cooling, bathroom amenities and floor levelling. We have been working to secure the necessary consents and permits in preparation, and are actively seeking funding for the project.

Aligning with this vision, we were successful in receiving a $50,000 grant through the Victorian Government's Tiny Towns Fund to purchase new custom cabinetry in 2026/27. The new furniture will contribute towards creating a more flexible community space that showcases the vast collection of environmental and historical artefacts.

Volunteer support

Volunteers contribute hundreds of hours each year towards caring for the coast – from providing environmental education and running events, to undertaking hands-on conservation work and environmental monitoring.

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

- Collaborative planning and promotion of groups' programs, events and activities
- Holding quarterly volunteer network meetings
- Holding a celebration event during National Volunteer Week with over 55 attendees
- Providing training delivered by Djilang (Geelong) based First Nations business, Arranyinha Pty Ltd, for 35 volunteers
- Running the Coastal Champions campaign to celebrate and promote local volunteer groups in print and social media
- Purchasing equipment to improve safety and education outcomes
- Supporting grant applications and award nominations.

Friends of the Bluff

Since 1994, Friends of the Bluff have been connecting people with the coast and providing community education on, around and about the Barwon Bluff, Barwon Bluff Marine Sanctuary and Barwon River.

Over the past 12 months, Friends of the Bluff have delivered the 'Sharing the Love' forum for over 60 marine volunteers and agency representatives, the Barwon Heads Nature Festival, activities in the January Coastal Discovery Program, a Clean Up Australia Day event and monthly Conservation Conversations on intriguing coastal topics.

The group also conducts regular environmental monitoring including Rapid Health Assessments, BioBlitzes and Fish Counts in the Barwon Bluff Marine Sanctuary.

Friends of the Hooded Plover Bellarine

Friends of the Hooded Plover Bellarine came together in 2006 under BirdLife Australia's Beach-nesting Birds program. The group 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 volunteers most active throughout the breeding season, which typically runs from September to April. With only 14 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.

Friends of the Lobster Pot

Friends of the Lobster Pot 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 sharing their knowledge with visitors, maintaining and updating displays, planning activities, and much more.

Volunteers are continually developing new, innovative and engaging displays which have been enjoyed by over 2,450 people this year alone. Within the group, the Coastal Creatives bring an artistic approach to highlighting the beauty and diversity of local species including butterflies, nudibranchs, fish and migratory birds.

Breamlea Coastcare

Breamlea Coastcare formed in 1995 under the Victorian Government's Coastcare (formerly Coast Action) Program, 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 250 hours this year working on Barwon Coast-managed land alone. Their focus has been removing environmental weeds such as Polygala, Purple Senecio, Sea Rocket, Aloes and succulents, and completing their Adopt-a-Patch project involving other residents. Many additional hours have been spent on planting, research, community education, administration, advocating for positive environmental outcomes, and collaborating with land managers.

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. They distribute an informative monthly newsletter promoting a range of activities and raising awareness about our local coastal environment.

The group runs popular community planting days for National Tree Day and World Environment Day in partnership with Barwon Coast, involving around 25 volunteers planting 200 plants at each event. Across the year they lead weeding days on Bukareeyoo, events for Clean Up Australia Day, and annual film nights, and assist with coastal education activities for the community and local schools.

Barwon EstuaryWatch

EstuaryWatch is a state-wide volunteer program managed locally by the Corangamite Catchment Management Authority (CCMA). Four times a month, volunteers monitor the health of the Barwon Estuary, which helps inform local waterway management. Barwon Coast provides space in the Barwon Coast Discovery Centre for Barwon EstuaryWatch volunteers to meet, calibrate equipment and store water quality testing kits.

On occasion, volunteers guide students taking part in Barwon Coast's education activities, involving them in hands-on and observational estuary monitoring techniques.

Community events

Clean Up Australia Day events

In March, seven groups involving 140 people, participated in Clean Up Australia Day activities on Barwon Coast-managed land. This included Ocean Grove Coastcare and Friends of the Bluff leading events for the community, four school/youth groups, and an activity with Barwon Coast staff. We supported groups by coordinating clean-up locations, promoting the community events, and picking up the collected litter for disposal.

Nurturing our Network

Barwon Coast joined Bellarine Catchment Network's 'Nurturing our Network' event in December, which celebrated and showcased the wonderful work of environmental volunteer groups across the Bellarine Peninsula. Held at Lahey Square in Barwon Heads, the event began with moving Welcome to Country and Smoking ceremonies conducted by a Wadawurrung Traditional Owner, followed by speeches and engaging stalls to explore.

One Planet Festival

Our team held a stall at the One Planet Festival in Ocean Grove in March. We joined over 80 community groups, businesses and activity providers, and spoke to over 100 people about the role Barwon Coast plays in caring for the coast, including our current projects.

Tourism

Barwon Coast is the largest accommodation provider on the Southern Bellarine, managing three caravan parks and a seasonal campground.

Barwon Heads Caravan Park, Riverview Family Caravan Park, Breamlea Caravan Park and Riverside Campground offer a diverse range of accommodation options, welcoming thousands of visitors to the coast each year.

Barwon Coast remains committed to providing equitable access to coastal holidays by offering a broad range of accommodation styles and price points, from premium cabins to unpowered campsites, ensuring these unique coastal experiences remain accessible for current and future generations.

More than just a holiday

As a Crown land manager, our caravan parks provide more than accommodation. They create special opportunities for people to connect with the coast while generating revenue that is reinvested into environmental protection, public and caravan park infrastructure and the ongoing management of the coastline in our care. This sense of belonging encourages stewardship and helps foster a shared commitment to protecting these special places.

