



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

26 APRIL 2012

at 3:00 PM

COPACC, Gellibrand Street Colac

An audio recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the meeting. In some circumstances the recording may be disclosed, such as where Council is compelled to do so by court order, warrant, subpoena or by any other law, such as the Freedom of Information Act 1982.

COLAC-OTWAY SHIRE COUNCIL MEETING

26 APRIL 2012

TABLE OF CONTENTS

OFFICERS' REPORTS

CHIEF EXECUTIVE OFFICER

OM122604-1	CEO'S PROGRESS REPORT TO COUNCIL.....	9
------------	---------------------------------------	---

CORPORATE AND COMMUNITY SERVICES

OM122604-2	CORANGAMITE REGIONAL LIBRARY CORPORATION BUDGET 2012/13	37
OM122604-3	COLAC OTWAY TENNIS FACILITY AUDIT AND DEVELOPMENT PLAN.....	41
OM122604-4	FINANCIAL REPORTING - BENCHMARKING/PERFORMANCE INDICATORS AND FINANCIAL SUSTAINABILITY INDICATORS	47
OM122604-5	COLAC RSL/COLAC TURF CLUB/COLAC GOLF CLUB PROPOSED DEVELOPMENT	55
OM122604-6	S86 COMMITTEE OF MANAGEMENT RE-ELECTION OF MEMBERSHIP	63
OM122604-7	THIRD QUARTER FINANCIAL PERFORMANCE REPORT 2011- 2012	67
OM122604-8	THIRD QUARTER PERFORMANCE REPORT JANUARY - MARCH 2012	69

INFRASTRUCTURE AND SERVICES

OM122604-9	COLAC BOTANIC GARDENS MASTERPLAN.....	79
------------	---------------------------------------	----

GENERAL BUSINESS

OM122604-10	ASSEMBLY OF COUNCILLORS	85
OM122604-11	ITEM FOR SIGNING AND SEALING - LETTER OF CONSENT TO TRANSFER - 136 - 144 JENNINGS STREET, COLAC.....	87

NOTICES OF MOTION

OM122604-12	EXPLORATION FOR COAL SEAM GAS (CR STUART HART).....	91
-------------	---	----

NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in COPACC, Gellibrand Street Colac on 26 April 2012 at 3.00 pm.

AGENDA

1. OPENING PRAYER

Almighty God, we seek your blessing and guidance in our deliberations on behalf of the people of the Colac Otway Shire. Enable this Council's decisions to be those that contribute to the true welfare and betterment of our community.
AMEN

2. PRESENT

3. APOLOGIES

4. MAYORAL STATEMENT

Colac Otway Shire acknowledges the original custodians and law makers of this land, their elders past and present and welcomes any descendents here today.

Colac Otway Shire encourages community input and participation in Council decisions. Council meetings provide an opportunity for the community to ask Council questions, either verbally at the meeting or in writing.

Please note that Council may not be able to answer some questions at the meeting. These will be answered later.

Council meetings enable Councillors to debate matters prior to decisions being made. I ask that we all behave in a courteous manner.

An audio recording of this meeting is being made for the purpose of ensuring the minutes of the meeting are accurate. In some circumstances the recording may be disclosed, such as where Council is compelled to do so by court order, warrant, subpoena or by any other law, such as the Freedom of Information Act 1982. It is an offence to make an unauthorised recording of the meeting.

Thank you. Now 30 minutes is allowed for question time. Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. This is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting (subject to attendance and time),
2. Questions from the floor.

5. QUESTION TIME

6. DECLARATION OF INTEREST

7. CONFIRMATION OF MINUTES

- Ordinary Council Meeting held on the 28/03/12.

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

OM122604-1 CEO'S PROGRESS REPORT TO COUNCIL

Corporate and Community Services

OM122604-2 CORANGAMITE REGIONAL LIBRARY CORPORATION BUDGET
2012/13
OM122604-3 COLAC OTWAY TENNIS FACILITY AUDIT AND DEVELOPMENT PLAN
OM122604-4 FINANCIAL REPORTING - BENCHMARKING/PERFORMANCE
INDICATORS AND FINANCIAL SUSTAINABILITY INDICATORS
OM122604-5 COLAC RSL/COLAC TURF CLUB/COLAC GOLF CLUB PROPOSED
DEVELOPMENT
OM122604-6 S86 COMMITTEE OF MANAGEMENT RE-ELECTION OF MEMBERSHIP
OM122604-7 THIRD QUARTER FINANCIAL PERFORMANCE REPORT 2011-2012
OM122604-8 THIRD QUARTER PERFORMANCE REPORT JANUARY - MARCH 2012

Infrastructure and Services

OM122604-9 COLAC BOTANIC GARDENS MASTERPLAN

General Business

OM122604-10 ASSEMBLY OF COUNCILLORS
OM122604-11 ITEM FOR SIGNING AND SEALING - LETTER OF CONSENT TO
TRANSFER - 136 - 144 JENNINGS STREET, COLAC

Notices of Motion

OM122604-12 EXPLORATION FOR COAL SEAM GAS

Rob Small
Chief Executive Officer

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

OM122604-1

CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	F11/3291

EXECUTIVE**Governor's Visit to the Colac Otway Shire**

The Colac Otway Shire was honoured with a visit by His Excellency, the Honourable Alex Chernov AC QC, Governor of Victoria, and Mrs Chernov on 30 and 31 March 2012.

A Civic Reception was held to welcome the Governor and Mrs Chernov on 30 March 2012 with the focus being on community groups and schools. Following the Civic Reception, the Mayor hosted a dinner for the Governor and Mrs Chernov with all Councillors asked to nominate a volunteer from within the community to attend. Representatives from the Youth Council were also invited. Entertainment during the evening was provided by the Colac Secondary College and Trinity College bands and was a highlight of the night.

On a tour of the Shire the following day, the Governor and Mrs Chernov together with the Mayor, Acting CEO and several Councillors, visited the:

- Colac Otway Performing Arts and Cultural Centre
- Colac Community Library and Learning Centre
- Bluewater Fitness Centre
- Conservation Ecology Centre – Cape Otway
- Otways Dinosaur Exhibition
- Apollo Bay Harbour
- Apollo Bay Fisherman's Cooperative
- Apollo Bay Foreshore – erosion issues.

G21 Board Meeting

The Mayor and Acting CEO attended the G21 Board meeting at the Surfcoast Shire Council on 30 March 2012. Agenda items included:

- G21 Regional Growth Plan briefing
- Appointment of G21 Interim Chairperson and Deputy Chairperson
- G21 Marketing and Communications Plan and Stakeholder Engagement Strategy and G21 Policy on Dealing with the Media
- G21 Occupational Health & Safety Policy
- G21 Canberra Delegation - Report
- G21 Stakeholder forum
- G21 Risk Strategy Workshop

G21 Stakeholder Forum

The CEO attended the inaugural G21 Stakeholder Forum on 13 April 2012. With the G21 Region potentially facing significant challenges over the next five years, the region has been attempting over recent years to diversify the economy to transition gradually from its traditional manufacturing base by growing the health, education, research, technology and service/tourism industries.

Keynote speakers included:

- Hon Simon Crean - Minister for Regional Australia, Regional Development and Local Government, and Minister for the Arts
- Terry McCrann - Business Columnist for News Limited Publications
- Nick Papps - Editor of the Geelong Advertiser
- Hugh Delahunty – State Minister for Sport and Recreation.

The speakers provided their insights into regional development, the economy and opportunities for our region.

G21 Sport and Recreation Pillar Meeting

The CEO and Manager, Recreation, Arts and Culture, attended this meeting in Geelong on 19 April 2012. The Pillar will be holding strategic planning workshops to review its strategic plan and discussion was held on the format of these workshops.

Great South Coast Group

The Mayor attended a meeting of the Great South Coast Board in Warrnambool on 13 April 2012. Items discussed included:

- Media Policy
- Appointment of Company Secretary
- Executive Officer contract
- Presentation on Leadership Great South Coast
- Great South Coast Advocacy programs
- Role and function of Pillar Groups
- Presentation from the Member for Western Victoria, Simon Ramsay MP.

Meeting with Politicians

As part of efforts by Council to advocate for better services for our community, the Mayor and CEO met with the Hon. Terry Mulder MP on 20 April 2012. Items discussed during this meeting included:

- Colac Railway Station
- Bulk Billing of medical costs
- Passing Loop to enable increased rail services
- Key Capital Projects
- Rural Living Strategy (farm zones)
- Apollo Bay Harbour
- Swimming classes for the disadvantaged
- Beeac Policing
- State Government Parking provisions

Mayor & CEO Community Meetings

The Mayor and CEO are available to meet with members of the community on a regular basis. Appointments can be made to meet with the Mayor and CEO on 28 April 2012 from 10.30 am at the Colac Community Library & Learning Centre or from 1.30pm on 20 May 2012 at the Apollo Bay Customer Service Centre in Nelson Street.

Fuel Efficiency

As part of an effort to lower fuel costs and green-house gas production, the Mayoral car has been bought to act as an example of good practice. The mayoral car achieved a fuel efficiency this month of 5.51 litres per 100 km. This improved on last month's consumption of 5.82 litres/100 km.

CORPORATE & COMMUNITY SERVICES

Colac Beechy Centre Project Management Group

The Colac Beechy Centre Project Management Group continues to meet on a regular basis.

The Group includes representatives of the various agencies associated with the Beechy Centre:

- Department Planning & Community Development (DPCD)
- Department of Education and Early Childhood Development (DEECD)
- Colac Secondary College
- Colac Otway Shire
- Architect
- Partnership Broker
- Others attend as required

The Shire is represented by the Manager Recreation, Arts & Culture and General Manager Corporate & Community Services.

The purpose of the Group has been to direct, guide, facilitate and approve the project development and delivery of the joint facilities to ensure that the key objectives are successfully delivered in accordance with the Project Management Plan.

Meetings are currently being held monthly, but it is intended to review the regularity of the meetings.

At the last meeting held in April 2012, the main item for discussion was the review of the Joint Use Agreement and the Terms of Reference for the Joint Committee.

Over the past few months DEECD have undertaken an extensive review of Joint Use Agreements.

Some of the information has assisted the Group in reviewing the Agreement and Terms of Reference to ensure that they are more workable in the way the Joint Committee functions. The suggested changes to the 2 documents will need to be considered by the Council in the near future.

Other items that were discussed at the April meeting included:

- Update on Stage 3 of the School Building Works
- Update on status of Trade Training Centre tender

Colac Otway Portsea Childrens Holiday Camp

46 children from Colac and district attended this year's Portsea Childrens Holiday camp after being nominated by schools and welfare agencies. The children left on Saturday 31 March 2012 to Thursday 5 April 2012 accompanied by the camp coordinator.

Lunch was donated by Kentucky Fried Chicken, fruit and drinks donated by local businesses and ice cream donated by Bulla. A large range of activities were offered whilst at the camp giving these children a wonderful opportunity to have a happy experience.

Barnard Trust Scholarship

The Barnard Trust Scholarship is now in its 21st year. Students are selected from Colac Secondary College as required under the terms of the estate of Francis Barnard. For 2012, 7 students will receive \$2,000 per year for the duration of their degree. This is based on the 2011 student's scholastic results.

There are now a total of 27 recipients receiving the Scholarship including the latest 7 students for 2012 to be awarded the Scholarship.

HEALTH & COMMUNITY SERVICES

Older Persons & Ability Support Services (OPASS)

Community Care Common Standards

The Older Persons & Ability Support Services unit is preparing for the Community Care Common Standards (CCCS) Communication Strategy Audit that will occur in July/August 2012. The Audit will cover three Standards and 18 expected outcomes relating to the standards. Corporate documentation will be sought as evidence to confirm compliance. The Standards will cover the following areas:

Standard 1: Effective Management

Standard 2: Appropriate Access and Services Delivery

Standard 3: Each Service User Rights and Responsibilities

Vision Australia HACC Active Service Model Pilot project

A team member from our Older Persons & Ability Support Services unit is on a steering committee together with Vision Australia and the Department of Health which is focusing on achieving better outcomes for HACC clients living with blindness or low vision in the Barwon South West Region. The project plans to:

- Develop a communication strategy together with education and information packages that inform support Agencies on the range of specialist services provided by Vision Australia.
- Develop and implement assessment protocols to ensure that Vision Australia assessment for specialist services compliments the general assessment undertaken by the support agencies to avoid reassessment and duplication for clients.
- Develop and implement a system or process for information sharing to ensure a streamlined and coordinated approach to assessment for HACC clients who are blind or have low vision and their carers based on client identified goals and outcomes.

Awareness & Information sessions are planned for all Community Care Workers and Assessment staff to promote the services available from Vision Australia to our clients.

Working with Interpreters

Diversitat Aged Support presented a 2 hour session "Working with Interpreters" to our HACC, Rural Access and Customer Services staff as well as Colac Area Health, South West Do Care and Corangamite Shire representatives.

The provision of interpreter services is an essential component of culturally sensitive care.

