



Barwon
Coast

Annual Report 2022/23

Barwon Coast Committee of Management Inc.



This is Wadawurrung Country

We acknowledge the Wadawurrung People as the Traditional Owners of the land, waters, seas and skies of Ocean Grove, Barwon Heads, 13th Beach and Breamlea. We honour and say Nyatne (thank you) to Elders past, present and future; whose ancestors have cared for this part of Dja (Country) for thousands of years.

We are committed as an organisation to meaningfully working together with Traditional Owners to make Wadawurrung and Country strong.

This is Wadawurrung Country. Always was. Always will be. Never ceded.

Our Mission

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

Our Values

We CARE

Commitment | We work towards shared goals

Authenticity | We act with integrity. We are knowledgeable, genuine and trustworthy

Respect | We are inclusive and we recognise everyone's contribution

Excellence | We take pride in a job well done

care



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Year in review – snapshot

Caring for the coast

We're delegated to protect and enhance 19km of coastal Crown land from Collendina to 13th Beach and Breamlea.

Our team

68 staff (44.7 full time equivalent)

26 casual / 2 fixed term / 21 full time / 19 part time
18 new team members / 12 ceased employment

54% female
46% male
0 self-described



5.9 years average length of service
49.5 average age

Community involvement

1,205 community members

engaged through community events, sessions, surveys & workshops

12,000+ followers and **330,000+ reach** on **8 social media** accounts across **4 brands**

3 community surveys with a total of **966 survey submissions**

1,551 community emails sent



Revenue

\$9.5m all of which is reinvested into the coastal reserve

85% was generated by our caravan park guests



Accommodation services

\$9.5m

value of buildings and infrastructure

Riverview, Barwon Heads & Breamlea:

600 Twelve Month Permits

30 accommodation units

450 casual camp sites

Riverside:

228 unpowered sites open for summer on Riverside Campground between Ocean Grove Main Beach & Barwon River

37,000+

visitors stayed **280,000+** nights



Commercial leases & licences

30 lease & licences

issued to **community clubs, commercial operators, surf schools** & other activity providers

Natural resource protection

12,027 hours
maintaining our open spaces



1,797 hours managing pest plants & pest animals

4 successful fledglings
of the endangered Hooded Plover

Dune protection works including brush matting & **over 600 metres** of new fencing installed at The Bluff

Local Port of Barwon Heads

2 jetties

Navigation aids & moorings
to support safe boating

SEMP annual review completed
(Safety & Environment Management Plan)

Grants received to upgrade Ozone Jetty Stage 2 & Main Jetty Stage 1

Port of Barwon Heads **Hydrographic Survey**

Refurbishment of navigational aids
(no's 2, 5 & 6)

Installation of new tide gauge – Main Jetty Barwon Heads

Channel Safety Alignment trial

Temporary Buoyage & Clearance Dive

Oil Spill Response training
(Australian Marine Oil Spill Centre)

Open space & facility management

\$11.6m of coastal reserves buildings & infrastructure

422 bins collected

27,122 times per year, containing **3,164** cubic metres of waste

832 hours
keeping our beaches clean



12 amenity blocks
cleaned & maintained

7 playgrounds / **12** public bbqs

2 boat ramps / **2** jetties

30 picnic tables / **9** outdoor showers

1,350 metres
of coastal fencing renewed

1,250m²
of coastal trail renewed

Caring for Dja with the Wadawurrung people

Bukareeyoo returning language to Country

– naming of Ocean Grove Spit to 'Bukareeyoo', meaning 'between' as it sits between the river & ocean

10 monthly planning meetings – with Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC)

Cultural Heritage Permits – a number of Cultural Heritage Permits granted for capital works projects

600+ years – the age of shell middens on Barwon Coast managed land

Chair & CEO's report

The 2022/23 financial year reporting period was a year of solid growth and strategic planning development for Barwon Coast, especially compared to the previous two reporting periods and the COVID-19 challenges they reflected.

Barwon Coast improved its financial viability through the operation of our three highly successful accommodation parks: Barwon Heads Caravan Park, Riverview Family Caravan Park, Breamlea Caravan Park as well as the seasonal Riverside Camp Ground. Income generated from the parks plus leases and licences funds all of Barwon Coast's coastal management operations.

Astute and prudent financial management by the Senior Management Team, under the experienced guidance from the Committee of Management, enabled us to fulfil our obligations to the local community and importantly, the people of Victoria, for whom we ultimately manage the Barwon coast.

During the 2022/23 financial year, Barwon Coast provided:

- A strong and ongoing partnership with the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC)
- Responsive and high level of service to visitor facility provision and maintenance of access paths, car parks, toilets, rubbish removal, signage, provision of doggie bags and other services
- A strong natural resource program, driven by the need for flora, fauna and habitat protection, including invasive pest controls
- High quality and affordable accommodation across our caravan parks and campground
- The continued provision of professional lifesaving services at 'RAAFs' beach on Bukareeyoo every day of the peak holiday period, and additional personnel at Ocean Grove Main Beach (OGMB) in partnership with City of Greater Geelong (CoGG)
- Sound management of the Local Port of Barwon Heads

Highlights & achievements of the year

Working with First Nations people

Barwon Coast are very proud of the close working relationship we have with the WTOAC. Highlights included:

- Naming of the area informally known as the Ocean Grove Spit with the Wadawurrung word 'Bukareeyoo'
- Conducting a well-attended celebration of NAIDOC week at the tip of Bukareeyoo
- Monthly meetings working with WTOAC on achieving shared actions in their Healthy Country Plan, *Paleert Tjaara Dja*

Breamlea Coastal Reserves & Breamlea Caravan Park

The first full reporting period of managing the Breamlea foreshore reserves and Breamlea Caravan Park provided great opportunities to get to know the community and stakeholder groups. Positive working relationships have been developed with the Bancoora Surf Life Saving Club (SLSC), and Breamlea volunteer groups: CoastCare,

Friends of the Hooded Plover and Community Garden. The Committee, management and staff are excited by this new opportunity and grateful for the welcoming way local community and stakeholder groups have engaged with us.

Sustainability Goals

- **Solar on Public Buildings** - Barwon Coast successfully partnered with the State government in the installation of almost 100kw of solar panels at our caravan parks
- **Electric Vehicles** - we purchased the first of a planned five Electric Vehicles, reducing our dependence on fossil fuels. The vehicles utilise charge points connected to our new solar panels

Local Port of Barwon Heads Management

A new five-year management agreement was signed with Transport Safety Victoria.

We successfully completed significant upgrades to both jetties in the Barwon River lower estuary and upgraded the navigational aids in the river.

Values

The reporting period saw the development of our corporate values by our staff team, 'Our Team, Our Future'. The values of **C**ommitment; **A**uthenticity; **R**espect and **E**xcellence underpin the fundamentals of what we do, i.e. *We CARE for the Coast*.

Risk Management & Safety Champion

The launch of Safety Champion, our new incident reporting and risk management knowledge system, was the most recent highlight of our improved risk and safety management systems.

Accommodation Services

The development of our Caravan & Camping Parks Master Plan was the most significant of our strategic planning work. Implementation of the master plan is expected to begin in the FY24 reporting period, guiding the development and management of our accommodation services for the next 5 to 10 years.

Public Reserves improvements

Numerous improvements to the public reserves were achieved, improving the resilience of assets and the quality of service provision. These works included upgraded path surfaces, coastal fencing and improvements to car parking and pedestrian safety.

Key challenges ahead

- Population growth and the resultant enormous increase in visitation numbers are placing ever greater pressure on the natural and built environments managed by Barwon Coast. Both these numbers are expected to continue to increase, with Barwon coast a focal point in the region consistently experiencing the greatest population growth in the nation
- Adapting and responding to a changing climate will continue to provide challenges for the protection of our dunes, their valued floristic and faunal communities; and the maintenance of infrastructure, in particular beach accesses and coastal protective assets. The most obvious impacts are storm surge events, and less obvious are increasing sea levels; changes to weather patterns including changes to temperature and rainfall ranges. These provide real threats to the biodiversity and the physical extent of the slender coastal reserves managed by Barwon Coast
- Together population growth and climate change present real threats to the coastal environment and the safety and enjoyment of all users. The reserves Barwon Coast manage in many places represent the last remnants of pre-settlement coastal habitat and biodiversity and as such are vitally important
- The increasing demand for camping, caravanning and accommodation, especially during the peak period, and ensuring equity of access for all Victorians

Barwon Coast will meet these challenges

- By continuing to build on our strong partnership with WTOAC to deliver real positive outcomes for the understanding, conservation and protection of their cultural heritage. Working with them to achieve the aspirations of their Healthy Country Plan
- Maintaining our high level of genuine engagement with community, users and stakeholders on all major projects. We will work closely with community groups that occupy land managed by Barwon Coast, including Ocean Grove, Ocean Grove, Barwon Heads 13th Beach and Bancoora Surf Life Saving Clubs and Barwon Heads Football Netball Club. These groups provide vital emergency, educative, social and cultural services for our communities;
- Continue developing detailed Precinct Master Plans during the next reporting period, with the busy activity nodes of Ocean Grove and Barwon Heads being the priority. These Precinct Master Plans must respond to the latest climate change and coastal policy settings and knowledge
- Reviewing trends and improving our accommodation offerings, to ensure the prosperity of our lifeblood income from the caravan parks
- Importantly all Barwon Coast planning and actions will be guided by the *Marine and Coastal Act 2018*, the *Victorian Marine and Coastal Policy 2020* and the *Victorian Marine and Coastal Strategy 2022*:

- The **Act** outlines how to protect and manage our marine and coastal environment. It sets objectives and principles to integrate and coordinate its planning and management
- The **Policy** guides decision makers in achieving the Act's objectives. The policy sets a vision: *'a healthy, dynamic and biodiverse marine and coastal environment that is valued in its own right, and that benefits the Victorian community now and, in the future.'*
- The **Strategy** aims to support sustainable use and improve how we manage the health of the marine and coastal environment. It is important we care for our marine and coastal environment, now and into the future. The Strategy is a five-year plan of action to achieve the Policy vision. It is a link between the Policy and on-ground action.

Acknowledgements

Firstly, we acknowledge the fine work of all our team across Coastal Operations and Caravan Park businesses, and the leadership of the senior Barwon Coast management. It is their commitment to the values of our organisation that deliver real results to the community and all users of the public estate we manage.

Secondly, we acknowledge all Committee of Management members for providing high level decision making and experienced leadership in an increasingly time-consuming, demanding and ever more accountable public administration environment.

Finally, and importantly, we acknowledge our community partners who work with Barwon Coast to provide real and enduring outcomes for the greater community.



Sandra Gatehouse

Chair: **Sandra Gatehouse**



Gary McPike

CEO: **Gary McPike**

Barwon Coast Committee of Management Inc. complies with the requirements of Divisions 2 & 3 of Part 5 of the *Public Administration Act 2004* with the exception of paragraph 81(1)(k).

Financial overview

Net income \$301k

Barwon Coast produced a net income (i.e. accounting profit) in the financial year of \$301k.

Revenue from the operation of caravan parks managed by Barwon Coast came to \$8.01m, a considerable increase on the previous record of \$6.86m set in 2022. This growth was primarily due to strong casual camping occupancy levels through summer and autumn, as well as very strong demand for our accommodation offerings throughout the full year.