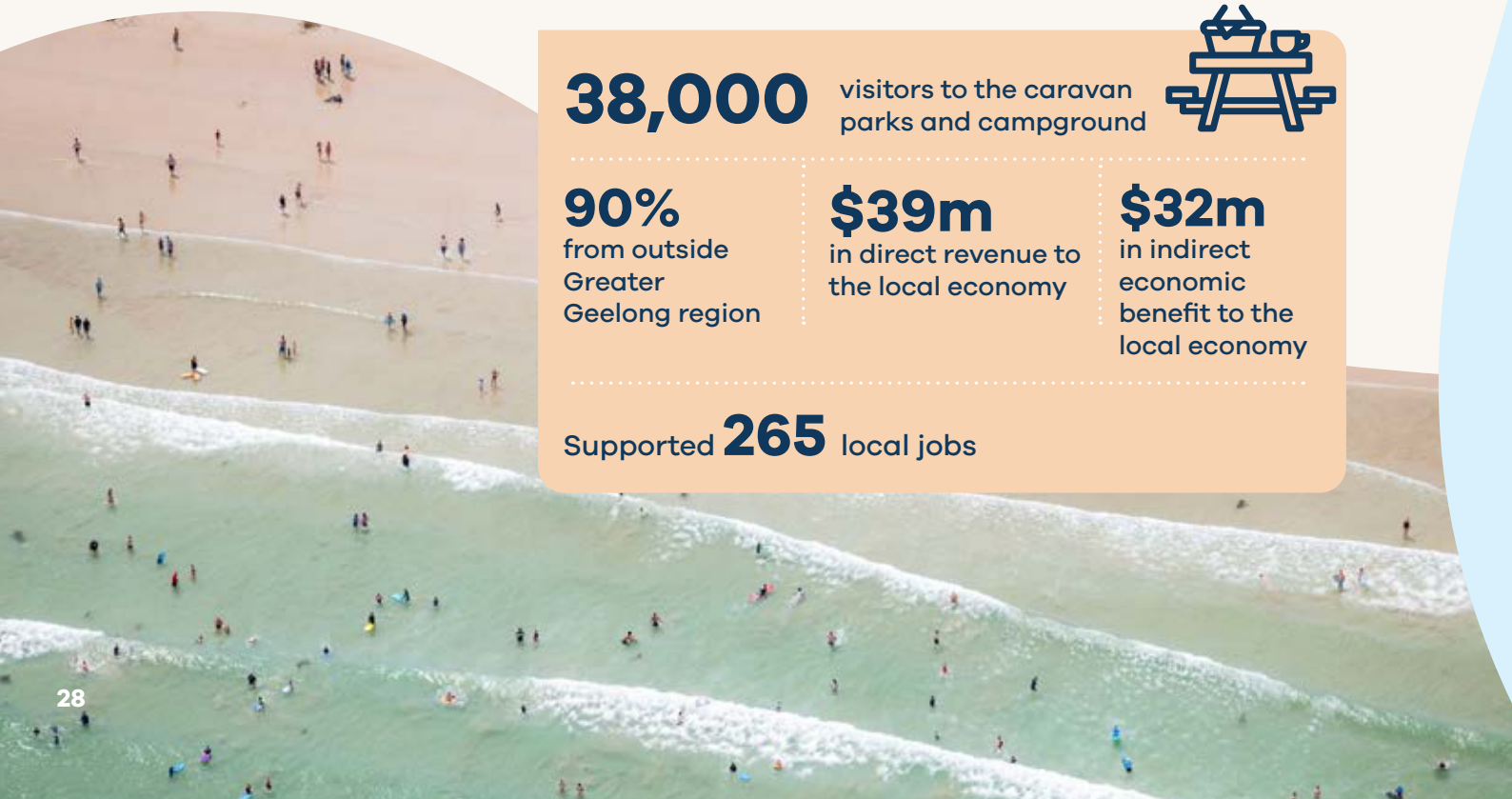
Throughout the year, Barwon Coast continued to invest in the quality and sustainability of its accommodation and visitor facilities, delivering upgrades to cabins, essential infrastructure and guest amenities while progressing plans for future accommodation improvements.

Supporting our local economy

Barwon Coast's caravan park operations play a vital role in supporting local businesses and the broader visitor economy. In the 2025-26 financial year, Barwon Coast welcomed more than 38,000 visitors to its caravan parks and campground, with 90% travelling from outside the Greater Geelong region.

According to the City of Greater Geelong, this visitation contributed an estimated $71.1 million to the local economy, including $39.2 million in direct visitor expenditure and a further $31.9 million in indirect economic activity through local spending and supply chains.

Overall, this tourism activity supports an estimated 265 local jobs and contributes approximately $17.9 million in annual wages and salaries.



38,000 visitors to the caravan parks and campground

90% from outside Greater Geelong region

$39m in direct revenue to the local economy

$32m in indirect economic benefit to the local economy

Supported **265** local jobs

Riverview Family Caravan Park

Perfectly positioned between the Barwon River Estuary and the surf beaches of Ocean Grove, Riverview Family Caravan Park offers a relaxed coastal escape for families and friends.

The park features spacious powered campsites, comfortable cabins and Twelve-Month Permit (TMP) sites, creating a welcoming community where many guests return year after year.

Just a short stroll from Ocean Grove's vibrant town centre, and surrounded by celebrated beaches, walking trails and the natural beauty of the Southern Bellarine, Riverview is an ideal base for boating, fishing, surfing, cycling and exploring the region. Bordered by remnant Moonah woodland and saltbush along the river trail, Riverview also plays an important role in protecting and celebrating the region's unique coastal environment.

2025-26	Accommodation	Campsites	TMP sites	Total
Number	8	114	370	492
Occupancy	54%	31%	96%	59%
Revenue	$280,000	$895,000	$2,530,000	$3,705,000

Highlights

- Wadawurrung Cultural Signage applied to two playgrounds, helping visitors forge a stronger connection to Wadawurrung Culture and Country.

Barwon Heads Caravan Park

Barwon Heads Caravan Park is a charming sea change destination on the Victorian coast, located where the Barwon River Estuary meets Bass Strait and the Southern Ocean. A beloved holiday spot for many generations, the park is framed by the dramatic limestone cliffs of Barwon Bluff at one end and the vibrant township of Barwon Heads at the other, renowned for its boutique shopping, local food and regional winemakers.

Barwon Heads Caravan Park offers the most diverse range of accommodation across all Barwon Coast parks, from modestly priced unpowered campsites to premium family accommodation with sweeping ocean and river views. The park's Beach and Boat Houses are a distinctive feature of the caravan park and have become iconic elements of the Barwon Heads coastline, combining contemporary comfort with a strong sense of place.