Autism Awareness

Community Care Workers recently received training on Autism Awareness from Gateways Support Services.

Environmental Health

Health Activities

The following were undertaken during March 2012:

- 52 food premises inspections were carried out

- 31 inspections of selling points for tobacco were carried out to ensure legislative requirements are being met
- 2 Health (Personal Care) inspections
- 2 caravan parks were inspected
- 45 food stalls were inspected at the Kana celebrations
- 15 prescribed accommodation premises were inspected
- 15 septic tank inspections were carried out with 4 permits to install and 3 permits to use being issued
- 1 premises changed proprietor
- 7 food recalls were received
- 3 complaints were investigated in relation to cleanliness of premises, a deceased cow in a creek and an insect in a mixed salad
- 2 food premises have been renovated
- 3 new registrations
- 1 food safety lecture presented at Otway Community College

Immunisation for March 2012

Flu vaccinations were provided to 200 staff from Colac Otway Shire, Colanda and schools.

Family & Children Services

Family Day Care Philosophy

The FDC Educators and administration staff have reviewed the Family Day Care's Service Philosophy. The review included discussion about what kind of service we would like to provide to the community and how we relate to families, children and each other.

This is the first draft of what was developed.

Colac Otway Shire Family Day Care Philosophy

- We believe in contributing to sustainable practices within our service and caring for the environment.
- We are inclusive of children with "all" abilities.
- We recognize that all children are unique and deserve to be respected.
- We believe in providing a nurturing, warm, welcoming and safe environment for children to thrive and learn.
- We respect the special relationship between children & their families & incorporate this in all our interactions with children.
- We acknowledge that our community has a diverse range of cultures, values and beliefs which is reflected in our interactions with Families, Children, Educators and the Community.
- We are proud of "our" service in the way that it is a nurturing family environment.
- We will respect the privacy & confidentiality of individuals & families.
- We acknowledge and support the personal strengths, professional experiences & diversity which our colleagues bring to their work and to us as a team.
- We will work together in sharing our goals & practices to achieve the best outcomes for every child in our care.

Maternal & Child Health

Colac Otway has experienced a 'baby boom' during March 2012 with 31 birth notifications, which is nearly double the normal monthly rate. There were 10 first time mothers. We have completed our Service Improvement Plan which directs our areas of practice and innovation over the following 12 months. One of the team leaders has been relieved from some clinical hours to work on the recommendations of the recent internal audit; in particular to undertake the writing up of a Maternal & Child Health practice/procedure manual.

The Shire's funding from the Department of Education and Early Childhood Development for 2012/13 is determined by the total births in the shire for the previous 9 months. As the figures indicate a 6% increase we will be expecting additional funding to support the maternal & child health services we provide.

Key Ages and Stages Consultations for the month of March 2012

Home visits	23			
2wks	25	8mths	23	3.5yrs 8
4wks	12	12mths	19	
8wks	25	18mths	13	
4mths	18	2yrs	12	

Other activities included:

- 104 additional consultations and 42 phone consultations
- 7 opportunistic immunisations
- 34 referrals (20 last month)
- 60 counselling sessions provided
- New Parents Groups - 4 sessions in Colac
- 36 families currently enrolled under Enhanced Home Visiting service (Vulnerable and at risk families). 6 new families enrolled this month and 6 cases closed.

Meetings attended by staff included:

- Participation in 5 community strengthening activities including 'Bubs at the Hub'
- Participated in the school immunisations program and case conferencing for vulnerable families

Rural Access

Internet Training in Easy English

Internet Training in Easy English will commence in Apollo Bay in term two. Classes will be run at *Marrar Woorn*, Apollo Bay's Neighborhood House and are open to people of all abilities.

Internet training will continue at Colac Neighborhood House in term two. In term one, nine people completed the 6 week course and enjoyed individualised programs put together by the tutors.

Training is free of charge as it is funded by Department of Planning and Community Development through the Vicnet-State Library of Victoria's 'IT for People with a Disability' project, phase 2.

Colac Autism Community of Practice

Gateways has formed a Colac Autism Community of Practice. It is a group that comes together to share what they know and to learn from one another regarding Autism. Anyone who works with someone who has Autism, whether they are a teacher, assistant, speech pathologist, HACC worker, psychologist, respite worker, or work in a community agency, aged care facility or hospital, are more than welcome to attend. Being involved in such a group brings benefits from sharing knowledge, insights and experiences with others who have similar issues, goals or understandings of Autism.

The meetings are held the 4th Wednesday of the month at the Colac Community Library and Learning Centre from 4.15 pm to 5.15 pm.

National Disability Insurance Scheme (NDIS)

The Federal Government is preparing to launch its proposed \$15 billion National Disability Insurance Scheme next financial year with substantial start-up funding to be announced as a central feature of the Federal Budget. The NDIS rollout is due to be completed by 2018.

As a taxpayer-funded insurance scheme covering all Australians, the NDIS will provide guaranteed assistance to people who have or will acquire severe or lifelong disabilities at any time from birth to age-pension age. In addition, a separate, differently funded National Injury Insurance Scheme will in future cover people left severely disabled by injuries. Services and supports to be provided will include basic disability equipment such as wheelchairs and home and vehicle modifications for wheelchair-users, day-to-day personal care services such as help with showering, dressing, eating and toileting, respite services, specialist accommodation, guide dogs and specialist employment and transition to work programs.

RECREATION ARTS AND CULTURE**Events****COOL Awards 2012**

As part of National Youth Week 2012, Council in partnership with the FReeZA group (Lac & Co Productions) again held the Colac Otway Outstanding Leadership (COOL) Awards. The COOL Awards, held at COPACC on Friday 20 April 2012, attracted a large crowd that celebrated the achievements of many young people with the Shire.

The COOL Awards are designed to:

- Acknowledge and highlight the achievements of young people.
- Reward and Recognise excellence and contributions to the community by young people of the Colac Otway Shire.
- Showcase the talents and achievements of young people to the wider community.
- Encourage and motivate young people to excel at all levels in their chosen field.
- Recognise those young people who consistently contribute, try and co-operate. The young people in our community who 'look out for one another' and support their friends.

The COOL Awards were open to all young people between the ages of 12 and 25 who are employed and reside in the Colac Otway Shire, reside or study in the Colac Otway Shire. Colac Otway Shire Youth Councillors assisted in judging and the presenting of the awards.

Apollo Bay Music Festival

The 2012 Apollo Bay Music Festival marked the 20th anniversary of this iconic event which presented over 70 acts across three days including a dynamic line-up of local, national and international artists featuring Jazz, Blues, Roots, Classical, Comedy, Funk, Rock, World and Country music.

Festival goers also enjoyed street performances, theatre and more. Changes to the festival layout included a move away from an open area festival to a fenced, ticketed access precinct. The newly introduced changes to the festival precinct area aimed at addressing crowd behaviour and curbing issues with under-aged drinking at the festival.

Upcoming Events

Events which will be held throughout the Colac Otway Shire in May 2012 include: Forrest Australia 6 Hour Race (5 May), Great Ocean Road Marathon (19-20 May), and the Duck Drop Derby (20 May).

Recreation

Old Beechy Rail Trail Enhancement Project

A funding agreement was signed in March 2010 between the Minister for Regional and Rural Development and the Colac Otway Shire for the State of Victoria to provide funding of \$500,000 through the Regional Infrastructure Development Fund (RIDF) for the enhancement/upgrade of the Old Beechy Rail Trail.

During the first 2 years of the project a significant amount of time was devoted to negotiating and attempting to secure the necessary permissions from private owners to allow the trail to pass over or through private land. Negotiations continue along the Beech Forest to Ferguson section of the trail, however these are nearing completion.

- ***Beech Forest Information Centre to Ditchley Trail section***
Works carried out within the first eight months of the project included the development of a 0.7km extension of the Old Beechy Rail Trail from the Beech Forest Information Centre to Ditchley Park oval. Construction involved the development of a new off road track with fencing and drainage works. Works were completed in May 2011.
- ***Ditchley to Dinmont Trail section***
Investigation into the development of the second stage of this section (Ditchley to Dinmont) has commenced and is ongoing. Fencing of sections through privately owned land around the "gully" has been completed. Presently approximately 2,900 linear metres of fencing has been installed at this location. It is possible that additional fencing may be required once the final alignment of the Trail is known.
- ***Banool to Wimba Trail section***
A new off road section of the trail between Banool and Wimba totalling 1.7kms was developed and completed with accompanying barricade fencing in August 2011.
- ***Coram Trail Section***
Appointed contractors have completed construction of 0.5kms of gravel path along this section creating an attractive new off road section of the trail. Erection of chicane gate entry and exit points has been completed at the new section, clearly identifying where the trail is now off road. Construction was completed in February 2012.

- ***V Line Trail Section***
The proposed construction of the off road Old Beechy Rail Trail link from the Colac Railway Station to Wilson Street passes through property privately owned by V/Line. A Licence Agreement prepared by V/Line was endorsed for signing and sealing by Council at the March 2012 Council meeting. This will create an additional 500 metres of trail off road.
- ***Bike racks***
Bike racks were purchased and installed at the Gellibrand store and Rex Norman Park, Gellibrand in 2011.
- ***Old Beechy Rail Trail Signage***
Signage improvements were undertaken during the initial stages of the project, resulting in the production of new detour safety signs specifically for use during timber harvesting season to advise cyclists/walkers of temporary detours in place. The trail is used occasionally as an access road to timber coupes at privately owned tree plantations during which times trail users will have to be diverted onto nearby roads.
- ***Old Beechy Rail Trail Marketing Plan***
A marketing plan for the Old Beechy Rail Trail was developed with input from the Committee and completed by February 2011. This plan identifies a number of strategies to enhance the profile of the trail.
- ***Old Beechy Rail Trail Interpretive signage***
A total of 31 interpretive signs comprising 9 station signs, 15 interpretive signs and 7 environmental signs have been designed, manufactured and installed along the length of the trail.

Healthy Sporting Environments Demonstration Project

The Colac Otway Shire has successfully partnered with Leisure Networks in the delivery of the Vichealth "Healthy Sporting Environment Demonstration Project" (HSEDP). This exciting initiative offers clubs the opportunity to build capacity and change around creating healthy sporting environments into the future.

The project has provided incentives to clubs to the value of \$3,500 and more significantly offers the support of project officers who will provide training, resources and on-going contact throughout the life of the project.

The project involves the following 12 Colac Otway Shire clubs. Birregurra Bowling Club, City United Cricket Club, Colac and District Football Umpires Association, Colac Pony Club Inc., Colac Swimming Club, Cressy Bowling Club, Forrest Cricket Club, Irrewarra-Beeac Football Netball Club, Irrewarra Cricket Club, Kawarren Tennis Club, Otway Districts Football Netball Club and Apollo Bay Cricket Club Inc.

Club involvement is a voluntary process.

The main focus of this project is to support clubs to implement minimum standards in six areas of club development. These six areas include:

- Sports Injury Prevention
- Protection from harmful effects of UV
- Healthy food
- Smoke-free environments
- Responsible use of Alcohol

- Safe and Respectful Clubs (particularly for women)

The past few months have seen the HSEDP intensifying its engagement with clubs through a range of strategies including implementation meetings, funding of shade grants, and distribution of SunSmart boards, Everyone Wins training and much more.

Clubs have been incredibly responsive with quite a few now emerging as “exemplar clubs” where the work they have been doing is significant and in some cases has exceeded the expectations of the HSEDP project team. The HSEDP clubs excelling in their efforts in creating healthier sporting environments include the Otway Districts Football Netball Club, Birregurra Bowls Club and Forrest Cricket Club.

The work these clubs have been doing has been enormous in raising awareness amongst members of all six standards, especially the standard around Inclusion, Safety and Support. The clubs have shown they have a clear understanding of the standards and are utilising the helpful resources presented via the HSE website.

Council Community Funding Program 2012/13

Colac Otway Shire Council’s annual Community Funding Program offers a new training and small equipment funding category to make it even easier for community groups to access important council funding. Applications for the Community Funding Program, and its sister program the Festival and Events Support Scheme, opened on 23 March and close on 4 May 2012.

Both funding programs provide clubs, event organisers, community groups, schools and other organisations an opportunity to access funding for a range of projects. The new small equipment and training grants category offers funding for projects up to a project cost of \$2,000.

Application forms and funding guidelines for both funding programs are available at Council’s customer service centres in Colac and Apollo Bay, and on Council’s website www.colacotway.vic.gov.au

COPACC

The 2012 subscription season got off to a wonderful start with a sellout performance of David Williamson’s ‘Let the Sunshine’, staged in the Civic Hall on 2 April 2011. Later in the month, the Centre welcomed the animal delights of ‘Dorothy the Dinosaur’ and will host Allan Knee’s ‘Syncopation’, a smash-hit fusion of comedy, drama, romance and ballroom dancing on 28 April, along with ‘Gruffalo’s Child’ on 29 & 30 April.