Breamlea Caravan Park was a highlight (following Barwon Coast assuming responsibility in April 2022) – with full year revenue of \$711k, a 30%+ increase on previous results, despite removing four cabins that were no longer fit for safe use.

Expenses also saw significant growth (increasing by \$1.1m compared to the previous financial year). The majority of the expense increase was in wages (with our new Enterprise Agreement taking effect in May 2022 – with team members now being rewarded with penalties when working on weekends and public holidays), and in repairs

and maintenance (with high tree maintenance expenditure required by our arborist risk assessment, likely delayed tree damage originating from the wind storms of November 2021).

85% of total revenue was generated by visitors to our caravan parks and campground

Capital grant revenue of \$339k was recognised in this financial year – on the completion of Toilet Block 6C at Riverview Family Caravan Park, Toilet Block 5 at Barwon Heads Caravan Park and the 12W stairs and beach access.

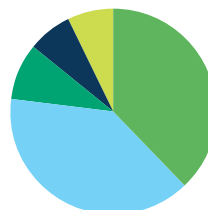
New assets \$2.06m

New assets to the value of \$2.06m were purchased during the reporting period. Projects completed are discussed throughout the annual report.

2022 /23 financial overview

Revenue

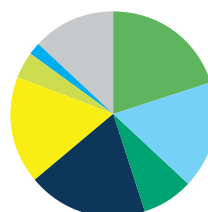
Barwon Heads Caravan Park	\$ 3,634,086	38%
Riverview Family Caravan Park & Riverside Campground	\$ 3,662,195	39%
Breamlea Caravan Park, General Store & LPO	\$ 850,788	9%
Leases, licences, permits & other income	\$ 675,067	7%
Grants & Appropriations	\$ 637,934	7%



TOTAL
\$9,460,070

Operating Expenses

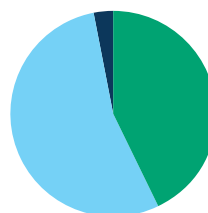
Barwon Heads Caravan Park	\$ 1,828,524	20%
Riverview Family Caravan Park & Riverside Campground	\$ 1,556,936	17%
Breamlea Caravan Park, General Store & LPO	\$ 699,003	8%
Maintenance – foreshore reserves	\$ 1,753,082	19%
Administration & centralised services	\$ 1,580,976	17%
Community support & natural resources planning	\$ 342,703	4%
Local Port of Barwon Heads	\$ 194,991	2%
Depreciation & other	\$ 1,203,251	13%



TOTAL
\$9,159,466

Fixed Assets

Caravan Park buildings & infrastructure	\$ 9,988,787	43%
Coastal Reserves buildings & infrastructure	\$ 12,733,456	54%
Vehicles & equipment	\$ 755,018	3%



TOTAL
\$23,477,261

About Barwon Coast Committee of Management Inc.



Who we are

The Barwon Coast Committee of Management Inc. (Barwon Coast) is appointed as the marine and coastal Crown land manager by the Minister for Environment and Climate Action under the *Crown Land (Reserves) Act 1978*.

The coastal Crown land covers 19km on the southern Bellarine Peninsula, extending from 7W at Collendina, including beaches and foreshores around Ocean Grove, Barwon Heads, 13th Beach, Bancoora and Breamlea, through to the east side of Thompson Creek beyond the Breamlea township (excluding a small stretch of coast adjoining the Black Rock Water Reclamation Plant).

Barwon Coast has the charter to protect and enhance the reserves' natural environment and provide opportunities for residents and visitors to enjoy the area.

Operations include management of caravan parks (Barwon Heads Caravan Park, Riverview Family Caravan Park, Riverside Campground and Breamlea Caravan Park), the Breamlea General Store plus Licensed Post Office, the foreshores of Ocean Grove, Barwon Heads, Thirteenth Beach, Bancoora and Breamlea, the management of the Port of Barwon Heads as well as provision of various commercial leases and licences.

All revenue raised is reinvested to care for the natural environment and to provide facilities and infrastructure along the coast for use and enjoyment by all.

What we do

Natural resource protection

We care for and protect the local coastal and marine environments including native plants and wildlife.

Through the sustainable development and maintenance of facilities and infrastructure, we provide coastal amenity and access for all.

Make Wadawurrung Culture & Country strong

Guided by the Wadawurrung Traditional Owners Aboriginal Corporation, we celebrate and protect cultural heritage and support the achievement of their Country Plan's vision.

Commercial leases & licences

We work with coastal business operators and leaseholders to provide services for the local community and visitors.

Local Port operations

Through management of the Local Port of Barwon Heads, we support safe boating practices.

Accommodation services

We provide access to the coast and support local tourism through the operation of three caravan parks and a seasonal campground.

Community engagement

Our education program shares coastal conservation knowledge to empower the next generation, and we work with our local communities and partner organisations to care for the coast.

About Barwon Coast Committee of Management Inc. (cont.)

Our funding

Barwon Coast generates approximately \$9.5m in funds annually, from the direct and indirect operation of activities that occur on the reserve, including the operation of caravan and camping parks, and through leases, licences and permits. This is supplemented by securing Grants for specific projects.

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

Barwon Coast receives no recurring funding from federal, state or local government.

Our partners

Barwon Coast partners with Traditional Owners, the local community and stakeholders including:

- Wadawurrung Traditional Owners Aboriginal Corporation
- Department of Energy, Environment & Climate Action
- Department of Transport & Planning
- Maritime Safety Victoria
- Victoria Police
- Parks Victoria
- Barwon Water
- City of Greater Geelong
- Corangamite Catchment Management Authority
- Bellarine Catchment Network
- Coastcare Victoria
- BirdLife Australia
- Zoos Victoria Marine Response Unit
- Victorian Fisheries Authority
- Local environmental volunteer groups
- Local community members & visitors to the coast

Barwon Coast area of jurisdiction

Barwon Coast uses precincts to divide the Reserves into seven management areas, these include six distinct landscape precincts and accommodation services as the principal commercial activity.

Accommodation Services

- Barwon Heads Caravan Park
- Riverside Campground
- Riverview Family Caravan Park
- Breamlea Caravan Park

Area of jurisdiction

AREAS MANAGED BY BARWON COAST



Relevant legislation

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

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

Acts

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

Policies & guidelines

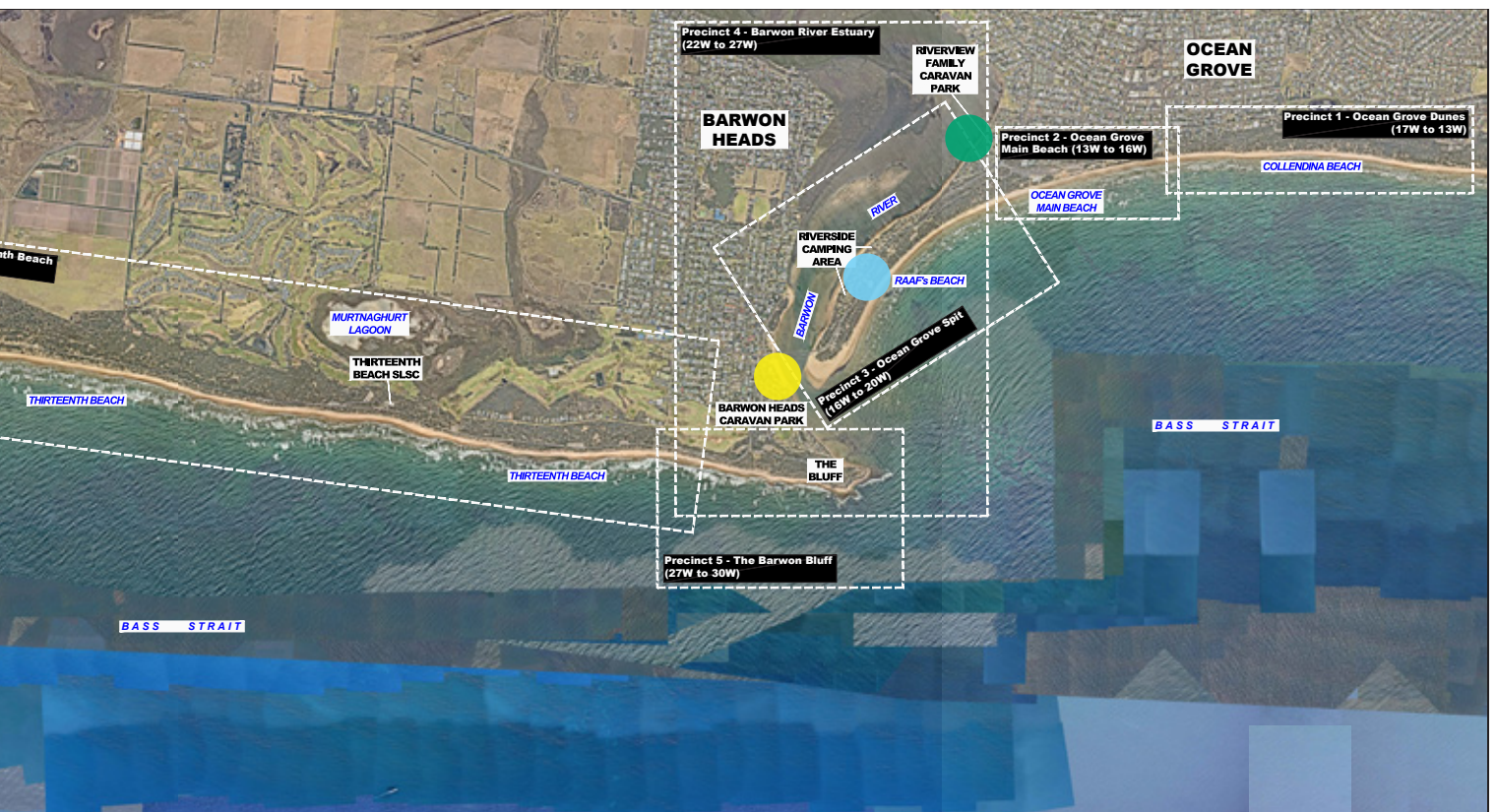
- Marine & Coastal Policy 2020
- Siting & Design Guidelines for Structures on the Victorian coast, (May 2020)
- Policy statement – improving equity of access to Crown land caravan & camping parks 2011

Barwon Coast has a five-year management agreement with Department of Transport for the Local Port of Barwon Heads. Barwon Coast is appointed as Waterway Manager, empowered under the *Port Management Act 1995* and under the *Marine Safety Act 2010*.

The responsible Victorian Ministers for the reporting period:

July 2022 to December 2022 – The Hon. Lily D'Ambrosio MP, Minister for Energy, Environment & Climate Change.

December 2022 to June 2023 – The Hon. Ingrid Stitt, Minister for Environment.



Committee Members & Management Team

Under the *Crown Land (Reserves) Act 1978*, the Minister for Energy, Environment & Climate Change appoints Committee Members for a term of up to three years. Committee Members operate in a voluntary capacity, meeting monthly to oversee and provide direction to the CEO.

The Committee also forms Sub-Committees when required. During the reporting period, the following were in place; Audit Sub-Committee, People & Culture Sub-Committee, Business Development & Continuity Sub-Committee, plus Culture, Heritage & Education Sub-Committee.

Committee Members

Committee Members throughout the year of this Report are:



Sandra Gatehouse, Chair

Qualifications: B Jurisprudence.
LLB Monash

Experience: Sandra is a lawyer by training with a diverse range of management and legal experience in public sector

governance and communications. She has demonstrated capacity in risk management, contracting, strategic planning and stakeholder management and is an active participant in community affairs.