2025-26	Accommodation	Campsites	TMP sites	Total
Number	23	249	159	431
Occupancy	66%	36%	94%	66%
Revenue	$1,500,000	$1,950,000	$1,040,000	$4,490,000

Highlights

- Secured grant funding for seven new cabins, with design, planning and statutory approvals completed. Construction contracts have been awarded, with cabin delivery scheduled to commence in August 2026.
- Refurbishment of three beachfront cabins with new kitchens and appliances.
- Commencement of designs to replace the park's two playgrounds in the next two years.

Breamlea Caravan Park

Nestled in the peaceful coastal hamlet of Breamlea, home to fewer than 200 permanent residents, Breamlea Caravan Park offers visitors the opportunity to unwind and reconnect with nature in one of the Southern Bellarine's most unique and culturally significant landscapes.

Surrounded by native coastal vegetation, and a short stroll to Breamlea and Bancoora beaches, Breamlea Caravan Park provides a relaxed, nature-based camping experience with a strong sense of place, making it a favourite destination for visitors seeking an authentic and peaceful coastal escape.

2025-26	Accommodation	Campsites	TMP Sites	Total
Number	5	84	60	149
Occupancy	36%	18%	95%	50%
Revenue	$115,000	$350,000	$360,000	$825,000

Highlights

- Converted the former park office into family accommodation and established a new reception within the former post office/ store, improving both guest facilities and the arrival experience.
- Relocated and upgraded the playground to the eastern end of the park, creating a modern, family-friendly recreational space.
- Created three new large powered campsites on the site of the former playground, increasing the park's capacity and providing more spacious accommodation options for guests.

Riverside Campground

Riverside Campground is located within the Bukareeyoo public reserve on the Ocean Grove side of the Barwon River, surrounded by native coastal vegetation and the estuary.

During the peak summer season, Labour Day weekend and Easter, part of the reserve transforms into a seasonal campground, offering a simple, traditional camping experience that reflects the timeless appeal of coastal camping beside the river.

For the remainder of the year, Bukareeyoo returns to being a much-loved public open space, enjoyed by the community and visitors for walking, picnicking, fishing, birdwatching and spending time in nature.

2025-26	Campsites
Number	226
Occupancy	84%
Revenue	$551,000

Highlights

- 3,500 people enjoyed the unique Riverside camping experience
- Completed concept design for Bukareeyoo activation space, sewer connections and new amenities blocks.

Communications and Engagement

Communications and engagement play an important role in helping deliver Barwon Coast's mission by connecting people with the coast, deepening understanding of its environmental and cultural values, and inspiring shared responsibility for its protection and care.

Everything we do aims to strengthen the connection between people and place. Whether encouraging visitors to care for wildlife, inviting the community to help shape future projects, strategies and plans, celebrating Wadawurrung Country, promoting volunteering and events, or sharing the stories behind our work, our goal is to help people better understand the coast and inspire them to play a part in caring for it.

Throughout the year, we continued to build simple, accessible and engaging ways for people to connect with Barwon Coast. We expanded our use of video to tell stories and explain projects, strengthened our digital communication channels, and focused on creating clear, consistent links between the work we do every day and the communities we serve.

By providing timely information, meaningful opportunities to participate and engaging content across a range of platforms, we are helping build an informed and connected community that values and protects this remarkable coastline.

Community consultations undertaken during the year included:

- Draft Barwon Coast Foreshore Master Plan
- Bancoora Coastal Adaptation Plan
- Biodiversity and Mature Tree Strategies
- Coastal Hazards Exposure Report
- Dogs and Campfires Trial
- Breamlea Caravan Park playground upgrade design
- Stakeholder surveys and targeted consultation across key projects

Highlights

Over 2.1 million
People reached by our posts

1,200+
People engaged with us

46
Engagement events

23,000 Followers

700+ Attended community events

Helping Hoodies thrive

Throughout the 2025–26 breeding season, Barwon Coast delivered an extensive community education campaign to help protect threatened Hooded Plovers and encourage positive behaviour on our beaches.

- **13** website news stories
- **74** social media posts and stories
- **11** local newspaper stories
- **488,000** social media views.

Connecting to Culture through play

The three new playgrounds installed across Barwon Coast's caravan parks this year incorporate Wadawurrung language and celebrate connections to Country.

At Riverview Family Caravan Park, the playgrounds are named Kunuwarra (black swan) and Yaluk (river), and feature illustrations by Wadawurrung artist Billy-Jay O'Toole.

At Breamlea Caravan Park, visitors can connect with Country through the Lomandra Playground, which features artwork and interpretive text by Wadawurrung artist Alisha Fagan.

Both projects were developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation.

Port of Barwon Heads

Barwon Coast manages the Local Port of Barwon Heads, ensuring boating activities are safe, accessible and environmentally responsible for all users.

Under a five-year management agreement with the Department of Transport and Planning (DTP), Barwon Coast oversees the operation of the Local Port. The Chief Executive Officer serves as the designated Port Manager, with operational responsibilities delegated to suitably qualified staff.

Barwon Coast also fulfils the role of Waterway Manager, appointed by Safe Transport Victoria (STV). Throughout the peak summer period, Barwon Coast works closely with STV officers and Victoria Police Water Police to promote waterway safety and enforce marine regulations within the port.

A key operational priority is the maintenance of lit navigational aids to ensure compliance with STV standards and support maritime safety. During the reporting period, Barwon Coast successfully coordinated and secured funding for jetty maintenance projects, jetty risk assessments and hydrographic surveys.

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

Completed projects 2025-26:

- Over $130,000 in maintenance and marine safety projects successfully delivered
- Maintenance works to Ozone Jetty (Stage 5)
- Maintenance works to Main Jetty (Stage 5)
- River Bar Instructional Video in partnership with Coastwatch – Ocean Grove
- Risk Assessment of Ozone and Main Jetties
- Installation of Life Rings at Ozone and Main Jetties
- Continued update and maintenance of the Local Port of Barwon Heads Navigational Aid asset monitoring system
- Installation of Jetty and Bridge Warning Signage
- Hydrographic Survey of the Barwon River Entrance and surrounds.