School holiday programmes have proven popular again with capacity bookings for ‘Puppet Play’ shadow puppet workshop with Nat Atherden and ‘James & the Giant Peach’ Wearable Art workshop with Lynne Richardson.

Bluewater Fitness Centre

Stadium Redevelopment

The Minister for Sport and Recreation, Hugh Delahunty visited Colac on Thursday 12 April 2012 to announce funding of \$1.15m for the Bluewater Fitness Centre Stadium Redevelopment. The funding from the State Government now means the project will be able to proceed to its full scope which includes extending the existing two court stadium, constructing an additional third show court inclusive of tiered seating, creating new program rooms, new amenities and an extension to the existing gym.

Other funding contributions for the \$5.6m project will come from the Federal Government (\$3.78m), Department of Education and Early Childhood Development (\$430,000), Council (\$200,000) and the Colac Basketball Association (\$100,000). Detailed design for the project is likely to commence in June and it is anticipated that construction tenders will be sought late 2012.

Membership/visitation

The monthly membership average for March 2012 was exactly 1,000 members and as a result the Centre has now maintained 1,000 or more members for 5 of the past 6 months. There are currently 536 active multi-pass holders which brings the total facility users to over 1,500, which is a very positive result.

Casual dry program participation has increased significantly over the past three months with the introduction of new programs as well as staff.

Staff update

Russell Whiteford has been appointed to the permanent position of Manager Bluewater Fitness Centre. In addition, James Morgan has been appointed Dry Programs Coordinator on a permanent basis. Congratulations to both Russell and James who have acted in their respective roles for a period of time.

Council has interviewed for the Aquatic Program Coordinator position and it is anticipated that the successful candidate will commence in May 2012.

Colac Community Library And Learning Centre

Landscaping

The Colac Secondary College, in conjunction with Council, has called for Expressions of Interest (Eoi) to landscape the front of the School and the Colac Community Library and Learning Centre along the length of Queen Street. An on-site meeting was held with prospective landscape gardeners to explain the concept plan and the Eoi process. It is anticipated that the initial landscaping works for this part of the precinct will be completed by June 2012.

Youth Council

Following the induction of the 2012 Colac Otway Youth Council, Youth Councillors elected Lucy Vesey to the position of Chair, Rebecca Whittaker as Vice-Chair, Tim Smith as Treasurer and Nara Langdon to the position of Secretary.

All 13 members of Colac Otway Youth Council attended an annual hike on the Old Beechy Rail Trail during which they participated in team building activities and conducted a formal meeting. The meeting included voting on major events for the year – which will include hosting the 2012 Youth Expo in July.

Colac Otway Youth Councillors also attended a Civic Reception for the Governor of Victoria. Three Youth Council representatives attended the dinner with the Governor following the reception.

Youth Council also assisted the Colac Otway FReeZA committee with the recently conducted COOL Awards. Lucy Vesey and Tim Smith participated on the judging panel. They also assisted FReeZA at the COOL Awards Ceremony on 20 April 2012 along with fellow Youth Councillor, Shane Richardson.

INFRASTRUCTURE & SERVICES

Capital Works Unit

Capital Works Update

The capital works and major projects forecast budget for the 2011/12 financial year is \$15.53 million of which \$13.03 million relates to capital asset works and the balance to major projects.

Through the monthly reporting, project managers have indicated that projects are generally on track to be completed by June 2012.

As at the end of March, total expenditure for the Capital Works and Major Projects program is approximately \$10.79 million.

Old Beechy Rail Trail

Project planning has continued on two (2) sections of the Old Beechy Rail Trail, being the Dinmont to Ditchley section and the Colac Rail Station to Hearn Street section.

The proposal to align the Trail through a gully at Ditchley has become problematic in that the type of vegetation in the gully has been identified as being endangered. On this basis, removal of vegetation requires the approval of the Minister, as well as the establishment of onerous "offsets" to compensate for the loss of the vegetation. Even if offsets were established there is no guarantee that the removal of this vegetation would be approved. Alternative alignments are under consideration.

Small Town Projects

Beeac Street Heritage Lights

Quotes have been received regarding the installation of two (2) new heritage lights in Main Street, Beeac. A preferred contractor has been selected and a start date agreed upon. Any installation of non-standard lighting requires Council to fund ongoing maintenance instead of the power authority.

Forrest Carpark

Quotations were invited for the construction of the Forrest Car Park, and closed Friday 20 April 2012. Discussions have been held with the owners of the Forrest Microbrewery to determine the preferred commencement date of works, which are expected to commence at the start of May 2012.

Apollo Bay Drainage Strategy

The amended draft report has been received and feedback provided to the consultants. Discussions with Department of Sustainability & Environment (DSE) and Otway Coast Committee (OCC) are ongoing regarding likely outcomes of the report. It is intended to brief Council when technical details are finalised.

Sinclair Street South, Elliminyt – Road Construction

The construction of the unsealed section of Sinclair Street South, between Pound Road and Irrewillipe Road, as well as the reconstruction of the Sinclair Street South and Irrewillipe Road intersection has begun. Works are expected to be completed by end of May 2012.

Cressy-Shelford Road Rehabilitation

The awareness raising signage program has now been completed with the installation of six (6) signs across the Shire. The intention for the signage program is to raise awareness to the community of the range of threatened and endangered species located within the Colac Otway Shire. The awareness program was officially opened on 7 March 2012.

Sustainable Assets**Routine Road and Footpath Inspections**

The following is a summary of the routine road and footpath network inspections completed during the month of March 2012:

<i>Warrion Ward Area 4 Roads</i>	This covers road inspections in the area of Beeac through to Weering. A number of guide posts were found to be either damaged or missing and have been programmed by Cosworks maintenance crews for replacement. Damaged road name and warning signs have been ordered and will be erected by Cosworks on arrival.
<i>Coastal Area Urban Roads</i>	Inspections of the Coastal Towns were completed this month with minor potholes and corrugations on gravel roads being identified. These were generally within Council's intervention criteria with no maintenance being required at this stage.
<i>Footpath Inspections Area,3 Colac</i>	This area covers the south west area of Council's footpath network in Colac. Some minor movement in isolated sections of footpath was noted however all associated defects were within Council's maintenance standards. These areas will continue to be monitored in accordance with the required inspection schedules. Overhanging vegetation from private property was also noted. These particular issues are recorded and reported to the Local Laws Unit for follow up as required.
<i>Carlisle River Rural</i>	A number of guideposts were found to be either damaged or missing. Potholes and minor corrugations were commonly identified in the gravel roads incorporating this inspection area. Regrading works were noted to have been completed recently improving the general condition of the unsealed road network in this area. A number of fallen tree limbs were also identified and have since been removed.

Building Maintenance and Renewal

<i>SP&D Accommodation</i>	<p>Construction and fitout of the old Colac Library has now been completed. The certificate of occupancy has been issued and works are currently underway to connect the packaged air conditioning system to Council's building management system have been completed.</p> <p>SP&D re-located to their new office accommodation on Friday 13 April and commenced business from that site on Monday 16 April.</p>
-------------------------------	--

<i>COPACC Fire Detection Systems</i>	<p>The contracted works for the upgrade of the Fire Detection System have been completed. During the works several additional concealed spaces and underfloor areas were identified which will also require detection to bring the building into conformance with AS 1670 "Fire detection, warning, control and intercom systems – System design, installation and commissioning".</p> <p>Council is currently awaiting a proposal from the contractor for these additional works. Once the works are completed they will be independently certified as meeting all the requirements of the relevant Australian Standards.</p>
<i>Birregurra Public Toilets</i>	<p>Quotations have closed for the design and construction of the new public toilets proposed for Birregurra Park. Submissions are presently being evaluated with a contractor expected to be appointed shortly.</p>
<i>Beech Forest Hall</i>	<p>Internal and external painting has been completed. New floor coverings have been laid to the foyer area. New air conditioning units have been also been installed. This project has resulted in a major refurbishment of this building which received significant funding from Regional Development Victoria. It is expected that all works will be finalised by late April 2012.</p>
<i>Chapple Vale Hall</i>	<p>Works to install the new kitchen and toilets have commenced.</p>
<i>Colac Players Shed</i>	<p>The new kitchen has been installed and new floor coverings have been laid. A small area of internal wall will be painted by late April 2012 which will then finalise this project.</p>
<i>Winifred Nance Kindergarten</i>	<p>Works have commenced to replace the floor coverings in the children's toilet area. This work also includes re-painting of the toilets. All works were scheduled to coincide with the recent school holidays to avoid any major disruptions.</p>
<i>Eastern Reserve</i>	<p>The new kitchen has been installed together with new floor coverings to replace existing. New air conditioning units have also been installed in the netball and cricket rooms.</p>
<i>Kanyana Club</i>	<p>Exterior painting has been completed. Painting of interior surfaces to the multi-purpose room have been programmed to occur in May 2012.</p>

Future Heavy Vehicle Freight Movement on Local Roads

The Municipal Association of Victoria (MAV) is in the process of collating information to prepare a draft state wide heavy vehicle access network for B-Doubles and Performance Base Standards (PBS) Access Level 2A vehicles on local roads.

The purpose of this project is to prepare Councils for the introduction of the new national heavy vehicle access regime due to be implemented by January 2013 and to gather information to allow a submission to Infrastructure Australia for funding support to improve local roads on the strategic freight routes.

Colac Otway Shire has been working with other South West Councils to gather data relating to existing approved B-Double routes across the region and to start to identify key local road transport routes. The next step of this process will be to identify upgrade requirements and associated costs to bring these freight corridors to an acceptable standard.

These projects will then be prioritised across the region for inclusion in the MAV's submission to Infrastructure Australia.

COSWORKS

Works undertaken by Cosworks during the past month are as follows:

Capital Works

- Barham River Slip No 3: Piling & sheeting installation works undertaken.
- Upper Gellibrand Bridge No:22: Running planks, deck maintenance, piling and sheeting installation works undertaken.

Roadside Slashing

Roadside slashing was undertaken in Cressy, Beeac, Irrewarra, Barwon Downs, Yeo, Yeodene, Barongarook, Birregurra and around the old tip site, Colac.

Minor Patching

Minor patching works were undertaken on Sunnyside Road, Kenneadys Road, Marengo Streets, Barham River Road, Colac Streets and in the Cressy and Beeac Areas.

Storm Damage

Over the past month after some storm damage, works were undertaken in Skenes Creek area for removal of tree limbs. Works also occurred on Karwarren East Road, Old Beech Forest Road, Old Lardners Track, Lardners Track and Wild Dog Road.

Road Regrading

Road regarding has occurred in the Apollo Bay area including Conns Lane, Telfords Access, Old Hordan Vale Road, Busty Road, Binns Road, Tuxion Road, Old Tuxion Road, Hordan Vale Road, Old Beech Forest Road and Kents Road.

Linemarking

Statcons linemarking has commenced in the urban and rural areas of the Shire.

Gravel Road Re-sheeting

The Apollo Bay Area resheet program has commenced. Some minor resheeting works were also undertaken after storm damage.

Routine Drainage completed

Routine drainage works were completed on Wye River streets, Kennett River streets and Separation Creek streets. Drainage works were also completed on Aire Settlement Road and Skene Street Colac.

Major Drainage Works

Major drainage works were undertaken on Skene Creek streets, Barham River Road, Blue Johanna Road, Broughtons Access, Morris Access, Maxwells Road, Riches Road, Marengo Streets, Speedway Road, Carpendeit Bungador Road, Sextons Road, Mevilles Road Settlement Road, Reddies Road, Lake Corangamite Road and Deepdene Road. Easement drainage works were undertaken in Elliminyt and Swan Marsh.

Vegetation Control

Vegetation control works were undertaken on Blue Johanna Road, Melanesia Track and Hiders Road.

Sport Ovals

Tree trimming works were undertaken on sport ovals in Colac. Mowing of the ovals has been programmed.

Tree Maintenance

Tree maintenance works were completed on Irrewillipe Road, Barrys Road, Skene Creek Streets, Hesse Street and Bushes Lane.

Township Mowing:

Township mowing continues in accordance with the mowing program around Apollo Bay, Gellibrand area, Birregurra and Colac.

Old Beechy Rail Trail:

Works have been undertaken along the Old Beechy Rail Trail to re-erect gates, track maintenance, footbridge anti slip surfacing, signage and general maintenance works.

Western District Employment Agency (WDEA)

The WDEA program has recommenced with a new crew, commencing work on 28 March 2012.

Major Contracts/Waste Unit**Waste Policy Review – Department of Sustainability and Environment (DSE)**

The Victorian Government has prepared a Waste Policy Review Discussion Paper which is currently being discussed at various workshops within the State of Victoria.

The Mayor and staff representative of the Colac Otway Shire attended the Geelong Workshop on 26 March 2012. The discussion paper focuses on municipal, commercial and industrial waste together with the building and demolition waste. It examines the strategic, legislative, institutional and investment settings associated with the waste management performance and encourages the stakeholders to think about the future direction and how we can best get there.

At the end of the discussion paper 36 key questions are listed for brain storming, lateral thinking and feedback.