Sub-Committees: Business Development & Continuity (Chair), People & Culture (ex-officio), Audit (ex-officio), Culture, Heritage & Education.

Peter Farrell, Deputy Chair

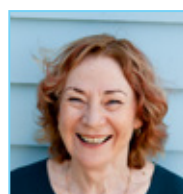


Qualifications: M Forest Sci, B Forest Sci (Hons), Dip Forestry (Creswick)

Experience: Peter worked in natural resource management for his entire career, mostly in North East Victoria where he was Regional Director

responsible for the delivery of public land, forest and fire management plus environmental programs. 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. Peter is also Treasurer of Community Garden Ocean Grove.

Sub-Committees: Audit (Chair), People & Culture.



Meredith Blackstock, Member

Qualifications: Grad. Dip. Erg., MBA, GAICD

Experience: 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 companies across the manufacturing, distribution and maritime industries. Meredith has been a Director of the Western Community Legal Centre (T/A Westjustice) since 2015.

Sub-Committees: Culture, Heritage & Education (Chair), People & Culture.



Stuart Brown, Member (commenced Oct-22)

Qualifications: Chartered Accountant, GAICD, MBA

Experience: Stuart is an experienced commercial finance leader with a diverse

background, including non-profit, NYSE and ASX listed organisations, and has held finance leadership roles in many organisations across Australia, Asia and Europe. Stuart has broad experience in corporate governance, is currently a Non-Executive Director at a community legal organisation, and leads the Finance function for a well-known charity. He has a keen interest in conserving the natural environment along the Barwon Coast coastal reserves.

Sub-Committees: Audit.



Phil Emery, Member

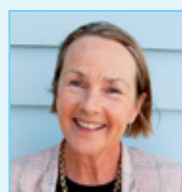
(Jul to Oct 2022, resigned Oct-22)

Qualifications: B.Sc, Dip. Ed.

Experience: During his professional career, Phil has been appointed to a wide range of challenging positions

in science and technology education, and has served as General Manager and CEO for a range of local and overseas companies. Phil is also President of Ocean Grove's Shell Road Pavilion Board of Management, a member of the Barwon Health Human Research Ethics Committee (HREC), and the founder/Grand Master of Ocean Grove Harriers Running club since 1985.

Sub-Committees: People Culture & Remuneration (Chair); Audit (ex-officio), Culture & Heritage (ex officio).



Geraldine Keely, Member

(commenced Oct-22)

Qualifications: Critical Care Registered Nurse

Experience: Gerry is a Registered Nurse with an extensive background in

critical care nursing and health service management roles, including six years in the regional office of the Department of Health. She has held a previous board role at Timboon District Health Service and currently works at Barwon Health. Gerry has lived in Barwon Heads for the past 19 years after moving with her family from Melbourne, and is an active participant in the local community and a keen gardener.

Sub-Committees: Business Development & Continuity, Audit.



Shelly Fanning, Member

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

Experience: Shelly is Managing Director of Coastal Planning and sessional

lecturer at Deakin University's School of Architecture and Built Environment. Shelly's areas of expertise are strategic/statutory land use planning and litigation. Her extensive experience has provided her with a broad understanding of land use practices in both the public and private sector. Shelly was a resident of Barwon Heads for six years and currently resides along the Great Ocean Road. She is passionate about caring for the coastal environment.

Sub-Committees: People & Culture (Chair), Business Development & Continuity.



Naomi Wells, Member

(commenced Oct-22)

Qualifications: B.Sc. Biology (Hons)

Experience: Naomi specialises in community engagement, environmental education and graphic design, and

leads education and community engagement projects for the Bellarine Catchment Network. Naomi has a strong connection to the Barwon Heads area having worked closely with the Festival of the Sea and Friends of the Bluff on a variety of community projects. She is very passionate about biodiversity and the protection of our environment. Naomi also serves on the Geelong Field Naturalists Club as Minutes Secretary. She is passionate about promoting and celebrating diversity and inclusion for all with a particular focus on Traditional Owners and the LGBTQIA+ community.

Sub-Committees: Business Development & Continuity, Audit.

Committee Attendance

During the financial year, 11 normal Committee meetings, plus three Audit Sub-Committee, two Business Development & Continuity Sub-Committee, six Culture, Heritage & Education Sub-Committee and two People & Culture Sub-Committee meetings were held. Attendances by each Committee Member were as follows:

	Committee Meetings	Audit Sub-Committee	Business Development & Continuity Sub-Committee	Culture, Heritage & Education Sub-Committee	People & Culture Sub-Committee
Members	Attend/ Eligible to Attend	Attend/ Eligible to Attend	Attend/ Eligible to Attend	Attend/ Eligible to Attend	Attend/ Eligible to Attend
Sandy Gatehouse	11/11	3/3	2/2	5/6	2/2
Peter Farrell	10/11	3/3	N/A	N/A	1/2
Meredith Blackstock	11/11	N/A	N/A	6/6	2/2
Stuart Brown	8/8	3/3	N/A	N/A	N/A
Phil Emery	4/4	N/A	N/A	N/A	N/A
Shelly Fanning	10/11	N/A	1/2	N/A	2/2
Geraldine Keely	8/8	3/3	2/2	N/A	N/A
Naomi Wells	7/8	N/A	N/A	3/4	N/A

Management Team

The Barwon Coast management team during the reporting period consisted of:



**Gary McPike,
Chief Executive Officer**

Experience & expertise: Gary has over 21 years' experience in all aspects of coastal Crown land management including involvement in State policy

development. Gary was Executive Officer for Otway Coast Committee of Management from 2002 to 2015 and for the last six years has worked as General Manager and CEO at Barwon Coast. Prior to his career in coastal management Gary was a successful business proprietor for 16 years and a major event organiser, being a founding member of the Apollo Bay Music Festival and serving as its President for seven years until 2002. Gary places high value on the importance of community, and during his 30 years as a resident of Apollo Bay was President of the Rotary Club of Apollo Bay Otways, President of the Apollo Bay Youth Club Inc., and the Apollo Bay Community Website Inc. as well a member of the Apollo Bay Aquatic Centre Inc. Committee. He was also Chairman of the Apollo Bay Community Bank Board for seven years.

Special Responsibilities: attending Audit Sub-Committee, Culture, Heritage & Education Sub-Committee, People & Culture Sub-Committee and Business Development & Continuity Sub-Committee meetings, plus the development of the risk management framework, policy and plan.



**Adrian Connan,
Accommodation Services Manager**

Qualifications: B.Bus (Administration)

Experience: Adrian has a hospitality, property management and financial management background and 20 years

senior management experience in high quality resort and residential conference environments. Adrian has a deep understanding of hospitality service operations and the systems, frameworks and models that foster good performance and results. Adrian is an Ocean Grove resident and a frequent user of the tracks, trails and coastline Barwon Coast care for.



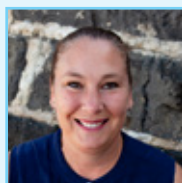
**Robbie Cullen,
Corporate Services Manager**

Qualifications: BCom, GradDipCA

Experience: Robbie trained as a Chartered Accountant at KPMG Melbourne. Robbie has held commercial leadership roles

across Victoria and Auckland, including guiding three multi-national retail/hospitality businesses through periods of significant growth. Robbie's responsibilities include Finance, Risk, People and Culture and IT.

Special Responsibilities: attending and administering the Audit Sub-Committee and People & Culture Sub-Committee, plus attending Business Development & Continuity Sub-Committee meetings.



**Stephanie Davey,
Human Resources Manager
(resigned Nov-22)**

Qualifications: BSc (Hons), Post Grad Cert HR Mgmt, MAHRI

Experience: Over 17 years as an HR professional working across various sectors. Stephanie has a passion for providing HR solutions in the areas of legislative compliance, strategic HR planning and team engagement. Stephanie is particularly interested in adult learning and development principles and always puts the health and wellness of our team first. Striving to maintain a positive and inclusive culture is key to Stephanie's success. Stephanie is certified in Mental Health First Aid, holds a Certificate IV in Training and Assessment and completed the Leaders for Geelong program in June 2022.

Special Responsibilities: Attending People, Culture & Remuneration Sub-Committee, Audit Sub-Committee, Implementing the Risk Management framework.

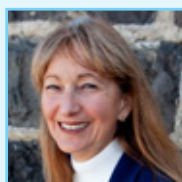


**Paul Gangell,
General Manager of Operations**

Qualifications: Advanced Diploma in Management, Certificate in Horticulture, National Certificate in Parks Management and Prince 2 Project Management Certification

Experience: Paul has over 30 years experience in operations management, particularly in the development of coastal public reserves for state and local governments. With a strong background in horticulture, project management and asset management, Paul has delivered nationally award-winning projects while also developing service delivery plans that have been internationally recognised. This includes the prestigious green flag award at the City of Greater Bendigo where he was recently Manager of Parks and Open Space.

Special Responsibilities: Management representative Barwon Coast WHS Committee.



**Maddie Glynn, Community Liaison &
Education Manager (resigned Jan-23)**

Qualifications: Advanced Diploma Conservation Land Management, Training and Assessment Certificate IV

Experience: Maddie has extensive experience in natural resource management, fisheries and wildlife, emergency management, coastal planning and policy plus environmental education. In her spare time, Maddie assists wildlife in need and is a representative on the CoGG Rural and Peri Urban Advisory Committee.

Special Responsibilities: attending Culture, Heritage & Education Sub-Committee, CCMA Community Engagement Network, CoGG Biodiversity Working Group, Barwon Coast representative for numerous community groups.



Nicola Hyde, People & Culture Manager
(commenced Nov-22)

Qualifications: Bachelor of Business, Professional Certificate in Management, Graduate Diploma in Management

Experience: Nicola has extensive experience in guiding organisations in effective people and culture management; from strategic organisational design to recruitment and HR planning. Nicola is particularly passionate about harnessing and guiding Barwon Coast's values, culture and shared mission.

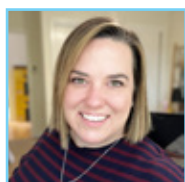
Special Responsibilities: attending People & Culture Sub-Committee meetings, plus attending Barwon Coast WHS meetings.



Kevin Johnson, Projects Manager

Qualifications: BArch, MTeach

Experience: As a registered Architect for 35 years working both in the government and private sectors, and a recently registered teacher, Kevin brings an eclectic mix of skills to Barwon Coast. His 13 years of work (part-time) with Barwon Coast in coastal projects, together with his professional practice as an Architect in a Geelong-based firm, has provided Barwon Coast with a broad knowledge and skill base in the delivery of coastal projects. He is also a practicing Teacher (part-time) and assists in the delivery of the Barwon Coast Education Program.



Ann Card, Communications & Engagement Coordinator

Qualifications: Bachelor of Arts (Public Relations), IAP2 Australasia Certificate of Engagement.

Experience: Ann has over 17 years' experience in professional communications and engagement, spanning consultancy, superannuation, local and state government industries. The thread connecting Ann's career has been using strategic communications to inform, educate and engage communities about important topics. Ann has a strong record of creating connection through content and consultation.