Leases and licences

During the reporting period, Barwon Coast managed 41 leases and licences, including 27 tour operator licences (comprising water-based and land-based operators), as well as agreements with community clubs, commercial venues and surf schools.

Commercial hospitality leases

Barwon Coast manages two significant commercial hospitality leases:

- At the Heads Restaurant and Bar, overlooking the Barwon Estuary
- The Dunes Restaurant and Kiosk, located within the Ocean Grove Main Beach Surf Beach Complex.

Stakeholder leases and licenses

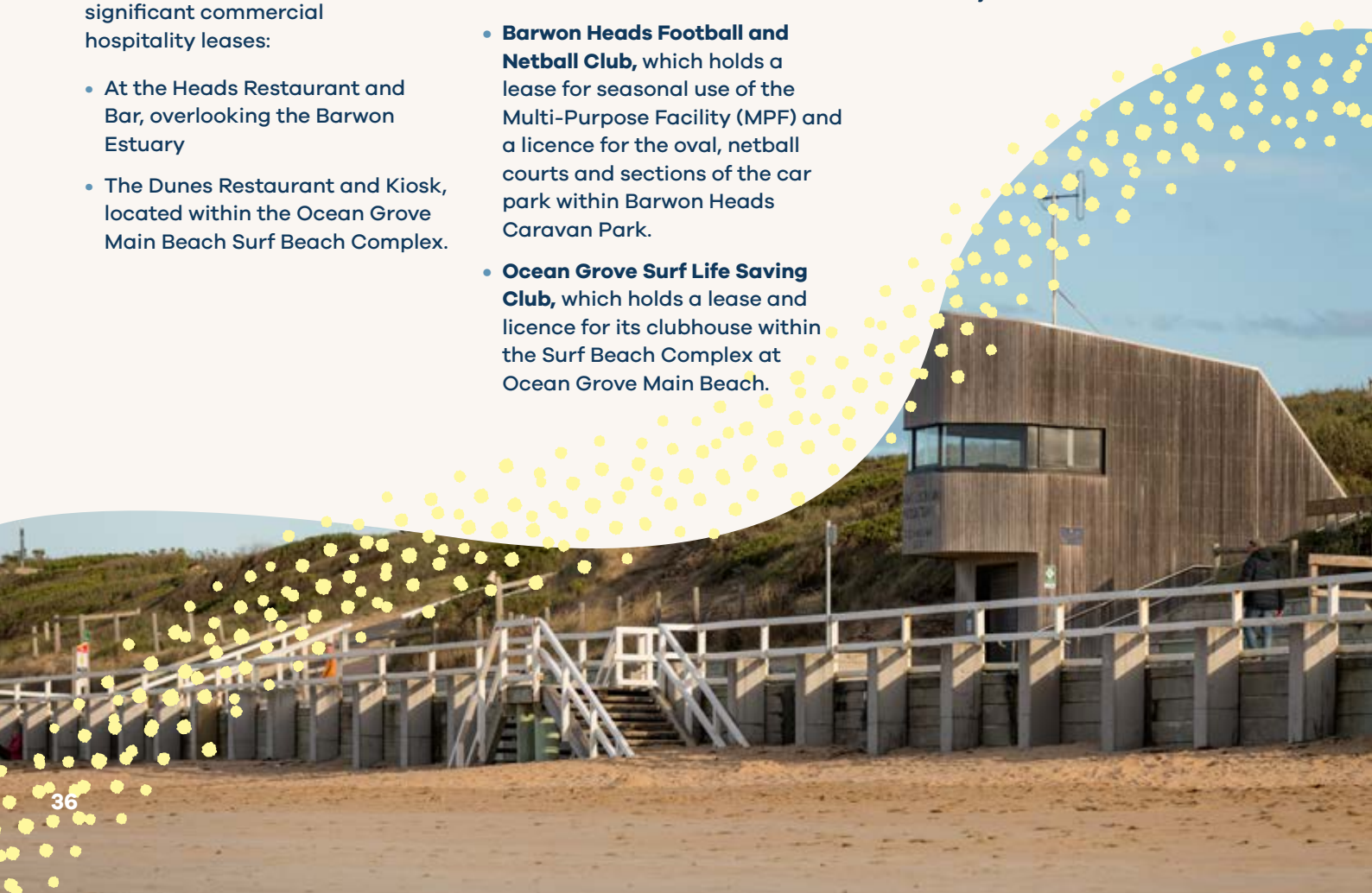
Over the 2025-26 year, Barwon Coast issued one lease and one license to stakeholders:

- A licence was issued to Australia Post for the Breamlea Post Office Boxes
- A lease was issued to Barwon Water for a portion of foreshore land at Black Rock.

Community club leases and licenses

Barwon Coast also supports a range of community organisations through leases and licences, including:

- **Barwon Heads Football and Netball Club,** which holds a lease for seasonal use of the Multi-Purpose Facility (MPF) and a licence for the oval, netball courts and sections of the car park within Barwon Heads Caravan Park.
- **Ocean Grove Surf Life Saving Club,** which holds a lease and licence for its clubhouse within the Surf Beach Complex at Ocean Grove Main Beach.
- **Barwon Heads 13th Beach Surf Life Saving Club**, which holds a lease and licence for its clubhouse at Thirteenth Beach and patrol tower, together with a licence for the surrounding areas.
- **Bancoora Surf Life Saving Club,** which holds a lease and licence for its clubhouse and patrol tower at Bancoora, together with a licence for the surrounding areas.
- **Barwon Heads Sailing Association,** which leases storage space within the Ozone Latrine building on Flinders Parade, Barwon Heads.
- **Barwon Heads Golf Club,** which leases a small parcel of coastal land adjacent to its fourth tee.



Financial Summary

Barwon Coast generated $9.577m from its caravan parks, $1.463m from various sources including Leases, Licences, Permits & Interest and $573k for Grants relating to specific projects.

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 Surplus of $1,305,776 for the year driven by increased revenue from its caravan parks, up by $513,618 (6%) and strong management of its operating expenses that were down $784k on the previous year.