During the Geelong Workshop the participants had the opportunity to select the top 10 issues (from the 36 listed questions) and provide suggestions in response to these high priority issues. All the feedback provided during the workshop has been recorded by the facilitator and will be summarised by Barwon Regional Waste Management Group (BRWVG) for pursuing further with DSE.

Individual Councils have the opportunity to make their own submissions until 3 May 2012 indicating their high priority waste related issues. Council's Waste Management Department is currently working on a submission (taking into account the feedback provided during the Workshop) and intend to lodge their submission by 3 May 2012. The information will be circulated to Councillors for information and comments.

Sale of Second-hand Crane – Port of Port Fairy, Moyne Shire

Council received advice from Local Ports and Marine that the Port of Port Fairy (Department of Transport) have an excess, recently refurbished mobile crane for sale with the first option for purchase available to other local Port Managers. This offer was valid for one (1) month prior to the crane being advertised publicly.

Considering the poor condition of the mobile crane at the Apollo Bay Harbour which has working restrictions in place, the officers showed an interest in purchasing this crane. An inspection has been carried out by mechanics and it has been determined that the crane on offer is in good working condition.

After discussions with the Department, it has been verified from crane suppliers that the price to buy a new mobile crane to replace the existing one could be up to \$350,000 and as such, the purchase represents excellent value for money. The purchase price of \$45,000 (plus GST) was funded from the Department of Transport funding allocation.

The mobile crane is used within the Harbour for lifting and shifting of building material associated with the construction and maintenance of harbour structures and assistance with the dredging activities.

Tenders

Tenders opened since the last reporting period:

1205 – Provision of a Telecommunications System

Major Quotations opened since the last reporting period:

Q2011/12-42 – Design & Construction of Birregurra Public Toilets

Tenders awarded since the last reporting period:

1128 – Provision of Engineering Services – to Panel of Consultants

1204 – Sinclair Street South Construction – to Deja Eight Pty Ltd

Major Quotations awarded since the last reporting period:

Q2011/12-39 – Footpath Construction – Lake Colac Foreshore (Ross Point) – to East Contractors Pty Ltd

Tenders advertised since the last reporting period:

1207 – Forrest Carpark Construction, closing 27 April 2012

1211 – Supply & Deliver Bituminous Products, closing 27 April 2012

1213 – Neighbourhood Safer Places – Vegetation Management Assessment & Report, closing 27 April 2012

Subdivision Works

The following table shows the current status of various subdivisional works which will be handed over to Council when completion is approved:

Subdivision	Status
Apollo Bay Industrial Estate Stage 1 9 lots	A certificate of compliance has been issued and outstanding works guaranteed with a security bond. The developer is continuing to complete infrastructure works with the bio-retention basin and guardrail in Montrose Avenue recently finished. Fill to lots is progressing.
Wyuna Estate Footpath Construction	All concrete footpath has been constructed. Some minor works are required to be completed by the developer before Council accepts the work.

38-46 Cawood Street Subdivision 20 lots & reserve	Works are almost complete for this new subdivision. Prior to compliance the developer is required to construct a gravel path and fence on the public open space.
202A Pound Road Stage 1 - 13 Lots	Road and drainage works are progressing on this residential subdivision. The developer has constructed kerb and channel and will shortly finish the road, drainage and asphalt seal.

Marengo Landfill Rehabilitation Works

The contractor is currently placing the 500mm thick topsoil layer to complete the landfill capping. Hydro-seeding and minor drainage will complete the contract in line with EPA requirements for the site.

J Barrys Road Bridge

The contractor, VEC Civil Engineering, commenced construction of J Barrys Road Bridge on 26 March 2012 following delays with their last bridge project in Tasmania due to flooding.

The eastern abutment is fully constructed and the western abutment was completed before Easter. A concrete deck is expected to be completed in late April after two (2) 23 metre long super tee beams arrive from VEC’s precast yard.



J Barrys Rd Bridgeworks

Works are scheduled to be completed by the end of April 2012 with the official opening by the Hon. Terry Mulder MP, Minister for Public Transport, Minister for Roads on Friday 11 May 2012, 10.00am.

Asphalt Works

Econopave Asphalt Services has completed asphaltting work at Apollo Bay Transfer Station and on all intersection overlays within the Shire. Tennis courts at Forrest and Barwon Downs will now be completed near the end of April following the recent installation of new net posts.



Apollo Bay Transfer Station

Asphalt works in Queen St Colac

SUSTAINABLE PLANNING & DEVELOPMENT

Council's Sustainable Planning & Development (SP&D) department has moved into its new accommodation at 101-105 Gellibrand Street, directly opposite the Colac Railway Station and adjacent to the Library Annexe. Statutory and Strategic Planning, Building, Economic Development, Environment and Emergency Management services will all now be delivered from the new SP&D office, while Local Laws will continue to be delivered from the Pound Road facility.

The relocation of SP&D will now enable the consolidation of all Council's administrative functions onto the same site with the relocation of the Community Services functions of Council into the Rae Street facility now that 6 Murray Street is no longer owned by Council. This will enable enhanced efficiency in the delivery of Council's services to the community.

G21 Regional Growth Plan

The draft G21 Regional Growth Plan is on public exhibition until 18 May 2012. The Plan covers the five municipalities in the G21 region including Colac Otway Shire, Surf Coast Shire, City of Greater Geelong, Golden Plains Shire and Borough of Queenscliff.

The plan provides a co-ordinated approach to land use planning and infrastructure provision across the region to meet the anticipated growth of the region's population to more than 500,000 over the next forty years. The Draft Growth Plan, Background Report, Engagement Report and Issue Papers can be accessed on the project website located at www.g21regionalgrowthplan.com.au. People can speak to a member of the project team at one of five 'drop in' Open Houses across the region.

The Colac session was on Thursday 19 April 2012, between 3.00pm and 7.00pm at COPACC. Hard copies of the draft Regional Growth Plan and the Background Report, as well as a summary brochure are available from the G21 office and from Council's Customer service locations.

Draft Birregurra Neighbourhood Character Study

The draft Neighbourhood Character Study report is currently on public exhibition for a six week period following Council consideration of the report at its March Council meeting. Written submissions will need to be lodged with Council by 14 May 2012. A mail out containing a project bulletin and details on the consultation opportunity has been distributed to Birregurra residents. A 'drop in' information session was held on Saturday 14 April 2012 in front of the Birregurra General Store.

Apollo Bay Settlement Boundary and Urban Design Review

Council officers have been co-ordinating final changes to the project report. Officers will present the report to Councillors at a workshop early in May and a report to the May Council meeting for adoption.

Rural Living Strategy (Amendment C69)

The Rural Living Strategy was adopted by Council at its December 2011 meeting. Planning Scheme Amendment C69 will be placed on exhibition at the end of April/early May to implement the key findings into the Colac Otway Planning Scheme. Authorisation from the Planning Minister for exhibition of the amendment has been received.

Colac CBD and Entrances Project

The project consultant is currently finalising the final report for this project, taking into account changes resulting from public engagement on the draft report late in 2011, as well as finalising the implementation plan for capital works arising from the plan.

It is proposed that Council consider the document for adoption, including the implementation plan with cost estimates for each of the recommended works, at the May Council meeting. A Community Reference Group meeting was held on 24 April 2012 to provide final feedback on the project.

Planning Scheme Amendment C65

This amendment was placed on public exhibition from late February 2012 up to 4 April 2012. Only one submission was received. Officers will be placing a report on the agenda for the May Council meeting to consider the submission and progress the amendment.

Amendment C65 implements a range of changes to the Planning Scheme including recommendations from the panel for Amendment C55, and includes a change to the mapping of Schedules 6 and 7 of the Design and Development Overlay in Apollo Bay, and improved wording of the subdivision and medium density development provisions in Schedule 7 to the overlay to strengthen the effectiveness of the provisions.

Planning Scheme Amendment C68

The amendment is currently on exhibition and affects all land covered by the existing Erosion Management Overlay (EMO), as well as areas where newly acquired land instability modelling has identified land susceptible to landslip or erosion. The amendment proposes to apply the EMO to some additional areas and amends the Overlay Schedule to align it with current industry best practice. Written submissions on the amendment must be lodged by 3 May 2012.

It is noted that this amendment follows the recent gazettal by the State Government of a complimentary amendment (C54) which reduced the coverage of the EMO in specific towns in the Shire where the new mapping had confirmed that it was not required.

State Funding for Development of Local Policy Concerning Bushfire Risk

Officers have lodged a scope of works for two projects to be undertaken by Council using the \$120,000 grant received from the State Government in 2011. The grant is for the purpose of developing local policy to complement new state-wide bushfire planning provisions that were introduced into planning schemes on 18 November 2011. The projects will include development of schedules to the Bushfire Management Overlay for specific towns to introduce standardised requirements for planning applications to reduce the burden for permit applicants, Council and the CFA, and will include strategic assessments of the growth potential for Gellibrand, Forrest, Beech Forrest and Lavers Hill from a bushfire risk perspective (this is follow-on work from the recent Rural Living Strategy).

Extension of the Interim ESO5 applying to the Barham River Water Catchment

The State Government amended the Planning Scheme on 5 April 2012 to extend the expiry date of the Environmental Significance Overlay - Schedule 5 (ESO5) from 31 December 2011 to 30 June 2013 and remove the Environmental Significance Overlay Schedule 3 (ESO3) from the area of the revoked Skenes Creek Special Water Supply Catchment.

The ESO5 was an interim planning control introduced in 2005 to part of the Barham River water catchment at Apollo Bay. The intention was that the control be in place whilst the water catchment was declared under the relevant state legislation, and a more permanent overlay control was introduced through the normal amendment process. There were delays in the declaration of the catchment, and Barwon Water is only now in the process of initiating the amendment to introduce a permanent control.

Apollo Bay Water Storage Facility

Hansen Partnership on behalf of Barwon Water Alliance has lodged a planning application for the use and development of land at 120 Barham River Road for the purpose of a water storage basin and associated pumping station. The water storage facility is proposed to be located on the south-western portion of the former Great Ocean Green site with the facility to accommodate a capacity of 250 mega litres.

The proposal aims to provide long term water security for the town, and will enable development of the land at Marriners Vue to proceed, this land having been rezoned in 2009 for residential development subject to augmentation of the water supply by Barwon Water. The new storage would also avoid the need for regular water restrictions during the peak summer holiday season.

Further information has been requested to be provided before the proposal is subject to public notice. Barwon Water hopes to commence construction late in 2012.

Rural Planning Flying Squad

Council officers have lodged applications for funding under the State Government's Rural Planning Flying Squad program. The funding program aims to support rural Councils with targeted funding to assist with projects which it otherwise would find difficult to progress. Council's proposals include funding for the preparation and exhibition of planning scheme amendments to apply a Salinity Management Overlay and update the Environmental Significance and Vegetation Protection Overlays. Funding has also been sought to undertake statutory planning process improvements.

Native Timber Harvesting

Council Officers are in the process of speaking to State Government representatives concerning planning provisions relating to native timber harvesting. This follows previous letters to the CCMA and DSE in 2010 expressing concern at the impact of current provisions on smaller scale native timber harvesting proposals on private land, and recent consideration of specific proposals for land in Barramunga.

Municipal Emergency Management Planning

The updated Municipal Emergency Management Plan and the new Municipal Relief and Recovery Plan were released for public comment in February 2012. The comment period closed at the end of March 2012. It is planned that final drafts will be sent to Council for endorsement in June. The draft Municipal Fire Management Plan is also currently being developed. Input received from the community during the development of the plan will be discussed at the next Municipal Fire Management Planning Committee. Feedback will be provided in relation to the community input prior to the plan being submitted to Council in June for endorsement of the plan being released for a formal public comment period of 6 weeks.

Emergency Management Coordinator Position

Surf Coast Shire has received funding from the State Government for 2 Emergency Management Coordinator positions across the Surf Coast, Colac Otway and Corangamite regions until July 2014. One of the positions is based at the Colac Otway Shire. The new coordinator started on 19 March 2012. Initially the new coordinator will focus on finalising the Colac Otway Municipal Fire Management Plan and then work across the three municipalities to help implement the recommendations of the Bushfire Royal Commission.

Fire Prevention

Council has finished the Annual Fire Prevention Inspection Program for 2011/2012. In total 763 properties have been issued with a Schedule 15 Fire Prevention Notice (FPN), with 58 properties failing to comply. Enforcement works have been carried out by Council on 28 of these properties. The owners of these properties were issued a fine and sent an invoice for the cost of the works. The rest of the 58 properties issued with a FPN had works carried out before the Council's contractor could begin. Although these land owners ultimately carried out the works themselves they will still receive a fine for failing to comply with a FPN. The Fire Danger Period ended on 16 April 2012. Although the Fire Danger Period has ended people still need to remain vigilant to the threat of fire and if they intend to conduct a burn off they need to check Council's local laws to ensure they do so in a legal and safe manner.