Liz Patterson, Coastal Planning Manager
(commenced Aug-22)

Qualifications: Bachelor Biological Science, Masters of Coastal Resource Management

Experience: Liz has 25 years' experience in the public and private sector in marine and coastal planning and management. She has led statewide teams in the development of marine and coastal legislation and policy, including the *Marine and Coastal Act 2018*, Marine and Coastal Policy 2020, Siting and Design Guidelines for Structures on the Victorian Coast 2019, and Victoria's Resilient Coast Adapting for 2100 + framework. Liz has also been the Executive Officer for the Victorian Coastal Council, an advisory body to the state government on marine and coastal issues.



Kate Wynn, Communications & Engagement Manager (resigned Dec-22)

Qualifications: B.Sc, B.Biol Sci (Hons), Grad Cert BA

Experience: Kate has over 20 years' experience in connecting communities within the natural resource management sector. Her work has focused on communications, community and stakeholder engagement, tourism marketing and coastal and marine science programs. Kate has successfully undertaken roles in tourism accommodation promotions, marine park planning, citizen science program development and management, water quality policy and natural resource management projects.

Special Responsibilities: attending Business Development & Continuity Sub-Committee meetings.

Our Team

Over the past 12 months we've focused on embedding our new Enterprise Agreement, building on our workplace culture and ensuring our organisational structure meets the requirements of Barwon Coast both now and in the future.



Above: Barwon Coast team members

During the 2022/23 Financial Year, 18 team members joined Barwon Coast and 12 left the organisation. The top two reasons for departure were professional development/ career advancement and higher wages. Organisational staff turnover was 17%. Two people participated in internal secondments and seven team members received higher duty allowances. There was one newly created role: Building Maintenance Officer (full time). We also undertook reviews within the organisation to ensure a more streamlined, clearer reporting structure.

1. The resignation of a few of our key leaders precipitated the review of their Position Descriptions and reporting lines. This work has ensured that the Management team is aligned with the current and future direction of the organisation.
2. The Caravan Park leadership structure was reviewed following the retirement of our Barwon Heads Caravan Park Managers. The new structure reflects the park's operational direction and ensures pay parity for caravan park leaders.

Other highlights

Our Workplace Health & Safety Officer role increased to full time from early 2023, reflecting our commitment to the safety of all people on Barwon Coast land.

Our People Matter Survey results for 2023 saw an 8% increase in participation rates across the organisation. Importantly, this year each workgroup had 10 or more people

complete the survey, enabling us to analyse results at a workgroup level (not just on overall organisational level). The results will help inform action plans to further improve our culture, wellbeing and engagement.

We have been working on nurturing our culture at Barwon Coast. We have developed a new performance management structure focusing on employee growth and contribution.

We have fostered workplace engagement by conducting monthly all staff meetings (typically a BBQ lunch with an information presentation and time to connect).

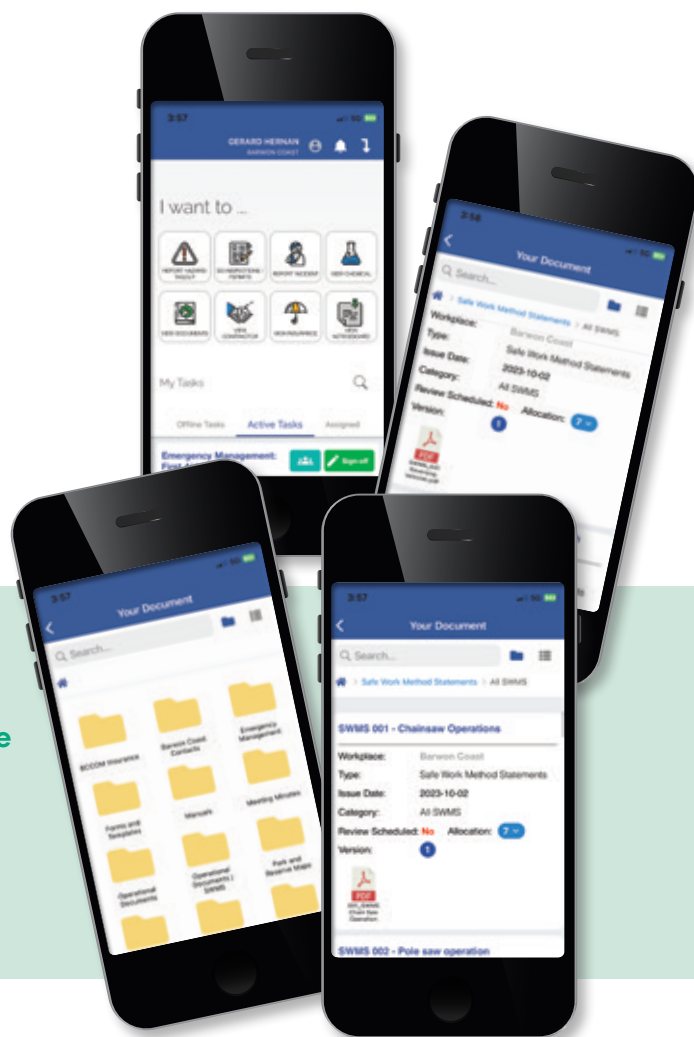
Our team participated in the following training:

- Mental Health First Aid
- Return to Work Coordinator
- Equal Opportunity & Harassment Training
- Manual Handling Training
- OHS Training
- Critical Decision-Making training
- Staff Training Session at Bancoora Beach on local area
- People Management Training
- First Aid Training
- Fire Safety Training & Emergency Control
- HSR Training

Workplace Health & Safety

It was a big year for workplace health and safety improvements for Barwon Coast. Some of the highlights included:

- Completing development of Safe Work Method Statements (SWMS) for all standard tasks and importantly, SWMS for high-risk work.
- We conducted 'Safety Leadership' workshops for all staff which covered OHS legislation, how to assess risk, critical decision making and other important methods for all staff to be effective safety leaders.
- Appointment of a full time Workplace Health & Safety Officer who has brought great knowledge and energy to this important function.



Launch of Safety Champion App to Barwon Coast

- allows staff & managers to easily communicate safety concerns & requirements in real time

The app enables our staff to report incidents/hazards including photos and geolocation in the field which alerts their manager/team leader instantly. It also allows workers access to important safety documents in the field wherever they are working.

Incident management

Between 1 July 2022 and 30 June 2023, a total of 81 incidents were raised (21 of these involved members of the public). These included 19 security incidents, 15 vehicle incidents, 13 slips/trips/falls, and eight manual handling incidents.

The second half of the financial year saw a significant increase in incidents reported, due largely to the ease of incident reporting through the Safety Champion App. Introduced in December, the App made it quicker and simpler to capture incident reporting on site, resulting in an increase from an average of 4.2 incidents per month previously, to 8.4 incidents reported per month via the App.

There were five notifiable incidents to WorkSafe, these are incidents that require notification to the OHS regulator (WorkSafe Victoria). Barwon Coast remains committed to improving ways to reduce workplace injuries through early intervention and supportive return to work practices to reduce claim costs.

Planning

Coastal & Marine Management Plan

The *Marine and Coastal Act 2018* requires the development of a Coastal and Marine Management Plan 2020-25 (CMMP) that:

Sets out the land management requirements for the area

Includes an implementation plan with a 5-year action program

Is consistent with the Marine & Coastal Policy 2020 and Marine & Coastal Strategy 2022

The objectives and strategies of the Marine & Coastal Policy 2020 underpin the strategic directions outlined in the Barwon Coast Coastal & Marine Management Plan 2020-2025 (CMMP).

Barwon Coast's CMMP was approved by the Minister for Energy, Environment and Climate Change on 12 December 2021. It guides planning and operations for the future, setting the vision, ten-year objectives, priority actions and outcomes for the next five years.

Barwon Coast's community and stakeholder views, together with legislative and policy directions, have informed the planning process to create a sustainable plan, for the future use of the Barwon Coast area.

In line with these inputs, the CMMP focuses on:

- Recognising the rights, aspirations and knowledge of Traditional Owners and protecting cultural heritage
- The protection and enhancement of the natural environment, habitats and biodiversity
- Planning for the increasing effects of climate change
- Ensuring Barwon Coast's financial viability
- Management of infrastructure facilities to support use and enjoyment of the coast
- Ensuring an integrated approach to coastal and marine management in partnership with adjacent land and water management

Precinct Master Plans

Barwon Coast has divided the reserve into six separate precincts plus a precinct for accommodation services (caravan parks). Each precinct has a distinct role in the region and is valued for different attributes and assets.

A priority of Barwon Coast is to develop individual Master Plans for each precinct. These Master Plans are expected to provide detailed planning for use and development over a ten-year period.

The first Master Plan being developed is for the caravan park/camping areas.

The purpose of the Caravan & Camping Parks Master Plan is to:

- Support greater connection to Wadawurrung Country
- Protect and enhance the cultural and environmental values in the parks
- Enable flexibility to adapt to the impacts of climate change across the parks
- Enhance connection to place, family and friends and an overall sense of stewardship of the coast
- Support opportunities for people to access affordable coastal camping experiences
- Provide future layout for camping areas and accommodation types that support the financial needs of Barwon Coast managing the whole of the reserve
- Identify key actions for improvements to the parks over the next ten years
- Guide asset renewal priorities to ensure the visitor experience is maintained at a high standard

Barwon Coast worked with consultants Otium Planning Group to develop a draft Master Plan. The draft Master Plan was open for public consultation from 21 August to 2 October 2023.

Grants to support implementing CMMP

Barwon Coast was successful in receiving the following grants from DEECA:

- \$90,000 for implementing Victoria's Resilient Coast Adapting to 2100+ program to develop a Coastal Adaptation Plan for Bancoora Beach
- \$35,000 for the development of a Master Plan for the recreational node of Barwon Heads from Ozone Jetty to the Barwon Heads Bluff
- \$197,680 for the replacement of Beach Access Stairs at 17W West and 36W. These works are partially funded through DEECA Coastal Protection and Risk Grant

Barwon Coast also received \$20,000 for Water Sustainability initiatives from Barwon Water. This helps fund continued water efficiency projects.

Marine & Coastal Management Act Consents

Barwon Coast has submitted four Marine & Coastal Management Act Consent Applications to the Department for Energy, Environment and Climate Action for consideration. They are related to projects for safety and infrastructure renewal.

Caring for Dja (Country) with the Wadawurrung People

The Barwon Coast coastal reserves are on Wadawurrung Country.

The reporting period saw a strengthening of Barwon Coast's relationship with the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC). We established monthly planning meetings with a representative of WTOAC that underpins our work with the Wadawurrung. The planning meetings allow us to align our annual workplan with the vision and goals outlined in 'Paleert Tjaara Dja, Let's Make Country Good Together 2020-2030', the Wadawurrung Country Plan.

Bukareeyoo – returning language to Country

The area of land known informally as the Ocean Grove Spit was officially gazetted 'Bukareeyoo' on 29 June 2023. Bukareeyoo is a Wadawurrung word meaning 'between' as it sits between the river and ocean. This was a project completed in partnership with the Wadawurrung Traditional Owners Aboriginal Corporation. While the work to complete the formal naming was done in the financial year of 2023, the celebration of on Country with the community and Wadawurrung members took place on 26 August 2023.



Above: Local community arriving to join Wadawurrung members and Barwon Coast team for a sunrise ceremony to officially launch the naming of Bukareeyoo on 26 August 2023.