The biggest saving was in Port of Barwon Heads where costs decreased after a big year in FY25. Employment Costs held steady with the previous year and all costs areas were actively managed to ensure expenditures were necessary and provided maximum benefit to the Coast and Parks. Depreciation Costs increased reflecting the recent continued investment in Coastal Assets.

Grants

Grant Revenue fell after a particularly large FY25 but was still substantial at nearly $575k. Grants related to funding for Beach Access Stairs and planning across the coast including Coastal Adaptation plans as well as beach cleaning and Port operations.

Capital

A large number of capital works were completed during the year totalling just over $2.6m, construction costs of $1.36m towards new cabins at BHCP, two sets of beach access stairs for $504k. Further investment was made on playgrounds, amenity blocks, coastal fencing, cabin refurbishments and operating plant and equipment.

83%

of total revenue

Generated by visitors to our caravan parks and campgrounds

$1.3m

surplus

The Committee

Under the Crown Land (Reserves) Act 1978, Committee members are appointed for terms of up to three years.

Committee members serve in a voluntary capacity and meet monthly to provide strategic direction and governance oversight to the Chief Executive Officer.

In October 2025, a new Committee commenced its term, providing continued governance and strategic oversight for Barwon Coast. Thank you to the departing Committee members Sandy Gatehouse, Shelly Fanning and Geraldine Keely, for their dedicated service and valuable contributions. Welcome to Gabrielle Nagle, Karen-Claire McCutcheon, Llew Callahan and Keila Kako, who join returning members Peter Farrell, Meredith Blackstock, Stuart Brown and Naomi Wells in guiding the organisation's strategic direction.

The Committee also establishes sub-committees as required to support its governance responsibilities. During the reporting period, two sub-committees operated:

- Audit, Risk and Finance
- Governance and CEO Performance

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 2025, that provides more specific detail on the priorities and focus for Barwon Coast during their term of appointment.

Barwon Coast Committee of Management

Peter Farrell

Chair

M Forest Sci, B Forest Sci (Hons), Dip Forestry (Creswick)

A returning Committee Member, 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.

Gabrielle Nagle

Deputy Chair

M H Sci (Admin), B Ap Sci (Ad Nursing), Paed Cert, RN, GAICD, Leadership Victoria Fellow, FCNA, AFCHSE

Gabrielle joined the Committee in October 2025. She has worked in senior management roles in health & community services and higher education industries; she has a diverse range of management capabilities and experience in the public and not for profit sectors with a focus on strategy, policy, stakeholder engagement, quality and service delivery. Gabrielle has been a resident of Barwon Heads since 2006 and been involved in Committee-level community-focused initiatives.

Meredith Blackstock

Committee Member

Grad. Dip. Erg., MBA, GAICD

Meredith is a returning Committee member. 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 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.

Stuart Brown

Committee Member

Chartered Accountant, GAICD, MBA

Stuart is a returning Committee member and 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.

Llew Callahan

Committee Member

Bachelor of Computing (Information Management)

Llew joined the Committee in October 2025. He has lived in the region since 1980 and has a long family history of involvement with Barwon Coast. Llew brings knowledge of the local community together with experience that supports good governance and the responsible management of Crown land.

Keila Kako

Committee Member

ARBV Registered Architect, M. Arch / M. Urb (AUS equivalent)

Keila joined the Committee in October 2025. She is an architect and urban designer with a strong passion for community-led spaces and a deep appreciation for how thoughtful design and planning can enrich coastal environments and all that rely on them. Her experience in space planning, design strategy and stakeholder engagement has shaped a broad understanding of how people interact with their surroundings, particularly in public spaces. Keila is drawn to opportunities that balance environmental stewardship with activation, ensuring places are welcoming, functional and responsive to local needs. She currently oversees space strategy for a major multi-campus university.

Karen-Claire McCutcheon

Committee Member

Karen-Claire joined the Committee in October 2025 and is an experienced project and operations management professional with a career spanning diverse industries in both Australia and the UK. She has a strong background in strategic planning, stakeholder management, and technology implementation. Karen-Claire is passionate about environmental sustainability and coastal conservation. She currently serves as Club Environmental Officer for Ocean Grove Surf Life Saving Club, developing the strategic direction for the club's coastal stewardship and sustainability initiatives, and promoting engagement with club members and the broader community.

Naomi Wells

Committee Member

BSG, Biology (Hons)

Naomi is a returning Committee member. She 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 reporting period, the Committee held 10 ordinary meetings, supported by five Audit, Risk and Finance Sub-Committee meetings and four Governance and CEO Performance Sub-Committee meetings.

These meetings were attended by both the outgoing Committee, whose term concluded in September 2025, and the incoming Committee, which commenced in October 2025. The new Committee underwent an induction program in October, in place of the ordinary Committee meeting.

Previous Committee

July-September 2025

	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	3/3	2/2	1/1
Peter Farrell	3/3	N/A	1/1
Meredith Blackstock	3/3	N/A	1/1
Stuart Brown	3/3	2/2	N/A
Shelly Fanning	3/3	2/2	N/A
Geraldine Keely	2/3	2/2	N/A
Naomi Wells	3/3	N/A	1/1

Current Committee

October 2025 – June 2026

	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**
Peter Farrell	6/7	3/3	4/4
Gabrielle Nagle	7/7	3/3	N/A
Meredith Blackstock	7/7	3/3	N/A
Stuart Brown	6/7	3/3	N/A
Naomi Wells	4/7	N/A	4/4
Karen-Claire McCutcheon	7/7	N/A	4/4
Keila Kako	6/7	N/A	4/4
Llew Callahan	6/7	3/3	N/A

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.

Barwon Coast Committee of Management Inc.

Current Committee (appointed October 2025): Peter Farrell PSM (Chair), Gabrielle Nagle (Deputy Chair), Keila Kako, Karen-Claire McCutcheon, Llew Callahan, Naomi Wells, Stuart Brown and Meredith Blackstock.

Previous Committee (until September 2025): Sandra Gatehouse (Chair), Peter Farrell (Deputy Chair), Meredith Blackstock, Geraldine Keely, Shelly Fanning, Naomi Wells and Stuart Brown.

Allison Bullen

Office Administrator

Gareth Smith

CEO

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

Resigned June 2026

- 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

Our People

This year, Barwon Coast continued to strengthen its workforce, policies, and workplace culture, while progressing key reforms to support our people as the organisation grows.