Environmental Sustainability Policy

Council has an important role to play in demonstrating leadership and facilitating the wider uptake of environmental sustainability practices. To help achieve this Council recently developed an Environmental Sustainability Policy that reflects Council's high-level commitment to sustainability and refreshes and consolidates its corporate approach. The draft policy has been released for public comment and was available for viewing at Council's Customer Service Centres and on Council's website until the end of March 2012.

Animal Registrations

Domestic animal registrations for the 2012/2013 period were due on 10 April 2012. To date 2,980 registrations have been paid with 190 new animal registrations recorded. A reminder notice will be sent out to those that haven't renewed their animal registrations in late April. Enforcement action will be taken in relation to unregistered animals during May. A penalty of \$244 will be issued to owners for each animal that is not registered.

Regional Streetlighting Retrofit Grant Application

In partnership with the Great South Coast group of Councils Colac Otway Shire is applying for a grant to retrofit streetlights with more efficient globes. In total, the project is expected to cost \$3.04m before potential subsidies. Net cost savings to 2030 (after project costs) are projected to be about \$9.8 million with 2,954 tonnes of greenhouse emissions saved per year.

Great South Coast is applying for grant funding under the Community Energy Efficiency Program (CEEP) as it requires additional funds to ensure the project can go ahead and will be applying for additional funding from the Victorian Government's Green Light Program soon to open for applications specifically targeted at street lighting only.

Small Facilities Retrofit Project- Rae Street & COPACC

In May 2011 energy audits were undertaken on both facilities to determine retrofit measures that could save energy and reduce associated greenhouse gas emissions and operating costs. The energy audits identified several simple and well-proven measures that will reduce total electricity use at the Council offices and COPACC by 10% and 30% respectively. Colac Otway Shire Council has applied for CEEP funds to enable the implementation of these measures. Once completed, Council also proposes to use the buildings as a case study for neighbouring Councils by developing case study materials and conducting site tours to demonstrate the energy efficiency upgrades, retrofits and monitoring systems.

The total cost of the project is expected to be \$125,855 and is forecast to save Council \$28,618 per annum, giving a payback period of 4.4 years at today's prices. The total annual energy savings are expected to be approximately 121,869 kWh (438.73 GJ). The project would not only address the immediate issues of greenhouse gas emissions from both sites, but would also return \$28,618 of value to Colac Otway Shire Council each and every year, improving Council's capacity to deliver community programs.

Regional Living Expo

Colac Otway Shire will be in attendance at the Regional Living Expo 27–29 April 2012, Friday, Saturday, and Sunday. Staff will be handing out mock Colac Heralds focusing on the benefits of living in Colac. They will also be directing people through a phone scannable QR code to a competition and a website that promotes Colac as a place to live.

Colac Marketing Strategy

The Colac Marketing Strategy has been adopted by Council. A brand development workshop has subsequently been held with Council and key staff with the aim of developing a new brand for approval in May 2012.

Lake Colac

The final stage of the Lake Colac Pathway has been completed around Ross Point to the Stoddart St playground.

Tourism

A new Tourism Development Officer (TDO) has been appointed and has been on the road meeting tourism operators and regional partners. The new officer is working from the Great Ocean Road Visitor Information Centre, Apollo Bay.

The Visitor Information Centres are going through preparations for their annual accreditation. Visitor numbers are consistent with last year with a small increase in international tourists.

The proposed restructure of regional tourism is still not resolved.

Forrest Mountain Bikes Trails Strategy

A TQUAL Tourism Quality grant application has been submitted to the Federal Government to support development of the Strategy. The project has G21, Great South Coast and Regional Development Australia endorsement.

Small Town Improvement Program

Project proposals are being sought for next year's program. Two new rotundas have been purchased in the current program and will be erected in Cressy and Beeac respectively.

A draft Community Infrastructure Plan for the Red Rock region is currently being developed. This area includes Cororooke, Coragulac, Alvie, and Warrion.

Attachments

Nil

Recommendation(s)

That Council notes the CEO's Progress Report to Council.

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

**CONSENT CALENDAR****OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | D | W |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>CORPORATE AND COMMUNITY SERVICES</u></b></p> <p><b><u>OM122604-2      CORANGAMITE REGIONAL LIBRARY CORPORATION BUDGET 2012/13</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council endorses the Corangamite Regional Library Corporation Budget and Council's contribution of \$601,152 for the 2012/2013 financial year and writes to the Corporation advising of Council's approval.</i></p> |   |   |
| <p><b><u>OM122604-3      COLAC OTWAY TENNIS FACILITY AUDIT AND DEVELOPMENT PLAN</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council adopts the Colac Otway Tennis Facility Audit and Development Plan.</i></p>                                                                                                                                                                                         |   |   |
| <p><b><u>OM122604-4      FINANCIAL REPORTING - BENCHMARKING/PERFORMANCE INDICATORS AND FINANCIAL SUSTAINABILITY INDICATORS</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council notes the reports on Benchmarking/Performance Indicators and Victorian Auditor General - Financial Sustainability Indicators.</i></p>                                                                                   |   |   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b><u>OM122604-5 COLAC RSL/COLAC TURF CLUB/COLAC GOLF CLUB PROPOSED DEVELOPMENT</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Expresses its in-principle support for the relocation of 25 Electronic Gaming Machines (EGM's) from the existing Returned Services League (RSL) premises in Murray Street Colac to the Colac Golf Club/Turf Club site, with the provision of an additional 15 EGM's at that location as part of a proposed facility development by the Colac RSL Sub-Branch, Colac Turf Club and the Colac Golf Club.</i></b></li> <li><b><i>2. Reserves its final position on the additional EGM's until more specific aspects of the proposal are known and more specific applications come before Council for consideration.</i></b></li> <li><b><i>3. Acknowledges that this in-principle support for the additional gaming machines is independent of the consideration of the proposed facility development through the planning permit process.</i></b></li> <li><b><i>4. Advocates to the Victorian Commission for Gambling and Liquor Regulation that the impacts of the proposed additional EGMs forming part of the proposal on social disadvantage in Colac are fully considered.</i></b></li> </ol> |  |  |
| <p><b><u>OM122604-6 S86 COMMITTEE OF MANAGEMENT RE-ELECTION OF MEMBERSHIP</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Pursuant to section 86 of the Local Government Act 1989, resolves to appoint the following nominated members to the Larpent Public Hall and Colac Municipal Aerodrome Committees of Management until April 2015:</i></b></li> </ol> <p><b><i>Larpent Public Hall - Geoff Turner, Helen Ezard, Lachlan Sutherland, Ken Ezard, Wayne Pritchard,</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b>Michael Lenahan, Morris Middleton and Bruce Fraser</b></p> <p><b>Colac Municipal Aerodrome - Brendan Reidy, Norm Tann, Ross Higgins, John Callahan, Brian Smith, David Fenn and Michael Murray.</b></p> <p><b>2. In accordance with section 81 sub-section(2) sub-section(a) of the Local Government Act 1989, resolves to exempt members of the Committee from being required to submit a primary or ordinary conflict of interest return in accordance with this section.</b></p> <p><b>3. Advises the Committee that a copy of minutes of meetings held be forwarded to Council for its record after each meeting and that a Treasurer’s Report be provided on an annual basis.</b></p> |  |  |
| <p><b><u>OM122604-7 THIRD QUARTER FINANCIAL PERFORMANCE REPORT 2011-2012</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council receives the third quarter financial performance report 2011-2012.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                             |  |  |
| <p><b><u>OM122604-8 THIRD QUARTER PERFORMANCE REPORT JANUARY - MARCH 2012</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council receives the 2011/2012 Third Quarter Performance Report for the three months ending 31 March 2012.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                            |  |  |

**Recommendation**

***That recommendations to items listed in the Consent Calendar, with the exception of items ....., be adopted.***

**MOVED** .....

**SECONDED** .....

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY



**OM122604-2****CORANGAMITE REGIONAL LIBRARY CORPORATION  
BUDGET 2012/13**

|             |                                |           |           |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96423  |

**Purpose**

To gain Council endorsement of the Corangamite Regional Library Corporation 2012/2013 Budget.

**Declaration of Interests**

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

**Background**

The Board of the Corangamite Regional Library Corporation (CRLC) met on 23 February 2012 and approved a draft budget for 2012/2013 financial year. A proposed Budget report for 2012/2013 is attached.

As part of the Budget process each Council is to advise the CRLC of its approval of the proposed budget.

**Council Plan / Other Strategies / Policy  
Leadership and Governance**

Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.

**Issues / Options**

The attached budget report provides details of the CRLC's Budget for 2012/2013. It provides information on:

- Budget process;
- Service objectives;
- Budget preparation; and
- Various statements

**Council Contribution**

The Budget format is based on a direct services costing approach that acknowledges the expenditure of each member Council.

The following table provides details of each Council's contribution and the change from 2011/2012.

| <b>Member Council</b> | <b>2011/12</b> | <b>2012/2013 Budget</b> | <b>Change</b> |
|-----------------------|----------------|-------------------------|---------------|
| Colac Otway           | \$584,848      | \$600,012               | 2.6%          |
| Corangamite           | \$365,206      | \$371,529               | 1.7%          |
| Moyne                 | \$251,342      | \$258,332               | 2.8%          |
| Warrnambool           | \$633,321      | \$650,712               | 2.8%          |

Overall increase for the Regional Library - 2.5%

The proposed budget includes:

- An increase in the courier service to Colac Community Library and Learning Centre to twice weekly.
- An increase in the 'Book' budget up to \$339,998 (an additional \$29,998).

#### Service Enhancements

The document also includes service enhancement options for the Colac Otway Shire to consider including:

- The Nexus Library Survey, rather than the in-house user survey - \$1,140
- Additional staff time (5 hours per week) to provide programs in Colac - \$10,000
- Additional opening hours for Apollo Bay library to coincide with the opening of the extension - \$10,500 in the first year.

The \$1,140 for the Nexus Library Survey has been included in the Shire's draft budget figures.

This increases the Shire's contribution from \$600,012 to \$601,152.

#### Collection Replacement

The CRLC Budget includes an additional \$29,998 towards a shortfall in the annual replacement cost of the collection.

The Board has noted that the replacement is a significant issue that will need to be addressed by the Board. Part 8 of the Budget report provides details on the Collection Analysis which highlights the implications of not meeting industry standards.

#### Service Level Agreement

The Service Level Agreement provides flexibility for member Councils to alter their service levels to match financial contribution (eg. a reduction in opening hours would lead to a reduced financial contribution).

#### **Option 1**

Council can endorse the CRLC Budget for the 2012/13 financial year as advised or;

#### **Option 2**

Council request the CRLC to further review the 2012/13 Budget. It should be noted that a detailed review has already been undertaken by the Board to review the amounts required from the member Councils.

#### **Proposal**

That Council endorse the Draft Budget 2012/13 of the Corangamite Regional Library Corporation.

#### **Financial and Other Resource Implications**

As noted above Colac Otway's contribution for 2012/13 increases by \$16,304 from \$584,848 to \$601,152.

The Budget also indicates a minimal increase in the State Government Grant. The grant received does not keep pace with the ever increasing costs of running a library service, which adds further pressure on Councils to increase their contributions to maintain the service.

Colac Otway's contribution to the CRLC has increased significantly since 2005/2006.

|         |                         |
|---------|-------------------------|
| 2005/06 | \$307,900               |
| 2006/07 | \$327,000               |
| 2007/08 | \$365,644               |
| 2008/09 | \$406,271               |
| 2009/10 | \$424,553               |
| 2010/11 | \$528,879               |
| 2011/12 | \$584,848 (incl. Super) |
| 2012/13 | \$601,152               |

The amount of \$601,152 is included in Colac Otway's Draft Budget for 2012/2013.

### **Risk Management & Compliance Issues**

Under the Regional Agreement the next step in the preparation of the CRLC Budget is to obtain in writing the approval of each of the member Councils for the proposed Budget.

Subject to all four Councils giving such approval, the Board can then formally resolve to proceed finalising the Budget documentation on undertaking the required statutory advertising.

### **Environmental and Climate Change Considerations**

Not applicable

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The engagement strategy to date has been to inform and consult the Board. The Board has held a workshop and a number of discussions on the proposed Budget. Each of the Councils have also been briefed by the CEO of the CRLC on strategic and budget issues for the CRLC.

The CRLC Budget once approved by the Board is required to be advertised and submissions sought under *Section 223* of the *Local Government Act 1989*.

### **Implementation**

Once endorsed a letter will be written to the CRLC advising of Council's approval of the Library Budget 2012/13, including \$1,140 for the Nexus Library Survey.

### **Conclusion**

The proposed Budget is in accordance with the direct services costing approach adopted by the CRLC.

The Colac Otway Shire's contribution has increased by \$16,304 to \$601,152.