Strategic planning

Barwon Coast has worked closely with Wadawurrung Traditional Owners Aboriginal Corporation, on strategic projects, such as the Caravan & Camping Parks Master Plan, Marine and Coastal Management Act Consent Applications for use and development on coastal Crown land, plus development of the draft Barwon Coast Community Engagement Framework.

Wadawurrung on Country

Barwon Coast assisted Wadawurrung Traditional Owners Aboriginal Corporation in organising their on-Country weekend in Barwon Heads in late August 2023. The majority of planning for this was completed in April-June 2023. The weekend including a 'Sharing Day' with staff from Barwon Coast and Wadawurrung Elders and community on marine and coastal issues.

Protecting & enhancing the natural environment & cultural values

The environmental activities of staff across Coastal Operations, Community Education & Engagement, and Caravan Park businesses at Barwon Coast are complemented by professional services as required to maximise our outcomes.

Partnerships with adjoining land managers and support of community volunteers help broaden the knowledge and inform the best practice methods, with programs focused on pest plant control, pest animal control and wildlife protection. The programs provide healthy habitat for flora and fauna for future generations.



Above: Slaty Helmet Orchid

Flora

The Natural Resource Management team implements a continuing works program to address pest plant threats and protect vulnerable species observed throughout the dune system. The works program is supported through use of contractors.

The skills and attention to detail of Barwon Coast staff working in the field have improved our understanding of the diversity and abundance of plant species in the sand dune system. Pleasingly, staff observations recognise an increasing abundance of orchid species which are indicators of a healthy environment.

Volunteer support assists staff with planting activities, pest plant control and maintenance of planted areas.



Above: Hooded Plover with chick

Fauna

Barwon Coast staff are alert and responsive to the needs of wildlife across the coastal reserves.

The value of fauna is a focus to guide resource allocation and extending education outreach activity into the community. During 2022/23, key fauna protection and management activities included:

- Protecting the Hooded Plover, a threatened beach nesting bird. This resulted in monitoring and people management at six breeding sites. Excitingly, two successful fledglings were captured and banded as part of a Citizen Science project in conjunction with Birdlife Australia
- Continuing our remote camera program across the Reserves sand dunes, in order to build awareness of indigenous fauna and the presence and location of introduced species within the dune systems



Above: Swamp Wallabies were amongst the wildlife to receive wellbeing support from the Barwon Coast team.

Pest plants

A persistent approach to managing woody and grass pest plants across the Reserves is currently a key activity, with staff also remaining alert to new and emerging pests.

In performing pest plant management works, staff apply care in the use of herbicides and manual removal activities, supported by skilled contractors.

Pest animals

Barwon Coast operates an active pest animal control program with specific focus on the European Rabbit and Red Fox across the coastal Crown land reserves of Barwon Heads and Ocean Grove. Other introduced pest fauna that are recognised and targeted include cats and rats.

Staff have significant knowledge of the Reserve and of control methods utilising baiting, trapping and fumigation techniques for outcomes that improve the habitat values of the dunes.

Wildlife support

- For this financial period the Barwon Coast team provided wellbeing support to in excess of 20 wildlife species. This included seals, penguins, dolphins, wallabies, possums and two White-Faced Storm Petrels
- Notable wildlife sightings included Royal Spoonbills, Sooty Oystercatchers, Peregrine Falcons, Velella's and Bluebottles

Over the 22/23 financial year, our Natural Resources and Environment team performed:

880 hours managing pest plants along our coastline

312 hours managing pest animals, including feral cats, foxes & rabbits

557 hours protecting threatened species including the Hooded Plover along our coastline

Provided support to in excess of **20** wildlife species including seals, wallabies, possums, snakes & numerous birds, both terrestrial & marine

Public access, use & provision of facilities

Managing public use and development of coastal reserve land.

Infrastructure & facilities

Barwon Coast maintains a range of infrastructure and facilities for visitors, including toilets, showers, playgrounds, BBQ areas, beach accesses, walking paths and car parks. With eleven public toilet blocks and well-utilised playgrounds in Barwon Heads and Ocean Grove Main Beach, staff are kept busy meeting community expectations. Barwon Coast staff recorded 1,668 hours specifically maintaining this infrastructure.

Public open spaces

Barwon Coast also provides services to improve amenity for visitors to our beaches, walking tracks and other public open spaces. This service includes daily monitoring of beach cleanliness, picking up rubbish along the beaches and throughout the Reserve, mowing, pruning and general grounds maintenance. 12,027 hours of this work was recorded by Barwon Coast staff during the reporting period.



Above: Barwon Coast worked with Wadawurrung Artist BJ O'Toole in developing artwork for our new drinking fountains with two installed in 2022/23 and more planned for 2023/24.

Asset & safety protection

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

- Compliance with planning, building and other regulatory requirements in construction activities
- Essential safety services in public buildings (including Barwon Coast managed leases)
- Seven playgrounds (public and within caravan parks)
- Fire services in caravan parks
- Tree inspections
- Monthly access reports across the entire coastal Reserves

3,164 cubic metres of rubbish was removed from the reserves & caravan parks

23% of this was sent for recycling



Above: Barwon Coast Operations Team members



Above: Ocean Grove Main Beach irrigation & turf renewal



Above: Barwon Coast electric vehicle

Infrastructure & facility upgrades

During this reporting period Barwon Coast, in consultation with a range of stakeholders, undertook planning for or delivered a number of community-based infrastructure and facility upgrades which included:

Beach access stairs in Ocean Grove were replaced at 17W and 12W. The project improved beach accessibility and was funded in partnership with DEECA.

CCTV installation the installation of CCTV cameras at Ocean Grove Main Beach, Barwon Heads Bridge and Flinders Playspace has greatly improved the passive surveillance of these areas. This project was funded by Barwon Coast with the support of VICPOL and City of Greater Geelong.

Drinking fountains were installed at Ocean Grove Main Beach providing full accessibility, and include artwork by Wadawurrung Artist BJ OToole.

Barwon Bluff pathway & fencing renewal – this included the replacement of degraded fencing, balustrading and pathway material. These vital works aim to reduce risk for Bluff users, while also protecting fauna and flora of this important site.

Asset renewal programs – also provided for the re-sheeting of 1,250m² of coastal trail and 1,100 metres of coastal dune fencing.

Electric vehicles – Barwon Coast purchased our first EV SUV, plus an EV Buggy for housekeeping. This sees our organisation's first step in reducing our reliance on petrol powered vehicles. Three more vehicles are identified for a changeover to electric in the 2023/24 year, which will bring our total electric fleet to five.

Solar panels – with the support of DEECA Solar on Public Buildings program, the \$200k project resulted in 95kw of energy generation being installed on seven buildings at Ocean Grove and Barwon Heads, including the Barwon Heads Football Netball Club. The immediate outcome will significantly reduce our energy costs, while also providing new charging points for Barwon Coast electric vehicles.

Ocean Grove Main Beach irrigation & turf renewal – a new irrigation system and replacement of turf with warm season grass provided a significant improvement to this precinct.

Ocean Grove Main Beach toilet block – required significant maintenance works, which commenced in the previous reporting period and completed in August 2022. The work comprised sand blasting and repainting all steelwork, a new roof covering, repainting throughout, new epoxy flooring, modifying the accessible toilet doors and upgrades to internal fittings.

Barwon Estuary Heritage Centre – maintenance works including asbestos removal and replacement of rotten weatherboards commenced in the 2021/22 reporting period and were completed in July 2022.

Toilet Block TB5, Barwon Heads Caravan Park – the existing building was given a complete facelift and extended to include a family bathroom, improved structure, new fixtures and fittings plus a completely new aesthetic appeal in keeping with the style of other similar facilities close by.

Cuttlefish Cottage, Barwon Heads Caravan Park – works to improve accessibility at Cuttlefish Cottage including an extension for an accessible bathroom, widening certain internal doors, a new access ramp plus European-style laundry, commenced in the previous reporting period, and were completed in September 2022.

Accommodation

Barwon Coast is the largest accommodation provider on the Southern Bellarine. We manage three caravan parks and a seasonal campground, which offer a range of accommodation options for visitors to the region, tourists and families. Collectively, the parks generate the majority of Barwon Coast’s revenue, enabling the broader land management obligations of care and protection of the coastal reserves.

The caravan parks play an important role in providing opportunities for people to connect to and enjoy our coast. They also generate revenue to care for the natural environment and provide facilities and infrastructure to support local and visitor use.

The connection to place, created through return visits, supports generations of people respectfully enjoying these beautiful areas.

As a manager of Crown land, Barwon Coast is responsible for improving and supporting equity of access to its caravan parks and camping grounds. This is done by providing a range of accommodation options and styles at different price points from premium to budget. We aim to provide a ‘place and experience for everyone’ with accommodation options ranging from premium cabins to unpowered sites.

Throughout this financial year a key focus for Accommodation Services has been the development of a 10-year Master Plan for the caravan parks and campgrounds, including Breamlea Caravan Park, Barwon Heads Caravan Park, Riverview Family Caravan Park and Riverside Campground in Ocean Grove.

The Caravan and Camping Parks Draft Master Plan will set the direction for improvements and infrastructure priorities over the next 10 years, while enhancing the character of each park and protecting cultural and environmental values.

Riverview Family Caravan Park

2022/2023	Accommodation	Campsites	TMP Sites	Total
Number	7	118	377	502
Occupancy	51%	35%	97%	61%
Revenue	\$209k	\$840k	\$2,160k	\$3,209k

Located in Ocean Grove between the ocean and the river, Riverview has two distinct camping areas and experiences. There are well grassed, flat and generous powered casual camping sites available all year (well utilised from November to April), and Twelve-Month Permit (TMP) sites that support camping and connection to the river and contribute positively to the vibrancy and atmosphere of the park during the holiday season.

The caravan park’s location supports a broad range of recreational and leisure activities such as boating, fishing, sailing, surfing and walking. The park is a favorite with school groups exploring the Barwon River estuary and the rich cultural heritage of the Southern Bellarine. Skirted by a remnant Moonah woodland and saltbush on the river trail, the park celebrates and nurtures the native coastal vegetation.



Above: Riverview Family Caravan Park

Barwon Heads Caravan Park

2021/2022	Accommodation	Campsites	TMP Sites	Total
Number	20	255	159	434
Occupancy	72%	34%	96%	67%
Revenue	\$1,071k	\$1,640k	\$923k	\$3,634k

Barwon Heads Caravan Park is located where the Barwon River estuary meets Bass Strait and the Southern Ocean. It's a well-loved camping destination flanked at one end by the commanding limestone cliffs of the Bluff and at the other a stylish small town that celebrates local food, wine and coffee.

The caravan park has the most diverse mix of holiday options and the built accommodation particularly has a broad year-round appeal. The beach and boat houses with ocean and river views recorded an annual occupancy of 81% and the more traditional park style cabins achieved 72%.



Above: Barwon Heads Caravan Park

Riverside Campground (seasonal)

2021/2022	Campsites
Number	227
Occupancy	86%
Revenue	\$453k

For most of the year Riverside Campground is a much loved and well used public reserve located on the Ocean Grove side of the Barwon River. During the peak Summer season, Easter holiday period and Labour Day weekend, the campground provides a unique and authentic camping experience amongst the coastal vegetation, and our visitors enjoy views and direct access to the river and the beach.