A priority this year has been progressing a new Enterprise Agreement. An in-principle agreement was reached with staff and their representatives, and the proposed Agreement is now with the Victorian Government for review.

Following the 2024 review of operations, further changes were implemented in 2025-26 to better support our Housekeeping and Facilities & Infrastructure teams. These changes reflect Barwon Coast's ongoing evolution as a professional and skilled organisation.

56 staff

26 full time

13 part time

17 casual

59%
Female

41%
Male

4yrs+2mths
Average length of service

47.3
Average age

Our 2025-26 People Matter Survey, provided the organisation with valuable insights into our workplace culture. We will continue to work with our leaders to strengthen and improve our working environment for staff using the feedback provided through this survey.

To enhance and grow our people and culture capability and capacity, we have formalised our relationship with PIP Consulting. PIP Consulting has supported us on related projects since 2023, this change moves to a retainer arrangement that provides regular, planned support in employee wellbeing, strategy development, and leadership development.

Barwon Coast's Gender Equality Progress Report to the Gender Equality Commission showed we had met 5 of the 7 gender equality indicators. The organisation has maintained a strong and consistent gender balance across the workforce since we started reporting in 2023 with women comprising 52.4% in 2023 and 54.7% in 2025. This stability reflects an ongoing commitment to gender equality, with near equal representation of men and women sustained as the organisation grew.

This year, we also developed a new Gender Equality Action Plan 2026–2030, setting out our strategies and actions to address the Gender Equality Commission's indicators and continue our progress toward gender equality across the organisation. A key focus for the next four years will be on gender segregation within the workplace.

Health and safety

Psychosocial Risk Management Plan

Barwon Coast adopted the first Psychosocial Risk Management Plan of its kind into the organisation.

The Plan is more than a compliance document in response to The Regulations brought in during December 2025. It is a strategic investment in culture and wellbeing, performance, and risk reduction.

Research by PwC found that organisations that invest in mentally healthy workplaces achieve an average return of $2.30 for every $1 invested, driven by lower absenteeism, reduced presenteeism (attending work while unwell or working beyond normal hours) and fewer workers' compensation claims.

This plan aims to support wellbeing, help reduce costs and elevate organisational knowledge around mental health.

Mental Health First Aid training

In delivering the Psychosocial Risk Management Plan, mental health first aid training was held for Barwon Coast staff in June 2026, with 13 people attending to support employee wellbeing and mental health.

Health and Safety Representatives

3 Health and Safety Representatives (HSRs) were elected across the organisation to represent their designated work groups in safety concerns.

Financial Report

Committee's Report

The committee members present their report on Barwon Coast Committee of Management Inc. for the financial year ended 30 June 2026.

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.

The names of each person who has been a Chair, Audit, Risk & Finance Sub-Committee during the year and to date of the report are:

- Peter Farrell – Chair
- Gabrielle Nagle – Deputy Chair – Term commenced 1 October 2025
- Meredith Blackstock
- Stuart Brown
- Llew Callahan – Term commenced 1 October 2025
- Keila Kako – Term commenced 1 October 2025
- Karen-Claire McCutcheon – Term commenced 1 October 2025
- Naomi Wells
- Sandra Gatehouse – Term ceased 30 September 2025
- Geraldine Keely – Term ceased 30 September 2025
- Shelly Fanning – Term ceased 30 September 2025

Committee members have been in office since the start of the financial year to the date of the report unless otherwise stated.

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

The surplus of the Barwon Coast amounted to

2026	2025
$1,305,776	$6,264

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There have been no significant changes in the state of affairs of the entity 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 the entity, the results of those operations or the state of affairs of the entity in future financial years.

ENVIRONMENTAL ISSUES

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 2026 has been received and can be found on the next page.

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

Peter Farrell
Chair

Dated:
15 September 2026

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

rsd Audit

Independent Auditor's Report

To the Members of Barwon Coast Committee of Management Inc.

Report on the audit of the financial report

Opinion

We have audited the financial report of Barwon Coast Committee of Management Inc. (the entity) which comprises the statement of financial position as at 30 June 2026, the statement of 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 significant accounting policies, and the committee members' declaration.

In our opinion, the accompanying financial report of the entity has been prepared in accordance with the *Crown Lands (Reserves) Act 1978*, including:

a) giving a true and fair view of the entity's financial position as at 30 June 2026 and of its financial performance for the year then ended; and
b) complying with Australian Accounting Standards to the extent described in Note 1.

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 entity in accordance with the auditor independence 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.

Responsibilities of the Committee for the Financial Report

The committee members of the entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – *Simplified Disclosures* under AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and the *Crown Lands (Reserves) Act 1978*, and for such internal control as the committee members determine 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, committee members are responsible for assessing entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

The committee members are responsible for overseeing the entity's financial reporting process.

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.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

RSD Audit

Nick Bell
Director

17 September 2026

COMPREHENSIVE INCOME STATEMENT

	NOTE	2026	2025
		$	$
REVENUE			
Revenue from caravan parks	3	9,577,079	9,063,461
Sundry revenue	3	2,035,893	1,967,411
TOTAL INCOME		11,612,972	11,030,872
EXPENDITURE			
Expenditure from operating activities	4	(8,822,057)	(9,605,886)
Depreciation expenses	6	(1,459,222)	(1,418,722)
Amortisation expenses	7	(25,917)	-
TOTAL EXPENSES		(10,307,196)	(11,024,608)
SURPLUS FOR THE YEAR		**1,305,776**	**6,264**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**1,305,776**	**6,264**