### **Attachments**

1. CRLC - Proposed Budget 2012/2013 24 Pages

**Recommendation(s)**

***That Council endorses the Corangamite Regional Library Corporation Budget and Council's contribution of \$601,152 for the 2012/2013 financial year and writes to the Corporation advising of Council's approval.***

~~~~~\ ~~~~~

OM122604-3

COLAC OTWAY TENNIS FACILITY AUDIT AND DEVELOPMENT PLAN

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Ian Seuren | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/4003 |

Purpose

The purpose of this report is to present the Colac Otway Tennis Facility Audit and Development Plan for adoption by Council.

Declaration of Interests

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Background

Council commissioned the preparation of a Tennis Facility Audit and Development Plan (the Plan), primarily to identify the future needs, demands and trends of tennis within the Shire and broader community. The Plan identifies gaps in the provision and planning of tennis infrastructure and provides guidance on the future direction of an appropriate planning and support model for the provision of tennis for the next 10 years.

Council considered the draft Plan at its January 2012 meeting and resolved to publicly exhibit the draft Plan in accordance with Council's Community Engagement Policy 2010.

Copies of the draft Plan were forwarded to the Polwarth and District Tennis Association, all tennis clubs located in the shire and appropriate land managers that manage public tennis facilities.

Council Plan / Other Strategies / Policy

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

Issues / Options

The previous report to Council, which sought endorsement to publicly exhibit the draft Plan, detailed the significant issues associated with existing tennis infrastructure within the Shire.

The Plan identifies and describes 12 key issues associated with tennis facilities within the Shire, these being:

- Surface cracking and pavement condition
- Court drainage
- Tennis court run-off areas
- Netball court run-off areas
- Tennis net posts
- Court cleaning and grooming
- Court lighting
- Fencing
- Landscaping and court surrounds

- Clubhouses and spectator shelters
- Accessibility
- Umpires chairs

No new issues have been raised following the public exhibition period.

Submissions

A total of five (5) submissions were received from community organisations (see Attachment 1 – Summary of Submissions). Whilst no new issues were identified, a number of submissions discussed the prioritisation of works. The prioritisation of works will be based on current court conditions identified in the Weighted Index Matrix and then assessment of each facility against the set of criteria identified in the Plan. This criteria takes into account current usage, management models and ability of others to contribute.

A further concern raised was about the recommendation that the Colac Lawn Tennis Club be considered the “regional” facility. In addition, the same submission stated that there is already a plan in place to have one central tennis facility and defunct all other courts in the Shire.

The Colac Lawn Tennis Club has been designated a “regional” facility following the development of a facility hierarchy through the preparation of this Plan. This is based on its central location within a major population base and having the required amount of courts and supporting facilities. The plan does not recommend that all competitions should be played at this facility and there is definitely no plan to defunct all other facilities. There will still be a strong need for Neighbourhood and District facilities, as recommended in the plan. The Plan investigates 25 tennis sites, one of which is the Colac Lawn Tennis Club (proposed regional facility). The overwhelming focus of the plan is to improve neighbourhood and district tennis facilities.

Options

There are a number of options available to Council:

1. Adopt the Colac Otway Tennis Audit and Development Plan and seek to implement its recommendations.
2. Require further work to be undertaken to the draft Plan and undertake additional consultation with the community.
3. Not support the draft Plan and cease the project.

Considering the significant work that has been undertaken in preparing the Plan, including thorough engagement with the local tennis community and then publicly exhibiting the draft Plan, it is recommended that Council supports the adoption of the Plan.

Proposal

That Council adopts the Colac Otway Tennis Facility Audit and Development Plan.

Financial and Other Resource Implications

The Plan provides a framework to guide new and expanded facility development across the Colac Otway Shire between 2011 and 2021. The framework will be influenced by future residential growth, local structure planning and available community facility budgets.

The Plan provides a summary analysis of the estimated probable costs for identified maintenance, renewal and upgrade costs associated with each venue. Costs have been developed using a generic cost base developed from a combination of current year industry prices, similar projects undertaken by the project consultants and from cost guides provided by Tennis Victoria and Tennis Australia.

Costs provided in the Plan are to be used for estimating purposes only. Detailed design and tender processes will be required to assist Council and the tennis community determine true costs at the time of development or redevelopment.

All identified developments will need to be considered in-line with:

- The capacity of clubs and volunteers to continue to manage venues.
- The financial capacity of Council and other funding partners.
- The initiation of new local tennis development initiatives and programs.
- The overall adoption and commitment to implementing the Plan.

In summary, the Plan identifies the following costs required over a ten year period to maintain and improve tennis facilities. It should be noted that these costs only apply to court and associated infrastructure maintenance and upgrades and do not take into account improvements to clubhouse/social facilities.

| | |
|-----------------------------|--------------------|
| Estimated maintenance costs | \$ 47,025 |
| Estimated renewal costs | \$ 581,600 |
| Estimated upgrade costs | <u>\$1,070,750</u> |
| TOTAL | \$1,699,375 |

An estimated \$1.7 million worth of facility maintenance and improvement projects have been identified for the Shire's tennis infrastructure. This is a significant investment that will require a long-term planning approach and an approach that considers ongoing investment in order to preserve valuable community assets.

Funds will need to be sourced from a range of stakeholders to implement the development plan. These include Council, the local tennis community and possibly the State Government through community infrastructure funding programs.

In the lead up to the 2010 State Government election, five clubs within the Colac Otway Shire successfully advocated to The Honourable Terry Mulder, Member for Polwarth, and were awarded \$175,000 to invest in the development of the existing tennis facilities at Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh. This funding, possibly matched with additional State Government grants and some local contributions, will significantly improve the five facilities and alleviate some of the upgrade costs identified in the draft Plan. The Plan is already being implemented through this commitment with recent works undertaken at the Barwon Downs and Forrest facilities.

Risk Management & Compliance Issues

The Plan identifies a range of issues associated with tennis infrastructure across the Shire, with the majority posing risk and compliance concerns. One of the primary objectives of the Plan is to provide Council, clubs and land managers with an understanding of what maintenance and improvements to facilities are required to ensure safe and compliant tennis facilities.

If implemented, the identified maintenance tasks and improvements will ensure that facilities are of a standard that pose little risk to users and that any perceived risks are managed appropriately.

Environmental and Climate Change Considerations

There are no environmental issues impacted upon as a result of the Plan.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected was consult.

The Plan was developed in consultation with the local tennis community. A survey of all clubs within the Shire was undertaken at the commencement of the project to gain an understanding of membership and participation trends, club development priorities, facility use and development needs, and current issues impacting on tennis clubs.

The key findings from the club survey were used to coordinate a Colac Otway Tennis Club Forum, involving clubs, the Polwarth and District Tennis Association, Council officers and representatives from Tennis Victoria. The purpose of the forum was to discuss the broader issues facing tennis in the Shire and surrounding region and to establish a future focus for tennis facility provision and improvement.

Following consideration of the draft Plan by Council, it was placed on public exhibition for a period of seven weeks seeking feedback from the community. A copy of the draft Plan was forwarded to all local tennis clubs, the Polwarth and District Tennis Association and relevant land managers seeking feedback.

A total of five (5) submissions were received and are summarised in Attachment 1 – Summary of Submissions. Following analysis of the submissions, it is recommended that there be no changes made to the Plan. Council officers will respond in writing to all submitters that took the time to submit to the draft Plan.

Implementation

Should Council adopt the Plan, officers will then develop a facility revitalisation program based on the Weighted Index Matrix and the following set of criteria identified in the Plan:

1. Demonstrated active club and public use of the facility and a demonstrated ability (and plan) to maximise future use and participation.
2. Provision of an efficient and effective club and/or facility management model, including capacity to undertake routine court maintenance activities and capacity to apply for grants or partnership funding (ie. have an appropriate governance system in place).
3. Demonstrated ability to contribute financially to facility life-cycle costs, including maintenance and replacement costs.

This will provide a priority list for the development and improvement of tennis facilities across the Shire. Works required will be considered through Council's Asset Renewal and Capital Works Programs and be subject to future Council budgets and opportunities for external funding assistance.

Conclusion

The Colac Otway Tennis Facility Audit and Development Plan provides a thorough investigation into the current state of tennis facilities in the Shire. The Plan informs the future needs, demands and trends of tennis within the Shire and broader community.

The Plan recommends that Council take a long-term sustainable view of supporting and developing the sport of tennis and associated infrastructure. Historical facility design, development and maintenance fails to meet current day infrastructure requirements and consistent improvement in all these areas will be essential in achieving long-term outcomes for the sport, in meeting ongoing budgets for asset renewal and replacement and ensuring safe risk-free facilities.

Attachments

1. Attachment 1 - Summary of Submissions 2 Pages
2. Tennis Facility Audit & Development Plan 130 Pages

Recommendation(s)

That Council adopts the Colac Otway Tennis Facility Audit and Development Plan.

~~~~~\) ~~~~~

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

**OM122604-4****FINANCIAL REPORTING -  
BENCHMARKING/PERFORMANCE INDICATORS AND  
FINANCIAL SUSTAINABILITY INDICATORS**

|             |                                   |           |           |
|-------------|-----------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                      | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | 11/95595  |

**Purpose**

The purpose of the report is to provide Council with information on financial “Benchmarking/Performance Indicators”.

The information has been taken from data supplied by Strategy Plus and reports from the Victorian Auditor-General on results of previous Audits.

**Declaration of Interests**

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

**Background**Strategy Plus

Strategy Plus collects data from the published Annual Reports of all 79 Victorian Councils.

The ratios are based on an interpretation of data provided in the annual reports based on definitions as detailed by Strategy Plus.

The data is merely provided as a source of information to enable Councils to benchmark items of interest from data in publicly available documents.

Victorian Auditor-General (VAG)

The VAG has been preparing data on the results of financial audits and financial sustainability over a number of years.

**Council Plan / Other Strategies / Policy****Leadership and Governance**

Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.

**Issues / Options**Strategy Plus

The attached paper “Benchmarking/Performance Indicators” provides data on how Colac Otway compares with other Councils in the Large Rural Shire grouping as well as the state average.

Strategy Plus includes 19 Councils in the grouping.

- Baw Baw
- Campaspe
- Colac Otway
- Corangamite
- East Gippsland

- Glenelg
- Horsham
- Macedon Ranges
- Mitchell
- Moira
- Moorabool
- Moyne
- Murrindindi
- South Gippsland
- Southern Grampians
- Surf Coast
- Swan Hill
- Wangaratta
- Wellington

The attached paper has grouped various indicators under the following headings:

- 1 – Assets
- 2 – Capital
- 3 – Cash
- 4 – Indebtedness/Liabilities
- 5 – Operating
- 6 – Rating

The purpose of utilising financial key performance data analysis is to gain knowledge on how Council performs comparative to like Councils and those across the state and to therefore understand areas where Council performs well and where there are opportunities for Council to seek improvement.

Financial key performance indicators by themselves do not provide definitive answers. Frequently there may be very good and valid reasons for Councils varying from the 'norm'. What they do however is generate the questions that need to be answered and ensure that variances are planned with knowledge rather than by accident.

Given the basis of data collection, it should be noted that the financial statistics contained in this report do not attempt to contain any measures of what services are provided and to what level within Colac Otway, in comparison to other municipalities. This information is not typically available in comparable forms in annual reports.

### Summary

The data that is available indicates that Colac Otway compares well with the average of Large Rural Councils in most categories/key performance indicators.

The main areas for ongoing review are:

- The underlying operating deficit;
- Liquidity levels;
- The level of capital expenditure; and
- The level of depreciation

The continued emphasis on these aspects will ensure that Colac Otway improves its financial position.

### Victorian Auditor-General

The VAG provides an annual report to the Parliament on the results of financial audits within the Local Government sector.

The latest report was forwarded to the Parliament on 23 November 2011. The report comments on the quality and timelines of financial reporting, the financial sustainability of Councils, internal audit arrangements and internal controls over procurement and asset management.

This Council report focuses on the Financial Sustainability aspects of the VAG report.

### **Chapter 4 of Report – Financial Sustainability**

The financial sustainability of the 79 Councils can be assessed by analysing their capacity to meet current and future expenditure as it falls due. Council must also be able to absorb the effect of financial risks materialising, without significantly changing.

The average financial sustainability risk level for Councils is low, however the number of Councils with a financial sustainability risk of high increased from one to two and medium increases from four to six in 2010/11.

The report provides insight into the financial sustainability using indicators for Councils plus an overall assessment.