Breamlea Caravan Park

Apr-Jun 2022	Accommodation	Campsites	TMP Sites	Total
Number	4	79	62	145
Occupancy	35%	21%	98%	51%
Revenue	\$98k	\$315k	\$299k	\$712k

The hamlet of Breamlea is one of the most secluded and special destinations on the Southern Bellarine. With a permanent population of less than 200 residents, Breamlea has a rich history and is an area of considerable cultural significance. The Breamlea Caravan Park has the feeling of a bush camping experience and the personality of a vigorous coastal destination.

For the first full year of operation, the Park has performed well and exceeded the occupancy and financial targets set. The Park looks and feels as good as it ever has after extensive tree maintenance to ensure the health of the vegetation and safety of visitors, and the security, access and administrative systems have been upgraded to better reflect guest expectations.

Communications & community engagement

We care for the coast – collaboratively. We work closely with the Traditional Owners – the Wadawurrung People, plus local volunteer community groups, partner organisations, local communities, campers and visitors, to care for the coast.

Our communications and community engagement work at Barwon Coast includes connecting with community, volunteer support, caravan park marketing, events and media initiatives. We have a Communications and Engagement team that provides support and expertise across the organisation.

#WeCareForTheCoast

Engagement

During the reporting period Barwon Coast progressed several projects where community and stakeholder engagement is integral to project outcomes. Highlights included:

- A community survey was conducted to help Barwon Coast understand community thoughts and ideas in relation to the proposal to rename the land informally known as Ocean Grove Spit to 'Bukareeyoo' and returning Wadawurrung Language to Country.
- A series of community and staff workshops to provide direction on community engagement planning and activities conducted by the Barwon Coast Committee of Management, the management team plus staff for the next five years.
- A community feedback survey on the second year of a two-year trial of a dog-prohibited area at Ocean Grove Main Beach. This was a partnership with the City of Greater Geelong. 837 responses and seven submissions were received through the engagement process, which helped inform the decision-making process around dog control arrangements.
- Our National NAIDOC Week event attended by over 160 people, was a great opportunity for Barwon Coast to encourage connection to Country and celebrate our relationship with the Wadawurrung Traditional Owners Aboriginal Corporation.
- A community survey was also conducted for the resident and visiting communities at Breamlea and Bancoora over the 2022/23 summer; providing great insight into the issues of concern and visitation demographics.



Above: Community and camper drop-in information sessions about the draft Caravan and Camping Parks Master Plan.

Communications

Communications at Barwon Coast aims to support, highlight and promote the work of the organisation as well as educate and engage our local community.

This ranges from sharing community engagement opportunities, project updates, community newsletters, caravan park marketing campaigns, media and issues management, internal communications, signage, plus branding and design.

A new website was launched for Barwon Coast during the reporting period.

Communications snapshot

12,500+

followers on Facebook,
X (Twitter), LinkedIn
and Instagram

**7 social media
channels
4 websites**

330,000+

reach across our Facebook &
Instagram social media profiles

1,500+

community emails sent
about important topics

160+

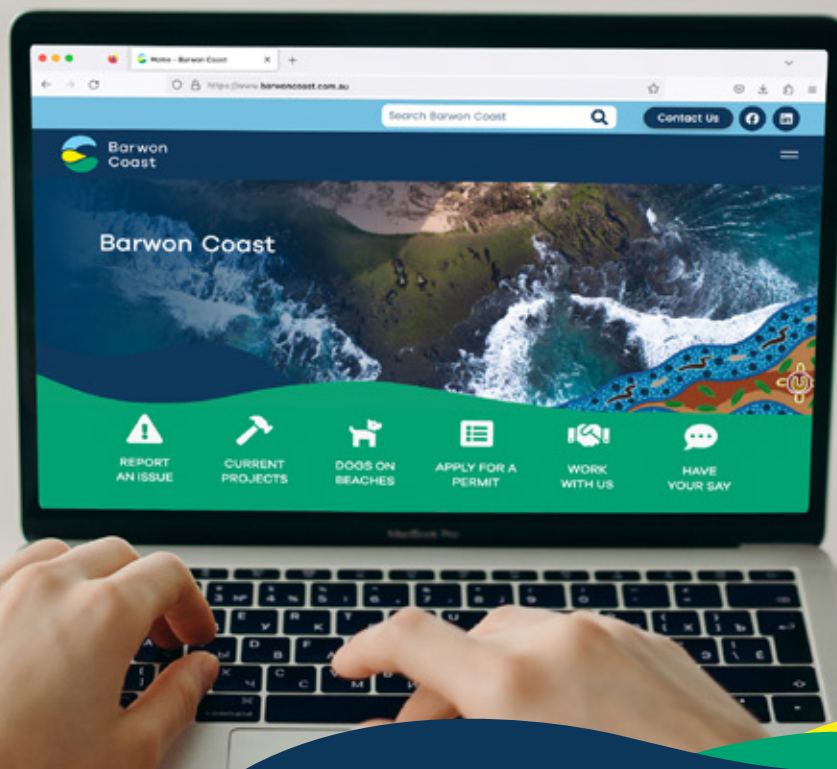
community members
attended our 2023 National
NAIDOC Week event

Over 450,000

visits to our 3 caravan
park websites

365 days a year
customer service provided
in three caravan parks

Barwon Coast Update
newsletters placed monthly in
3 local newspapers



Communications & community engagement (cont.)

Volunteer support

Barwon Coast recognises and values the work of local volunteer organisations dedicated to caring for our coastline. These include:

Barwon EstuaryWatch

Barwon Coast supported the Barwon EstuaryWatch group by providing a hub for volunteers to meet, calibrate equipment and store water quality testing kits. The Barwon EstuaryWatch, Barwon Estuary Water Quality Monitoring Program (BEMP2) and Thompson EstuaryWatch groups have been active in monitoring environmental and recreational water quality, which will help inform waterway management.

Breamlea Coastcare

Breamlea Coastcare comprises 10 volunteers who meet each Monday to weed or plant in the reserves surrounding Breamlea village. This year the group spent a total of 310 hours and this time was divided over three land jurisdictions: Barwon Coast – 150 hours, Parks Victoria – 90 hours and CoGG – 70 hours. Breamlea Coastcare welcome anyone who may wish to join them and experience friendship, joy in keeping weeds in check and time in the outdoors.



Above: Rock pools beneath The Bluff

Friends of the Bluff

Formed in 1994, volunteer environment group Friends of the Bluff curate events and activities aimed at raising the understanding and appreciation of marine and coastal habitats in Barwon Heads. They conduct working bees, walks & talks, education programs, children's activities, festival events and a monthly 'Conservation Conversations' lecture series.

Find Friends of the Bluff at www.barwonbluff.com.au



Above: Barwon Estuary Heritage Centre

Friends of the Lobster Pot

During 2022, the Lobster Pot and Barwon Coast had a series of meetings to establish the direction of the Barwon Estuary Heritage Centre redevelopment, and with a generous grant from Bendigo Bank we have been able to engage professionals to help scope the entire project.

After a two-year closure, a small pop-up display was set up in the Education Centre during January 2023, and over 270 visitors attended. With such an enthusiastic response, the aim to refresh the entire Centre for an Easter reopening was planned for. A weekly working bee, massive clean out, and hundreds of volunteer hours later, the Centre was reopened for four afternoons over Easter and 400 visitors arrived to explore the collections. Although there are only eight active members, the Centre is opened every Sunday afternoon for locals and tourist to learn, engage and explore, and since Easter approximately 480 visitors have come through the door.

A wonderful Night at the Museum held during May attracted 90 attendees who enjoyed local speakers on the history, geology and natural world of Barwon Heads.

Friends of the Lobster Pot were successful in securing a Grant from Australian Museums & Galleries Association for a Museum Conservator to train the team over six days in digitising, photographing, cataloguing and preserving items from the collection to upload onto the Victorian Collection database for public access. This will be an ongoing process.

With a new revitalised space, planned activities for the next reporting period include regular monthly Nights at the Museum with Friends of the Bluff volunteer group, as well as hosting a book launch, Geelong's Nature Festival, and a display of artistic Jellyfish for the Bellarine Arts Trail in November.

Since reopening, over 1,200 visitors have discovered and engaged with the Barwon Estuary Heritage Centre.



Above: Seal – part of the display at the Lobster Pot



Above: Barwon Estuary Heritage Centre, home of The Lobster Pot

Community projects supported by Barwon Coast

- Ocean Grove Coast Care – by assisting with community planting days along the coast
- Friends of Riverside Camping – by carrying out a planting day in Bukareeyoo
- Seasonal monitoring of Hooded Plovers – for Bird Life Australia's Beach Nesting birds' program
- Rotary Club of Ocean Grove – with assistance for The Great Barwon River Duck Race
- Bellarine Catchment network – by conducting public walk and talks around Barwon Heads Bluff
- Ocean Grove Primary school – during Annual Environment day with education sessions

Education

Barwon Coast delivers a wide range of free educational activities that are flexible and cater to all age groups and levels of environmental understanding. Many of these groups were supported by our broader Barwon Coast team.

This year, 250 students from 16 schools participated in classroom & field-based activities.

Commercial Leases & Licences

Under the *Crown Land (Reserves) Act 1978* Barwon Coast manages leases and licences on the Crown land reserves it manages.

Commercial Hospitality Leases

Barwon Coast has two significant commercial hospitality leases: the iconic At The Heads Restaurant (next to the public jetty at Barwon Heads), and The Dunes Restaurant and Kiosk within the surf beach complex at Ocean Grove Main Beach.

Sporting Club Leases

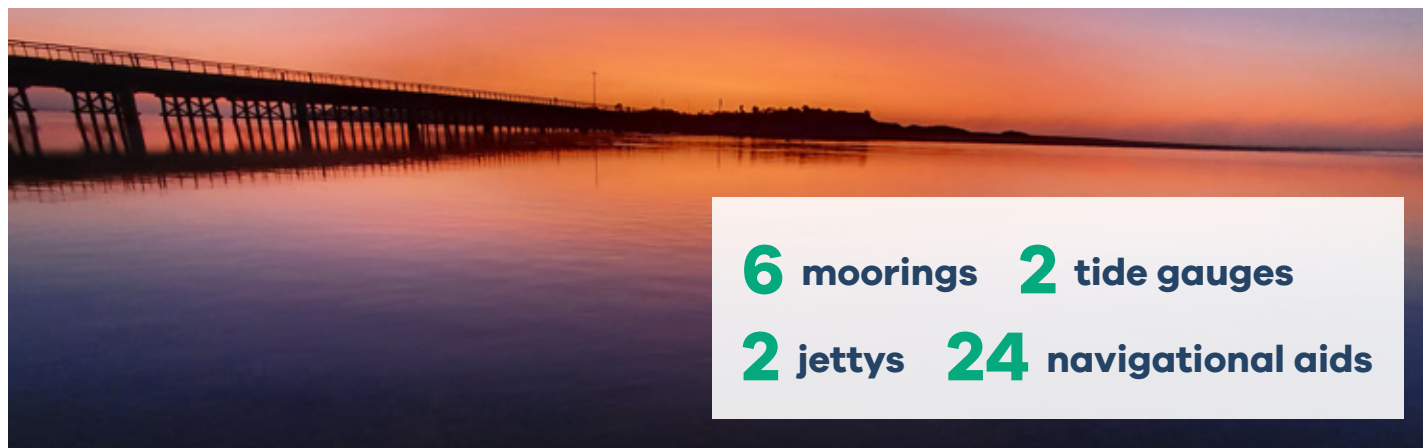
- **Barwon Heads Football and Netball Club** – hold a licence for seasonal use of the multi-purpose facility (MPF), the oval, netball courts and some car park areas within Barwon Heads Caravan Park. It also holds a lease for specific areas of the MPF
- **Ocean Grove Surf Life Saving Club** – hold a lease for their clubrooms in the Surf Beach Complex at Ocean Grove Main Beach

- **Barwon Heads 13th Beach Surf Life Saving Club** – holds a lease for their clubhouse at Thirteenth Beach and patrol tower and also a licence for the areas surrounding both buildings
- **Barwon Heads Sailing Association** – leases storeroom space in the Ozone Latrine building on Flinders Parade, Barwon Heads
- **Barwon Heads Golf Club** – leases a small parcel of coastal land at its 4th tee

Tour Operator Licences

- **12 Water Based Activity Licences** operating from the beaches and river
- **11 Activity Providers Licences** operating on our coastal reserves

Local Port of Barwon Heads



We manage the Local Port of Barwon Heads and seek to ensure safe, enjoyable and accessible boating for all.