The accompanying notes form an integral part of these financial statements

STATEMENT OF FINANCIAL POSITION

	NOTE	2026	2025
		$	$
CURRENT ASSETS			
Cash and cash equivalents	5	2,751,333	2,985,934
Trade and other receivables	8	394,820	2,540,582
Inventories		8,773	3,174
Other assets	11	235,557	144,524
TOTAL CURRENT ASSETS		**3,390,483**	**5,674,214**
NON-CURRENT ASSETS			
Property, plant and equipment	6	27,756,354	26,672,734
Intangible assets	7	144,363	-
TOTAL NON-CURRENT ASSETS		**27,900,717**	**26,672,734**
TOTAL ASSETS		**31,291,200**	**32,346,948**
CURRENT LIABILITIES			
Trade and other payables	9	570,863	849,911
Deferred income	10	1,828,648	3,959,083
Employee benefits	12	716,103	665,132
TOTAL CURRENT LIABILITIES		**3,115,614**	**5,474,126**
NON-CURRENT LIABILITIES			
Employee benefits	12	73,354	76,366
TOTAL LIABILTIES		**3,188,968**	**5,550,492**
NET ASSETS		**28,102,232**	**26,796,456**
EQUITY			
Retained earnings		23,925,336	22,619,560
Reserves	15	4,176,896	4,176,896
TOTAL EQUITY		**28,102,232**	**26,796,456**

The accompanying notes form an integral part of these financial statements

STATEMENT OF CHANGES IN EQUITY

	RETAINED EARNINGS $	ASSET REVALUATION RESERVE $	TOTAL $
2025			
Opening balance	22,613,296	4,176,896	26,790,192
Surplus for year	6,264	–	6,264
CLOSING BALANCE	**22,619,560**	**4,176,896**	**26,796,456**
2026			
Opening balance	22,619,560	4,176,896	26,796,456
Surplus for year	1,305,776	–	1,305,776
CLOSING BALANCE	**23,925,336**	**4,176,896**	**28,102,232**

The accompanying notes form an integral part of these financial statements

STATEMENT OF CASH FLOWS

	NOTE	2026	2025
		$	$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from site fees, leases and other		9,893,986	9,398,708
Payments to suppliers and employees		(8,339,915)	(8,402,616)
GST collected from/(paid to) the ATO		193,991	(372,256)
Interest received		183,330	180,770
Net cash flows from operating activities		**1,931,392**	**804,606**
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts from capital grant		532,380	317,831
Payment for property, plant and equipment		(2,663,928)	(2,361,207)
Proceeds on sale of property, plant and equipment		59,554	151,027
Proceeds from disposal of investments		–	3,005,680
Payment for intangible asset		(93,999)	–
Net cash (used in)/provided by investing activities		**(2,165,993)**	**1,113,331**
Net (decrease)/increase in cash and cash equivalents		**(234,601)**	**1,917,937**
Cash and cash equivalents at beginning of year		2,985,934	1,067,997
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	5	**2,751,333**	**2,985,934**

The accompanying notes form an integral part of these 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* in order to meet the requirements of *Crown Lands (Reserves) Act 1978*. 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 15 September 2026 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
Infrastructure	1.5% – 33.3%
Buildings	1.7% – 20%
Plant & Equipment	2% – 50%
Facilities	1.5% – 33.3%
IT Equipment	5% – 33.3%
Motor Vehicles	6.67% – 20%
IT Software	20% – 33.3%

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.

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. Shortterm 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 of 12% (up to the Maximum Concessional Contribution Cap) 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.

NOTE 3 – REVENUE AND OTHER INCOME

a. Revenue from continuing operations	2026	2025
	$	$
REVENUE FROM CARAVAN PARKS		
Twelve month permit revenue	3,926,880	3,688,501
Camping revenue	3,723,993	3,621,728
Accommodation Revenue	1,899,768	1,705,429
Miscellaneous Revenue	26,438	47,803
TOTAL	**9,577,079**	**9,063,461**

b. Other income	2026	2025
	$	$
SUNDRY REVENUE		
Operating and capital grants	572,517	1,016,838
Leases & licenses	591,106	604,822
Interest earned	183,330	180,770
Other revenue	678,086	164,981
Net Gain on Disposal of Asset	10,854	-
TOTAL	**2,035,893**	**1,967,411**

NOTE 4 – EXPENSES

a. Operating Expenses by Function

	2026	2025
	$	$
DESCRIPTION		
Employee expenditure	5,254,682	5,324,360
Facilities & infrastructure expenses	405,679	348,588
Open space expenses	217,290	412,921
Natural reserves expenses	153,390	189,466
Port of Barwon Heads expenses	68,817	477,919
Facilities management expenses	1,238,752	1,321,820
Other staff expenses	94,466	142,770
Marketing & engagement expenses	136,208	100,740
Information technology expenses	322,191	326,730
Professional services expenses	395,913	406,495
Administration and office expenses	348,683	323,726
Travel and accommodation expenses	121,264	111,020
Sundry expenses	64,722	74,374
Net loss on disposal of asset	-	44,957
TOTAL	**8,822,057**	**9,605,886**

NOTE 5 – CASH & CASH EQUIVALENTS

a. Cash and cash equivalent details

	2026	2025
	$	$
CASH & CASH EQUIVALENTS		
Cash at Bank	2,749,133	2,981,912
Cash on Hand	2,200	4,022
TOTAL	**2,751,333**	**2,985,934**

NOTE 6 – PROPERTY, PLANT & EQUIPMENT

a. Property, plant and equipment details

	2026	2025
	$	$
SUMMARY		
Infrastructure	8,300,148	7,714,433
Buildings	15,174,332	15,517,036
Capital works in progress	1,627,072	552,194
Plant and equipment	301,604	211,169
Facilities	1,631,199	2,039,584
IT hardware	108,901	91,991
Motor vehicles	613,098	546,327
TOTAL	**27,756,354**	**26,672,734**

2025	Infrastructure	Buildings	Capital works in progress	Plant & equipment	Facilities	IT hardware	Motor vehicles	Total
	$	$	$	$	$	$	$	$
AS AT 30 JUNE 2025								
At fair value	**7,714,433**	**15,517,036**	**552,194**	**211,169**	**2,039,584**	**91,991**	**546,327**	**26,672,734**