#### **“4.2.1 Overall Assessment**

*Analysis of the six indicators show that Councils as a whole had a low financial sustainability assessment risk, but they face an ongoing challenge to maintain spending on capital works and existing assets at sufficient levels.*

#### **4.2.2. Underlying Result**

*The report shows that the average underlying result for all Councils has fluctuated since 2006/07, although it improved in most Council categories in 2010/11. The underlying result for outer metropolitan, large shires and regional Councils has fluctuated most over the past five years.*

p.24

#### **4.2.3 Liquidity**

*The report shows that, overall, the ability of Councils to repay their short-term financial obligations improved over the five year period. The average liquidity ratio for all Councils is above 1.50 indicating no immediate concerns at the overall sector level.*

p.26

#### **4.2.4 Indebtedness**

*The report shows that over the past five years, the average indebtedness of Councils overall remained consistent.*

p.28

#### **4.2.5 Self-Financing**

*The self-financing indicators across all Council categories has been consistently over the 20 per cent mark for the past five years. This indicates that the sector can effectively replace consumed assets over the longer term using income generated from operations.*

p.29

#### **4.2.6 Capital Replacement**

*The report shows the average capital replacement ratio across all Council categories improved over the five years.*

*Aggregate capital spending on infrastructure, property, plant and equipment has consistently and significantly exceeded aggregate depreciation and amortisation.*

*Large Shire Councils trended downward in 2010/11, highlighting the ongoing challenge of maintaining capital replacement spending.*

*p.30-31*

#### **4.2.7 Renewal Gap**

*The report shows that the average renewal gap indicator across small shire, inner metropolitan and outer metropolitan Councils improved over the five-year period. Their aggregate spending on renewal, restoration and maintenance of existing infrastructure, property, plant and equipment remained at a rate approximating the rate at which the assets depreciated.*

*In 2010/11 the average renewal gap for large shire Councils decreased to below the average renewal gap indicator of 2006/07. These Councils need to manage their spending so that the condition of assets is maintained.*

*p.32-33*

#### Overall Assessment – Large Shire Councils

*“The overall financial sustainability risk for Large Shire Councils was assessed as low for 2010/11. The capital replacement indicator for 11 of the 15 has been assessed as medium risk for the past five years. Large Shires face challenges maintaining the level of capital spending with the rate of depreciation on existing assets.”*

*p.36*

#### Financial Sustainability Risk Assessment Results 2010/2011

The overall financial sustainability of Large Shire Councils has been assessed as low risk.

The Auditor-General includes the following Councils in the Large Shire grouping:

- Baw Baw
- Campaspe
- Colac Otway
- Corangamite
- East Gippsland
- Glenelg
- Macedon Ranges
- Mitchell
- Moira
- Moorabool
- Moyne
- South Gippsland
- Southern Grampians
- Surf Coast
- Wellington

The attachment Victorian Auditor-General – Financial Sustainability Indicators provides further details on each of the indicators.

The information has been taken from Victorian Auditor General reports which report on the results of Local Government audits for the period 2006/07 to 2010/11.

The data in the VAG report indicates that Council has improved its financial position. In 2006/07 and prior, Colac Otway was assessed at a High Risk Level.

For the financial years 2008/09 to 2010/11 the Risk Level has been low. This has been as a result of a continued improvement in some of the indicators while others have remained at fairly constant levels.

The significant improvement has been in the:

- Underlying Result (%); and
- Capital Replacement

#### Audit Committee

The Chairperson of the Audit Committee has provided the following information which was also circulated to members of the Audit Committee.

#### **“Auditor-General’s (AG) review of Councils Annual Financial and Performance Statements**

*The following are various extracts from the AG’s report to Parliament in November 2011 relating to his assessment of Colac Otway Shire financial sustainability.*

| <b>Indicator</b>               | <b>Colac Otway<br/>(mean over 5<br/>years)</b> | <b>Average mean<br/>of Large Shires<br/>over 5 Years</b> | <b>Colac Otway<br/>(2011)</b> | <b>Average of<br/>Large Shires<br/>2011</b> |
|--------------------------------|------------------------------------------------|----------------------------------------------------------|-------------------------------|---------------------------------------------|
| <b>Underlying<br/>result</b>   | 1.85%<br>(Low Risk)                            | 6.01%<br>(Low risk)                                      | 5.54%<br>(Low Risk)           | 5.24%<br>(Low risk)                         |
| <b>Liquidity</b>               | 2.36%<br>(Low Risk)                            | 2.22%<br>(Low risk)                                      | 2.41%<br>(Low risk)           | 2.28%<br>(Low Risk)                         |
| <b>Indebtedness</b>            | 27.26%<br>(Low risk)                           | 27.20%<br>(Low risk)                                     | 33.81%<br>(Low risk)          | 27.40%<br>(Low risk)                        |
| <b>Self<br/>Financing</b>      | 28.35%<br>(Low risk)                           | 28.39%<br>(Low Risk)                                     | 30.27%<br>(Low risk)          | 26.94%<br>(Low risk)                        |
| <b>Capital<br/>Replacement</b> | 1.30%<br>(Medium risk)                         | 1.40%<br>(Medium risk)                                   | 1.58%<br>(Low risk)           | 1.42%<br>(Medium risk)                      |
| <b>Renewal Gap</b>             | 1.09%<br>(Low risk)                            | 1.0%<br>(Medium risk)                                    | 1.19%<br>(Low risk)           | 0.94%<br>(Medium risk)                      |

*The 2011 ratios were all rated by the AG as low risk. All ratios other than the indebtedness ratio were better than the 2011 average for large shires. The indebtedness ratio is however 23% higher than the 2011 average for large shires.*

*The trend in the underlying ratio has improved each year for the past 5 years from a negative 5.03% (medium risk) in 2007 to 5.54% in 2011. As Council’s forecast for this ratio in 2012 is also strongly positive, it is anticipated that the mean over the 5 year period to June 2012 will also improve by up to 3 percentage points to possibly 4+%.*

*The AG has indicated in his report that the underlying ratio in the 3 year forecast period to 2014 shows a deteriorating trend. The forecast figures are supplied to the AG by Council but are not audited by the AG. Although on the numbers this is an accurate assertion, it should be noted that in all cases the ratios would be rated as “Low Risk” by AG if these forecast ratios are realised.*

*In respect to the indebtedness ratio, forecast information forwarded to the AG by Council shows a continuing improvement in this ratio through to 2014. However in respect to the capital replacement ratio the forecast figures supplied to the AG by Council shows mixed results with a deterioration in the ratio over the three years to 2014 leading the AG to assess the ratio as medium risk in both 2013 and 2014.”*

### **Proposal**

The 2 papers provide extensive information on various aspects of Council's finances. It is proposed that Council note the information in the 2 reports:

- Benchmarking/Performance Indicators
- Victorian Auditor General – Financial Sustainability Indicators

### **Financial and Other Resource Implications**

The 2 papers provide information on financial indicators.

As noted, one of the significant improvements in the VAG's indicators is that of Capital Replacement.

### Capital Expenditure

The figures below indicate the level of capital expenditure during the period 2002/03 to 2010/11.

|         |           |
|---------|-----------|
| 2002/03 | \$ 5.19m  |
| 2003/04 | \$ 5.16m  |
| 2004/05 | \$ 5.78m  |
| 2005/06 | \$ 8.54m  |
| 2006/07 | \$ 8.29m  |
| 2007/08 | \$ 8.97m  |
| 2008/09 | \$ 8.03m  |
| 2009/10 | \$ 12.89m |
| 2010/11 | \$ 11.40m |

Council over the past 6 years has made significant funding available to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible.

Out of the \$11.40m capital expenditure in 2010/11 approx. 75% was expended on Renewal of Assets.

### Indebtedness

The notes from the Chairperson of the Audit Committee noted that Colac Otway's indebtedness ratio is higher than the 2011 average for large shires.

The Indebtedness Indicator is based on Non-current liabilities/Own sourced revenue.

Non-current liabilities are made up of 2 items:

|                                       |                  |
|---------------------------------------|------------------|
| Provisions                            | - \$4.20m        |
| Interest-bearing loans and borrowings | - <u>\$4.38m</u> |
| TOTAL                                 | - \$8.58m        |

It is worth noting that of the \$4.20m figure for provisions, \$3.69m is for Landfill Rehabilitation, which represents 43.0% of the total Non-current liabilities figure.



The provision is calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works at the various sites is estimated on the current understanding of work required to reinstate the sites to a suitable standard.

The figure for landfill rehabilitation increased from \$2.87m to \$3.69m in 2010/11 which has impacted on Colac Otway's average for 2010/11.

Council is required to have a provision for landfill restoration for the following sites:

- Marengo
- Gellibrand
- Forrest
- Birregurra
- Barwon Downs
- Alvie

The average of the Provision for Landfill Rehabilitation for the 15 Large Rural Shires is \$2.25m which is considerably less than Colac Otway's of \$3.69m. Colac Otway's amount is the second highest of the 15 councils.

Each year Council puts funds aside in Reserves to assist in the future funding of the Landfill Rehabilitation.

At 30 June 2011 the funds set aside were:

|                                 |                    |
|---------------------------------|--------------------|
| Landfill Rehabilitation (Alvie) | - \$467,000        |
| Rehabilitation Reserve (Other)  | - <u>\$160,000</u> |
| TOTAL                           | - \$627,000        |

### **Risk Management & Compliance Issues**

Not applicable

### **Environmental and Climate Change Considerations**

Not applicable

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

A copy of the 2 papers has been provided to the Audit Committee external members for information.

### **Implementation**

The report and papers are for information only.

### **Conclusion**

The 2 papers:

- Benchmarking/Performance Indicators; and
- Victorian Auditor General – Financial Sustainability Indicators

provide a lot of financial data and indicators.

As noted in the summary of the Benchmarking/Performance Indicators report:

The data that is available indicates that Colac Otway compares well with the Average of Large Rural Councils in most categories/key performance indicators.

The main areas for ongoing review that are being addressed are:

- The underlying operating deficit;
- Liquidity levels;
- The level of depreciation; and
- The level of capital expenditure.

The continued emphasis on these aspects will continue to ensure that Colac Otway improves its financial position.

The information available also indicates that Colac Otway Shire is addressing a number of the challenges that face Council. Over the last 5 years there has been an emphasis on improving Council's financial position.

There has been an increased emphasis on key challenges to ensure that Colac Otway achieves certain targets as soon as possible:

- Increased asset renewal and maintenance spending;
- Moving from operating deficits to operating surpluses.

It is also critical that levels of liquidity and debt are continually reviewed and managed responsibly.

The need to continue to improve Council's financial position has been supported by increased and improved data and information both internally eg. Infrastructure Renewal analysis and externally eg MAV, Price Waterhouse etc.

Even though different organisations use different measures the messages are consistent with respect to Infrastructure Renewal, Underlying Operating Deficits and liquidity.

The VAG report clearly indicates that Council has gone from a High Risk level in 2006/07 and prior years to a low risk level in 2008/09, 2009/10, and 2010/11.

Council has made significant decisions to fund infrastructure renewal which has assisted in this improvement.

#### **Attachments**

- |                                                                    |          |
|--------------------------------------------------------------------|----------|
| 1. Benchmarking/Performance Indicators                             | 22 Pages |
| 2. Victorian Auditor General - Financial Sustainability Indicators | 21 Pages |