Barwon Coast have a five-year management agreement with Transport Safety Victoria to oversee management of the Local Port of Barwon Heads. The Committee's CEO is the designated Port Manager, with daily operation overseen by delegated staff. The Local Port of Barwon Heads operations include responsibilities for two jetties, navigation aids and moorings.

Barwon Coast fulfils the role of Waterway Manager as appointed by Maritime Safety Victoria (MSV). We engage

with MSV officers and Water Police over the peak summer period to uphold waterway safety and oversee approved swing moorings in the Barwon River. The maintenance of lit navigational aids remains a focus of Local Port operations, including ensuring the aids meet MSV standards in order to protect mariner safety. During the reporting period Barwon Coast coordinated jetty head deck and pile works. Barwon Coast also upgraded river channel navigational aids, supported by the Boating Safety and Facility Program grant.

Financial Statements

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COMMITTEE'S REPORT

The committee members submit the financial report of Barwon Coast Committee of Management Inc. for the financial year ended 30 June 2023

COMMITTEE MEMBERS

The names of committee members throughout the year are:

Sandy Gatehouse	Phil Emery
Peter Farrell	Shelly Fanning
Meredith Blackstock	Geraldine Keely
Stuart Brown	Naomi Wells

PRINCIPAL ACTIVITIES

Barwon Coast Committee of Management Inc. ("Barwon Coast") was declared a corporation under section 14(2) of the *Victorian Crown Land (Reserves) Act 1978* from 1 July 1995. The registered office and principal place of operations is located at Barwon Heads, Victoria 3227. The principal activities of Barwon Coast during the financial year were 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.

Barwon Coast is responsible for the management of Crown land across Collendina, Ocean Grove, Barwon Heads, 13th Beach, Bancoora and Breamlea.

SIGNIFICANT CHANGES

None


OPERATING RESULT

	2023	2022
The net profit of Barwon Coast for the year:	300,604	1,421,448

AUDITOR'S INDEPENDENCE DECLARATION

The lead auditor's independence declaration for the year ended 30 June 2023 has been received and can be found on page 49 of the financial report.

This committee's report is signed in accordance with a resolution of the Committee of Management.



Sandra Gatehouse
Chair of the Committee

Dated this 19th of September 2023



Peter Farrell
Audit Sub-Committee Chair

COMPREHENSIVE INCOME STATEMENT

	Note	2023 \$	2022 \$
REVENUE			
Revenue from Operating Activities	2	8,822,136	8,734,809
Grants for Operating Activities	2	305,256	205,310
Grants for Capital Development	2	332,678	398,000
		9,460,070	9,338,119
EXPENDITURE			
Expenditure from Operating Activities	3	8,008,048	6,874,849
Depreciation	3	1,151,418	1,041,822
		9,159,466	7,916,671
SURPLUS FROM CONTINUING OPERATIONS		300,604	1,421,448
Other Comprehensive Income			
Item not reclassified subsequently to profit or loss:			
Net gain on revaluation of buildings		–	–
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		300,604	1,421,448
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO THE ENTITY		300,604	1,421,448

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION

	Note	2023 \$	2022 \$
CURRENT ASSETS			
Cash and Cash Equivalents	4	1,847,268	5,914,345
Other Term Deposits	4A	2,500,000	–
Trade and Other Receivables	5	251,982	278,210
Inventories	6	7,629	13,600
TOTAL CURRENT ASSETS		4,606,879	6,206,155
NON-CURRENT ASSETS			
Property, Plant and Equipment	7	23,477,261	22,743,763
TOTAL NON-CURRENT ASSETS		23,477,261	22,743,763
TOTAL ASSETS		28,084,140	28,949,918
CURRENT LIABILITIES			
Trade and other payables	8	2,134,003	3,102,295
Deferred income	9	836,428	879,103
Employee entitlements	10	516,933	686,961
TOTAL CURRENT LIABILITIES		3,487,364	4,668,359
NON-CURRENT LIABILITIES			
Employee entitlements	10	57,219	42,606
TOTAL NON-CURRENT LIABILITIES		57,219	42,606
TOTAL LIABILITIES		3,544,583	4,710,965
NET ASSETS		24,539,557	24,238,953
EQUITY			
Retained surplus		22,536,863	22,236,259
Asset revaluation reserve	1(m)	2,002,694	2,002,694
TOTAL EQUITY		24,539,557	24,238,953

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

	NOTE	Retained Earnings \$	Asset Revaluation Reserve \$	Total
Balance at 1 July 2021		20,814,811	2,002,694	22,817,505
Surplus for year		1,421,448	–	1,421,448
Other comprehensive income for the year		–	–	–
Balance at 30 June 2022		22,236,259	2,002,694	24,238,953
Balance at 1 July 2022		22,236,259	2,002,694	24,238,953
Surplus for year		300,604	–	300,604
Other comprehensive income for the year		–	–	–
Balance at 30 June 2023		22,536,863	2,002,694	24,539,557

STATEMENT OF CASH FLOWS

	Note	2023 \$	2022 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Site Fees, Leases and Other		9,245,221	8,794,847
Payments to Suppliers and Employees		(8,937,633)	(7,387,891)
GST Paid to the ATO		(218,841)	(261,775)
Interest Received		67,902	5,597
Net Cash Inflows from Operating Activities	11(b)	156,649	1,150,778
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts from Capital Grants		165,146	196,116
Payment for Property, Plant and Equipment		(2,059,353)	(1,431,049)
Transfer to Term Deposits		(2,500,000)	–
Proceeds on Sale of Property, Plant and Equipment		170,481	–
Net Cash Outflows used in Investing Activities		(4,223,726)	(1,234,933)
NET INCREASE/(DECREASE) IN CASH HELD		(4,067,077)	(84,155)
Cash at the Beginning of the Year		5,914,345	5,998,500
Cash at the End of the Year	4,11(a)	1,847,268	5,914,345
Total available cash assets			
Cash at end of year as noted above		1,847,268	5,914,345
Amounts held in term deposit	4A	2,500,000	–
Total available cash		4,347,268	5,914,345

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Barwon Coast Committee of Management Inc. (Barwon Coast) applies Australian Accounting Standards, the presentation requirements in those Standards as modified by AASB 1060 and the disclosure requirements in AASB 1060.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities of the Australian Accounting Standards Board (AASB). 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.

The financial statements were authorised for issue on 19th September 2023 by the entity's Committee of Management.

ACCOUNTING POLICIES

Change in Accounting Policy:

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

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. Dividend revenue is recognised when the right to receive a dividend has been established.

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 (refer to Note 1(d) for details of impairment).

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

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

Depreciation

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

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

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

Class of fixed asset	Depreciation rate
Buildings	2% – 10%
Infrastructure	1.5% – 20%
Facilities	5% – 33.3%
Office Equipment	5% – 33.3%
Motor Vehicles and Plant	12% – 20%
General Equipment	5% – 50%
Work in Progress	nil%

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

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

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 (ie 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.

Financial assets at fair value through other comprehensive income

Debt investments are measured at fair value through other comprehensive income if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held to achieve its objective both by collecting the contractual cash flows and by selling the financial assets, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

Financial assets at fair value through profit or loss

By default, all other financial assets that do not meet the measurement conditions of amortised cost and fair value through other comprehensive income are subsequently measured at fair value through profit or loss. The initial designation of financial instruments to measure at fair value through profit or loss is a one-time option on initial classification and is irrevocable until the financial asset is derecognised.

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). 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. Impairment testing is performed annually for goodwill and intangible assets with indefinite lives.

e. Employee Benefits

Short-Term Employee Benefits

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

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

Other Long-Term Employee Benefits

The entity classifies employees' long service leave and annual leave entitlements as other long-term employee benefits as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Provision is made for the company's obligation for other long-term employee benefits, which are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee

departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss classified under employee benefits expense.

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

Retirement Benefit Obligations

Defined contribution superannuation benefits

All employees of the entity receive defined contribution superannuation entitlements, for which the entity pays the fixed superannuation guarantee contribution (for FY23 this was 10.5% of the employee's average ordinary salary) 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, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

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. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

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.

NOTE 2: REVENUE

	Note	2023 \$	2022 \$
REVENUE FROM CARAVAN PARKS			
Barwon Heads Caravan Park		3,634,086	3,459,521
Riverview Family Caravan Park		3,208,956	2,892,001
Riverside Camp Ground		453,239	397,242
Breamlea Caravan Park		712,100	115,838
		8,008,381	6,864,602
OTHER INCOME			
Recognition of assets on takeover of Breamlea		–	1,358,600
Foreshore leases, licences and permits		547,338	411,377
Interest received on financial assets		67,902	5,597
Grants & Appropriations – operating		305,256	205,310
Grants – capital		332,678	398,000
Gain on disposal of non current asset		(3,603)	–
Breamlea General Store and LPO		138,688	25,917
Other income		63,430	68,716
		1,451,689	2,473,517
TOTAL REVENUE		9,460,070	9,338,119

NOTE 3: EXPENSES

OPERATING EXPENSES BY FUNCTION			
Barwon Heads Caravan Park operating expenses		1,828,524	1,594,324
Riverview Family Caravan Park operating expenses		1,466,666	1,229,169
Breamlea Caravan Park operating expenses		485,542	141,171
Breamlea General Store operating expenses		168,271	33,082
Breamlea Post Office operating expenses		45,190	11,546
Riverside Camp Ground operating expenses		90,270	118,779
Maintenance – foreshore reserves		1,753,082	1,710,662
Administration – management/reception/provisions		1,580,976	1,516,181
Education, engagement and planning		342,703	392,609
Motor vehicles and plant expenses		1,841	8,991
Local Port of Barwon Heads Expenses		194,991	50,377
Foreshore leases, licences and permits expenses		49,639	67,410
Depreciation expense		1,151,418	1,041,822
Property, plant and equipment write down		353	548
TOTAL EXPENSES		9,159,466	7,916,671

NOTE 4: CASH AND CASH EQUIVALENTS

	2023 \$	2022 \$
Cash at bank	1,843,510	5,909,920
Cash on hand	3,758	4,425
TOTAL CASH & CASH EQUIVALENTS	1,847,268	5,914,345

NOTE 4A: FINANCIAL ASSETS

	2023 \$	2022 \$
Term Deposits	2,500,000	–
TOTAL FINANCIAL ASSETS	2,500,000	–

NOTE 5: TRADE AND OTHER RECEIVABLES

Trade debtors	161,551	92,292
Grants receivable	–	88,168
Accrued Revenues	28,888	–
Prepaid expenses	61,543	97,750
Closing balance	251,982	278,210