2026	InfrastRucture	Buildings	Capital works in progress	Plant & equipment	Facilities	IT hardware	Motor vehicles	Total
	$	$	$	$	$	$	$	$
Opening balance	7,714,433	15,517,036	552,194	211,169	2,039,584	91,991	546,327	26,672,734
Additions	65,073	18,317	2,328,629	61,578	48,161	57,841	84,329	2,663,928
Disposals	-	(28,386)	-	-	(3,274)	-	(13,144)	(44,804)
Class transfers	397,122	(122,281)	-	33,950	(463,410)	14,712	139,907	-
WIP transfers	585,831	370,239	(1,197,302)	46,352	194,880	-	-	-
Transfers to intangibles	(6,969)	-	(56,449)	-	-	(12,864)	-	(76,282)
Depreciation	(455,342)	(580,593)	-	(51,445)	(184,742)	(42,779)	(144,321)	(1,459,222)
CLOSING BALANCE	**8,300,148**	**15,174,332**	**1,627,072**	**301,604**	**1,631,199**	**108,901**	**613,098**	**27,756,354**
AS AT 30 JUNE 2026								
At fair value	**8,300,148**	**15,174,332**	**1,627,072**	**301,604**	**1,631,199**	**108,901**	**613,098**	**27,756,354**

NOTE 7 – INTANGIBLE ASSETS

a. Accounting policy

i.Computer software

Software has a finite life and is carried at cost less any accumulated amortisation and impairment losses. It has an estimated useful life of between one and five years.

ii. Amortisation

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use.

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

b. Intangible asset details	2026	2025
	$	$
SUMMARY		
Computer software	**144,363**	**-**

2026	Computer software	Total
	$	$
Opening balance	-	-
Additions	93,998	93,998
WIP Transfers	56,449	56,449
Class Transfers	19,833	19,833
Amortisation	(25,917)	(25,917)
CLOSING BALANCE	**144,363**	**144,363**
AS AT 30 JUNE 2026		
At fair value	**144,363**	**144,363**

NOTE 8 – TRADE & OTHER RECEIVABLES

	2026	2025
	$	$
CURRENT		
Trade receivables	413,327	2,549,841
Provision for impairment	(18,507)	(9,259)
TOTAL	**394,820**	**2,540,582**

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

NOTE 9 – TRADE & OTHER PAYABLES

	2026	2025
	$	$
CURRENT		
Trade payables	506,500	542,664
Payroll liabilities	64,363	307,247
TOTAL	**570,863**	**849,911**

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

NOTE 10 – DEFERRED INCOME

The entity has recognised the following contract assets and liabilities from contracts with customers:

Income in Advance	2026	2025
	$	$
GRANTS IN ADVANCE		
Operating grants in advance	94,456	128,300
Capital grants in advance	151,524	420,831
TOTAL GRANTS IN ADVANCE	**245,980**	**549,131**

	2026	2025
	$	$
PARK FEES DEPOSITS IN ADVANCE		
Barwon Heads – park fees deposits	851,943	764,482
Breamlea – park fees deposits	81,643	58,408
Riverview – park fees deposits	592,086	234,410
TOTAL PARK FEES DEPOSIT IN ADVANCE	**1,525,672**	**1,057,300**

	2026	2025
	$	$
TWELVE MONTH PERMITS FEE IN ADVANCE		
Barwon Heads	22,779	20,356
Breamlea	2,051	30,111
Riverview	32,166	2,302,185
TOTAL TWELVE MONTH PERMIT FEES IN ADVANCE	**56,996**	**2,352,652**

	2026	2025
	$	$
TOTAL INCOME IN ADVANCE		
Total Income in Advance	1,828,648	3,959,083
TOTAL INCOME IN ADVANCE	**1,828,648**	**3,959,083**

NOTE 10 – OTHER ASSETS

	2026	2025
	$	$
CURRENT		
Prepayments	225,604	141,107
Accrued income	9,953	3,417
TOTAL	**235,557**	**144,524**

NOTE 12 – EMPLOYEE BENEFITS

a. Employee benefit details

	2026	2025
	$	$
CURRENT		
Long service leave	368,364	358,592
Annual leave	325,339	278,420
Rostered Days Off	22,400	28,120
TOTAL CURRENT EMPLOYEE ENTITLEMENTS	**716,103**	**665,132**
NON-CURRENT		
Long Service Leave	73,354	76,366
TOTAL NON-CURRENT PROVISIONS	**73,354**	**76,366**

NOTE 13 – RELATED PARTIES

The Committee of Management members and Key Management Personnel are the only related parties. No other material related party transactions were noted during the year.

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:

	2026	2025
	$	$
KEY MANAGEMENT PERSONNEL COMPENSATION	**1,037,528**	**898,316**

NOTE 14 – REMUNERATION OF AUDITOR

Remuneration of the auditors, RSD Audit for:

	2026	2025
	$	$
AUDIT SERVICES		
Audit of the financial statements	14,500	12,500
OTHER SERVICES		
Compilation of general purpose financial statements	4,200	4,000
TOTAL AUDITOR REMUNERATION	**18,700**	**16,500**

NOTE 15 – RESERVES

	2026	2025
	$	$
TOTAL REVALUATION SURPLUS	**4,176,896**	**4,176,896**

NOTE 16 – CONTINGENCIES

In the opinion of the Committee Members, the Barwon Coast did not have any contingencies at 2026 (2025: None).

NOTE 17 – 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.

	2026	2025
	$	$
AMOUNTS RECEIVABLE UNDER OPERATING LEASES		
Not later than one year	575,157	558,405
Later than one year and not later than five years	2,478,428	2,406,241
Later than five years	7,243,634	7,890,977

NOTE 18 – 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 19 – 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

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 auditor for the audit of the financial report for the year ended 30 June 2026, 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

17 September 2026

RSD Audit Pty Ltd | ABN: 85 619 186 908
(03) 4435 3550 | 41A Breen St, Bendigo VIC 3550
www.rsdaudit.com.au

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 2026

ANNUAL STATEMENTS GIVE TRUE AND FAIR VIEW OF FINANCIAL PERFORMANCE AND POSITION OF INCORPORATED ASSOCIATION

In accordance with a resolution of the Committee of Barwon Coast Committee of Management Inc., the Committee declare that:

1. The financial statements and notes, as set out on pages 4 to 18:
   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 2026 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 the entity will be able to pay its debts as and when they become due and payable.

Peter Farrell
Chair

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

Dated 15 September 2026

Barwon Coast Committee of Management Inc.

7 Ewing Blyth Drive
Barwon Heads VIC 3227

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