NOTE 6: INVENTORIES

Opening Inventory	13,600	4,403
Purchases	67,263	20,929
Cost of sales	(73,234)	(11,732)
Closing balance	7,629	13,600

NOTE 7A: PROPERTY, PLANT AND EQUIPMENT

	2023 \$	2022 \$
BUILDINGS		
Barwon Heads Caravan Park		
At Valuation	3,770,497	3,034,912
Less accumulated depreciation	410,855	263,659
Total	3,359,642	2,771,253
Riverview Family Caravan Park		
At Valuation	2,075,794	1,729,338
Less accumulated depreciation	250,144	164,257
Total	1,825,650	1,565,081
Accommodation On Site		
At Valuation	1,503,323	1,499,945
Less accumulated depreciation	130,127	86,208
Total	1,373,196	1,413,737
Ocean Grove Surf Beach Complex		
At Valuation	2,817,635	2,817,635
Less accumulated depreciation	175,862	117,025
Total	2,641,773	2,700,610
Coastal Reserve Buildings		
At Valuation	2,995,937	2,783,494
Less accumulated depreciation	393,564	250,835
Total	2,602,373	2,532,659
Breamlea General Store Buildings		
At Valuation	65,000	65,000
Less accumulated depreciation	5,012	14
Total	59,988	64,986
Breamlea Caravan Park Buildings		
At cost	644,370	607,249
Less accumulated depreciation	30,400	170
Total	613,970	607,079
Breamlea On-Site Accomodation		
At cost	352,371	378,846
Less accumulated depreciation	11,939	338
Total	340,432	378,508
BUILDINGS Total		
At Valuation	14,224,927	12,916,419
Less accumulated depreciation	1,407,903	882,506
Total	12,817,024	12,033,913

NOTE 7: PROPERTY, PLANT AND EQUIPMENT CONTINUED

	2023 \$	2022 \$
INFRASTRUCTURE		
Barwon Heads Caravan Park		
At cost	1,427,236	1,384,861
Less accumulated depreciation	552,098	514,118
Total	875,138	870,743
Riverview Family Caravan Park		
At cost	1,716,538	1,700,558
Less accumulated depreciation	736,913	683,064
Total	979,625	1,017,494
Coastal Reserve Infrastructure		
At cost	9,022,456	8,858,863
Less accumulated depreciation	2,712,661	2,455,990
Total	6,309,795	6,402,873
Breamlea Caravan Park		
At cost	150,823	145,200
Less accumulated depreciation	4,310	11
Total	146,513	145,189
Infrastructure Total		
At cost	12,317,053	12,089,482
Less accumulated depreciation	4,005,982	3,653,183
Total	8,311,071	8,436,299
FACILITIES		
Barwon Heads Caravan Park		
At cost	494,571	326,855
Less accumulated depreciation	236,112	201,582
Total	258,459	125,273
Riverview Family Caravan Park		
At cost	431,973	428,383
Less accumulated depreciation	275,799	252,420
Total	156,174	175,963
Coastal Reserve Facilities		
At cost	1,622,452	1,284,178
Less accumulated depreciation	678,542	556,196
Total	943,910	727,982
FACILITIES TOTAL		
At cost	2,548,996	2,039,416
Less accumulated depreciation	1,190,453	1,010,198
Total	1,358,543	1,029,218

NOTE 7: PROPERTY, PLANT AND EQUIPMENT CONTINUED

	2023 \$	2022 \$
OFFICE EQUIPMENT		
At cost	275,911	215,767
Less accumulated depreciation	152,162	149,862
Total	123,749	65,905
MOTOR VEHICLES & PLANT		
At cost	816,664	792,270
Less accumulated depreciation	312,171	341,264
Total	504,493	451,006
GENERAL EQUIPMENT		
At cost	263,750	198,988
Less accumulated depreciation	136,974	111,962
Total	126,776	87,026
WORK IN PROGRESS		
At cost	235,605	640,396
Total	235,605	640,396
TOTAL PROPERTY, PLANT & EQUIPMENT		
At cost	30,682,906	28,892,738
Less accumulated depreciation	7,205,645	6,148,975
Total	23,477,261	22,743,763

NOTE 7: PROPERTY, PLANT AND EQUIPMENT CONTINUED

	BUILDINGS	INFRASTRUCTURE	FACILITIES	OFFICE EQUIPMENT	MOTOR VEHICLES & PLANT	GENERAL EQUIPMENT	WORK IN PROGRESS	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$
Balance at beginning of the year	12,033,912	8,436,297	1,029,215	65,904	451,010	87,027	640,396	22,743,761
Transfers from Work in Progress	1,062,138	86,359	20,755	–	–	–	(1,169,252)	–
Reclassifications	–	–	–	–	–	–	–	–
Additions at cost	284,757	170,810	488,826	87,416	196,752	66,330	764,461	2,059,353
Revaluations	–	–	–	–	–	–	–	–
Impairments	–	–	–	–	–	(353)	–	(353)
Disposals	(37,262)	(29,599)	–	–	(107,223)	–	–	(174,084)
Depreciation expense	(526,521)	(352,798)	(180,255)	(29,572)	(36,043)	(26,225)	–	(1,151,414)
Carrying amount at the end of the year	12,817,023	8,311,069	1,358,542	123,748	504,497	126,778	235,605	23,477,263

NOTE 8: TRADE AND OTHER PAYABLES

	2023 \$	2022 \$
Trade creditors	376,286	469,971
Accrued charges	177,401	162,389
Caravan parks booking fees in advance	1,545,579	2,435,660
Wages Clearing	35,326	34,808
Other	(589)	(533)
TOTAL TRADE AND OTHER PAYABLES	2,134,003	3,102,295

NOTE 9: DEFERRED INCOME

Grants in Advance	836,428	879,103
TOTAL DEFERRED INCOME	836,428	879,103

NOTE 10: PROVISIONS

	2023 \$	2022 \$
CURRENT		
Employee entitlements - Rostered Days Off	41,971	70,745
Employee entitlements - Annual Leave	237,267	277,700
Employee entitlements - Long Service Leave	237,695	338,516
TOTAL CURRENT PROVISIONS	516,933	686,961
NON-CURRENT		
Employee entitlements - Long Service Leave	57,219	42,606
TOTAL NON-CURRENT PROVISIONS	57,219	42,606
TOTAL PROVISIONS	574,152	729,567
MOVEMENT IN EMPLOYEE BENEFITS		
Analysis of total provisions:		
Opening balance at 1 July	729,567	751,640
Additional provisions raised during the year	285,133	286,888
Amounts used	(440,548)	(308,961)
Balance at 30 June	574,152	729,567

Provision for Employee Benefits

Provision for employee benefits represents amounts accrued for rostered days off, annual leave and long service leave.

The current portion for this provision includes the total amount accrued for rostered days off, annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the company does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service.

In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based upon historical data. The measurement and recognition criteria for employee benefits have been discussed in Note 1(e).

NOTE 11: CASH FLOW INFORMATION

a. Reconciliation of cash

For the purposes of the statement of cash flows, the entity considers cash to include cash on hand, in banks and bank overdrafts. Cash at the end of the reporting period as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

	2023 \$	2022 \$
Cash at Bank	1,843,510	5,909,920
Cash on hand	3,758	4,425
	1,847,268	5,914,345

(b) Reconciliation of net cash used in operating activities to operating result

	2023 \$	2022 \$
Operating profit/(loss)	300,604	1,421,448
Less gain on bargain purchase – Breamlea	–	(1,358,600)
Property, plant and equipment write down	353	548
Loss (gain) on disposal of property, plant and equipment	3,603	–
Depreciation	1,151,418	1,041,822
(Increase)/decrease in receivables	26,228	(148,650)
Increase/(decrease) in payables	(1,133,439)	283,993
(Increase)/decrease in inventory	5,971	(9,197)
Increase/(decrease) in deferred income	(42,675)	(58,513)
Increase/(decrease) in provisions	(155,415)	(22,073)
Net cash provided by operating activities	156,649	1,150,778

NOTE 12: RELATED PARTIES

The Committee of Management members are the only related parties.

During the year there were no financial transactions with related parties except for a small remuneration paid for the performance of their duties.

NOTE 13: 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:

	2023 \$	2022 \$
Key Management Personnel Compensation	465,052	463,241

NOTE 14: REMUNERATION OF AUDITOR

	2023 \$	2022 \$
Davidsons Assurance Services Pty Ltd		
Audit of the Financial Statements	11,700	11,000

NOTE 15: CONTINGENT LIABILITIES AND COMMITMENTS

There were no material contingent liabilities and commitments at end of financial year. (2022:nil)

NOTE 16: OPERATING LEASE RECEIVABLES

Description of operating lease arrangements

Barwon Coast is the owner of various assets that are leased out. 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.

	2023 \$	2022 \$
Amounts receivable under operating leases		
Not later than one year	515,330	500,320
Later than one year and not later than five years	2,220,627	2,155,949
Later than five years	8,920,940	9,500,949

NOTE 18: EVENTS AFTER THE REPORTING PERIOD

None noted.

COMMITTEE MEMBERS' DECLARATION

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

1. The financial statements and notes, as set out on pages 32 to 47:
 - a comply with Australian Accounting Standards – Simplified Disclosure Standard; and
 - b give a true and fair view of the financial position of the entity as at 30 June 2023 and of its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Barwon Coast will be able to pay its debts as and when they fall due.

For and on behalf of the Committee:

A handwritten signature in black ink, appearing to read 'P. Farrell', enclosed within a large, loopy circular flourish.

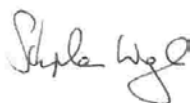
Peter Farrell
Audit Sub-Committee Chair

Dated this 19th day of September 2023

**AUDITOR INDEPENDENCE DECLARATION TO THE MEMBERS OF
BARWON COAST COMMITTEE OF MANAGEMENT INC**

As lead auditor of Barwon Coast Committee of Management Inc for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

- a) No contraventions of the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
- b) No contraventions of any applicable code of professional conduct in relation to the audit.



Stephen Wight
Director

Dated this 14th day of November, 2023

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**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF BARWON COAST COMMITTEE OF MANAGEMENT INC**

Opinion

We have audited the financial report of Barwon Coast Committee of Management Inc. (the association), which comprises the statement of financial position as at 30 June 2023, and the comprehensive income statement, 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 association is prepared, in all material respects, in accordance with the Crown Lands (Reserves) Act 1978, including:

- (i) Giving a true and fair view of the association's financial position as at 30 June 2023 and of its performance for the year then ended; and
- (ii) That the financial records kept by the association are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

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 association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other 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.

Other Information

The committee is responsible for the other information. The other information comprises the information included in the association's annual report for the year ended 30 June 2023, but does not include the financial report and our auditor's report thereon.

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

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

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

Responsibilities of the Committee for the Financial Report

The committee is responsible for the preparation of the financial report in accordance with the Crown Lands (Reserves) Act 1978, and for such internal control as the committee determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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In preparing the financial report, the committee is responsible for assessing the association'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 the committee either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

The committee is responsible for overseeing the association'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 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 the 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/Home.aspx>. This description forms part of our auditor's report.

Stephen Wight
Director

Dated this 14th day of November, 2023

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