#### **Recommendation(s)**

***That Council notes the reports on Benchmarking/Performance Indicators and Victorian Auditor General - Financial Sustainability Indicators.***

~~~~~\) ~~~~~

OM122604-5

**COLAC RSL/COLAC TURF CLUB/COLAC GOLF CLUB
PROPOSED DEVELOPMENT**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Ian Seuren | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F12/3091 |

Purpose

For Council to consider providing in-principle support for additional Electronic Gaming Machines (EGMs) associated with a proposed facility development by the Colac Returned Services League (RSL) Sub-Branch, Colac Turf Club and the Colac Golf Club.

Declaration of Interests

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Background

The Colac RSL Sub-Branch, the Colac Turf Club and the Colac Golf Club have entered into discussions regarding a possible joint-venture development of a new sports and entertainment hospitality venue. The proposed development would see the Colac RSL Sub-Branch relocate its functions and services from the Colac CBD to a new facility developed on the site of the existing Golf Club and Turf Club. It is anticipated that the proposed development will cost in excess of \$3.5m and become a 'destination venue' and multi-use hospitality facility.

The proposed facility development would include a modern contemporary design with approximately 2,000 square metres of floor space. Key features of the proposed facility include:

- Café and Bistro, incorporating alfresco dining and bar areas
- Members lounge, including an entertainment stage
- Sports Bar
- Gaming lounge
- Multi-purpose function room with capacity for 300
- Conference and community meeting rooms
- Member changerooms and amenities
- Member viewing areas – eg: race days
- Pro-shop
- Static and interactive displays for memorabilia, trophies etc.
- Digital Honour Boards.

It is envisaged that the new 'Country Club' type facility would become a destination venue for the region and provide significant benefits for the local community as well as new tourism opportunities.

The proposal would include the closure of the Colac RSL Sub-Branch's existing venue at 21 Murray Street, Colac and the transfer of the existing 25 EGMs to the proposed new venue. In order to become a sustainable destination venue, the Colac RSL Sub-Branch is seeking to increase gaming capacity by an additional 15 EGMs to create a 40 EGM venue.

Representatives from the RSL Victorian Branch, Colac RSL Sub-Branch, Colac Turf Club and the Colac Golf Club have presented to Council detailing the plans for the proposed development and the likely impacts/benefits to the local community.

On behalf of the respective clubs, the NBA Group Pty Ltd was commissioned to prepare a *Socio-Economic Impact Overview* report which addresses the typical indices required to be considered through the Victorian Commission for Gambling and Liquor Regulation (VCGLR), the State's independent authority which administers and regulates Victoria's liquor and gambling laws.

The intent of the *Socio-Economic Impact Overview* is to review the primary social and economic indices typically required to be analysed for presentation to the VCGLR in order to assist Council in forming its position on the proposal subject to formal applications being lodged. It provides information about the role of RSL Clubs in the community, Colac Otway Shire characteristics including levels of advantage, the impacts of the proposed development on the regional and local economy, and the social impacts of the proposed development.

The intent of the report is to focus on the formal socio-economic indices for the municipality and the impact of the proposed introduction of 15 additional EGMs on the Colac Otway community. Unlike a formal Social and Economic Impact Assessment (SEIA) required by the VCGLR, it does not analyse the overall social and economic contributions of the three respective clubs. The report suggests that although the contributions of the Golf Club and Turf Club have not been analysed in detail, they contribute significantly to the fabric of the Colac community and will do so increasingly under the proposed new arrangement.

The respective clubs are working together to ensure that all three entities can plan for a sustainable future and now seek Council support to proceed through the relevant application processes.

Council Plan / Other Strategies / Policy

Physical Infrastructure and Assets

Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.

Community Health and Wellbeing

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

Issues / Options

Issues

Additional EGMs:

The three respective clubs identify that to make the proposed development feasible, there is a need to increase the number of EGM's from 25 to 40. Whilst there would be no additional gaming venues as a result of the proposal, there would be an additional 15 EGM's in the Shire. An additional 15 EGMs will give the three respective clubs comfort of future revenue generation resulting in the funds required to develop and maintain the facility long term.

At present, a planning permit is required under Clause 52.28 for the installation or use of a gaming machine. In addition, separate approval is required from the regulator for gaming machines, the VCGLR. Under the State legislation there are caps on the maximum number of EGMs which can be established in each municipality.

At present it is understood that the cap applying to Colac Otway Shire for EGMs is 163, and there are presently 110 machines in operation in different premises across the Shire. Should additional EGMs be approved by the VCGLR, it would be based on the specific site of the proposed facility development.

Social impact – level of disadvantage:

An indicator for the purpose of considering the economic and social impact of the proposal is the index of relative Social and Economic Disadvantage (SEIFA index) compiled by the Australian Bureau of Statistics. The index is created by combining a number of measures of disadvantage including levels of education, unemployment and income. A higher index score means an area is more advantaged.

Colac Otway Shire, according to the 2006 SEIFA data, with a score of 967.3, is ranked 62 out of the 79 LGA's in Victoria in order of disadvantage, meaning Colac Otway Shire has a relatively high level of disadvantage. Areas within the Colac township (Colac West etc.) are considered to have much higher levels of disadvantage than Elliminyt.

Research has shown that disadvantaged populations, along with other vulnerable communities, are more susceptible to the harm that gambling can cause and therefore should be considered when assessing whether a location is appropriate for EGMs. Research also concludes that there are links between social disadvantage, problem gambling and proximity to gaming venues. It suggests that although gaming machines may be accessible to the community as a form of entertainment, they should not be convenient and should be located at a distance that requires a pre-considered decision to gamble.

The current provision of EGMs per 1000 adults is 6.57, slightly above the Melbourne average of 6.19 but well below the pre-auction State Government threshold of 10. If this proposal proceeds the total number of EGMs will increase to 125 and the density will increase to 7.46 EGMs per 1000 adults within the municipality. It should be noted that all 40 proposed EGMs would be 'club' machines which typically generate around 60% less revenue per machine per annum than 'pub' machines in the Colac Otway Shire based on VCGLR figures dating back to 2007. In addition, revenue raised by these EGMs would provide benefits to the community through services and facilities compared to 'pub' machines.

Given the specific circumstances of the proposal and the community based nature of the three clubs involved, based on the information provided it is considered that the economic impact of the introduction of the additional 15 EGMs into the proposed new facility will not be detrimental to the wellbeing of the local Colac community when all of the relevant factors are considered. The proposed location of the new facility is considerably more advantaged than the location of the existing RSL gaming facility within the strip shopping centre in the Colac CBD. This however will need to be further quantified through the preparation of a full Social and Economic Impact Assessment required as part of an application to the VCGLR.

Social impact – net gain:

The Colac RSL Sub-Branch, Colac Turf Club and the Colac Golf Club provide significant social and recreation benefits to the community. The three clubs represent a membership base of approximately 1,300.

The Colac RSL Sub-Branch and Colac Golf Club are clearly concerned about their current operating finances. The Colac RSL Sub-Branch has indicated a substantial operating loss in 2010/2011 and has grave concerns about its future in Colac.

The development of the proposed facility is intended to guarantee the long term sustainability of all three clubs and ensure they continue to provide benefits to the community. It will reduce the likelihood of any of the three clubs ceasing operations. Based on the current financial situation, there is the likelihood that the Colac RSL Sub-Branch could cease operations in the short term. The decline and possible departure of the Colac RSL Sub-Branch would have a negative impact on the social and economic fabric of the Colac community.

The *Socio-Economic Impact Overview* concluded that the introduction of 15 additional EGMs will not have a detrimental social and economic impact on the wellbeing of the community of the municipal district of Colac. It states that “*based on the proposed ‘master plan’ for the precinct and the joint venture proposed by the three local clubs I (the report’s author) conclude that, if supported by Council, the proposal could result in a significant net-gain for the municipality.*”

According to the *Socio-Economic Impact Overview*, based on all of the accepted socio-economic indices required to be addressed for a Hearing at the VCGLR, the proposal should be supported by Council on the following grounds:

- It removes an existing gaming venue from a strip shopping centre
- It removes an existing gaming venue from a comparatively disadvantaged area of the Colac township
- It establishes a new multi-use venue in a comparatively advantaged area of the Colac township
- The existing RSL venue has the lowest gaming spend in the LGA so projected additional expenditure is not expected to be excessive
- The EGM density will remain well below the ‘capped’ average established by the state government prior to the March 2012 auction process
- The proposed location dramatically decreases the opportunity for convenience gaming
- It establishes a quality destination venue with the Colac township with the potential to encourage expenditure from outside the LGA with the majority of the benefits staying within the Colac township
- It establishes a ‘country club’ precinct within Colac and enables the RSL, Golf and Turf clubs to proactively plan for a sustainable future
- It will inject capital investment of at least \$3.5 million into the local economy, plus ongoing employment opportunities for locals
- The proposed new venue needs 40 EGMs to be viable under the post August 2012 gaming structure in Victoria
- If the development proposal is not supported and the respective clubs fold or are forced into recess the social and economic impact on Colac will be significant and up to 25 local jobs will be lost as a result.

The *Socio-Economic Impact Overview* concludes that on balance, Council should support the proposal and the respective clubs should be given Council’s endorsement to proceed with confidence to the next stages in formalising the proposal and turning it in to a reality at the soonest possible opportunity.

Options

There are a number of options for Council to consider:

1. For Council to express its in-principle support for the relocation of 25 EGM's from the existing RSL premises in Murray Street Colac to the Colac Golf Club/Turf Club site, with the provision of an additional 15 EGM's at that location as part of a proposed facility development by the Colac RSL Sub-Branch, Colac Turf Club and the Colac Golf Club. Under this proposal, Council would reserve its final position on the additional EGM's until more specific aspects of the proposal are known and more specific applications come before Council for consideration. Council would have the responsibility to determine a planning permit application for the proposed facility development on its merits.

This is the recommended option. The *Socio-Economic Impact Overview* appears to provide strong evidence of the social and economic benefits of the proposed development. It identifies that there would be a significant net gain to the broader Colac and district community by relocating EGMs away from Colac CBD and developing such a facility in Elliminyt. This will need to be verified through a more detailed Social and Economic Impact Assessment which will also investigate the social and economic benefits of the Colac Golf Club and Colac Turf Club. This will be required as part of the normal planning process. It's recommended that Council advocates to the VCGLR that the impacts of the proposed additional EGMs forming part of the proposal on social disadvantage in Colac are fully considered.

Council will have a number of opportunities to formally consider the proposal via an application for planning approval and a referral of the proponent's application to the VCGLR. Whilst this option provides confidence for the three clubs to further pursue the development, it also provides caution for Council by looking at a more detailed application to the VCGLR and requiring more specific detail through the formal planning processes before solidifying a formal position on the proposal.

2. Not provide "in-principle" support for the proposed facility development.

This is not recommended. The three clubs could continue with a planning permit application and application to the VCGLR for the additional EGMs. However, the three groups have stated that they would be highly unlikely to pursue the development without Council support. They are not willing to pursue the various planning applications in the knowledge that Council does not support the proposed venture.

3. Seek further information from the three respective clubs in regards to the socio-economic benefit analysis of the proposed development.

This is not recommended. The *Socio-Economic Impact Overview* provides some evidence that the development will provide significant benefits to the Colac and district community. A detailed Social and Economic Impact Assessment will be developed for the purposes of an application to the VCGLR however it is anticipated that this will further detail the social and economic contributions offered by the Colac Turf Club and Colac Golf Club. In addition, the detailed Social and Economic Impact Assessment will more effectively deal with the social disadvantage issue. It is most likely that the conclusion regarding the positive net-gain for the community will remain.

Proposal

For Council to express its in-principle support for the relocation of 25 EGM's from the existing RSL premises in Murray Street Colac to the Colac Golf Club/Turf Club site, with the provision of an additional 15 EGM's at that location as part of a proposed facility development by the Colac RSL Sub-Branch, Colac Turf Club and the Colac Golf Club. Under this proposal, Council would reserve its final position on the additional EGM's until more specific aspects of the proposal are known and more specific applications come before Council for consideration. Council would have the responsibility to determine a planning permit application for the proposed facility development on its merits. It is also recommended that Council advocates to the VCGLR that the impacts of the proposed additional EGMs forming part of the proposal on social disadvantage in Colac are fully considered.

Financial and Other Resource Implications

There are no financial implications for Council in regards to this report.

The proposed \$3.5m facility development, should it be approved through the appropriate planning processes, would be completed at no cost to Council.

Risk Management & Compliance Issues

Advice has been sought from Council's solicitors. It has been confirmed that the recommendation does not pre-determine Council's position in relation to a future planning application.

Environmental and Climate Change Considerations

There are no environmental considerations relevant to this report.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be consult.

The Colac RSL Sub-Branch, the Colac Turf Club and the Colac Golf Club have discussed the proposed merger and facility development for some time. The three clubs represent approximately 1,300 members. Therefore, to date consultation has been driven by the three clubs with their respective membership.

Should the three groups submit an application for planning approval, a public consultation process will be required by the applicant as per the requirements of the Planning and Environment Act 1987.

Implementation

Should Council accept the officer's recommendation, the following process would be implemented by the RSL in conjunction with the Colac Golf Club and Colac Turf Club:

- The three clubs resolve to proceed with formalising the joint venture on the basis of Council support for the proposal.
- At the same time as the above logistics are being addressed, a formal application to the VCGLR would be prepared and lodged. A copy of the application is served on Council as a matter of procedure and Council has the opportunity to either support or oppose the application at this stage.
- A VCGLR Hearing date is scheduled within 60 days of lodgement of the Application.

- The VCGLR Hearing takes place and if the matter is unopposed, Council does not attend and the decision is handed down.
- The application for a Planning Permit for the new facility is prepared and lodged with Council.

It should be noted that Council has a number of opportunities to formally consider the proposed development and the 15 additional EGMs, these being:

1. When the proponent lodges an application to Council for a planning permit.
2. When the proponent lodges an application to the VCGLR for the relocation of the 25 EGMs and 15 additional EGMs.

It is the intention of the three clubs to commence development of the new facility during 2013 if supported by Council and the VCGLR.

Conclusion

The proposal to develop a destination facility at the current site of the Colac Golf Club and Colac Turf Club could provide significant benefits for the Colac and district community. Whilst research indicates that there is a link between social disadvantage, problem gambling and proximity to gaming venues, it appears there could be a net gain for the community should this development proceed.

The removal of gaming from a strip shopping centre, the decrease in opportunities for convenience gaming, the relocation of gaming provisions from a disadvantaged precinct to an advantaged precinct, the considerable investment required to establish a state-of-the-art destination venue (Country Club style) and the survival of three pivotal clubs within the fabric of any country town are considered to significantly outweigh the potential negative impact of an additional 15 EGMs within the local LGA.

The recommendation is for Council is to provide in-principle support for the proposed additional EGMs forming part of the proposal based on the information before it. However, this should be subject to consideration of the more fully developed Social and Economic Impact Assessment submitted with the formal application to the VCGLR, and is independent of Council's responsibility to consider a planning permit application for the proposed facility development.

Attachments

Nil

Recommendation(s)**That Council:**

- 1. Expresses its in-principle support for the relocation of 25 Electronic Gaming Machines (EGM's) from the existing Returned Services League (RSL) premises in Murray Street Colac to the Colac Golf Club/Turf Club site, with the provision of an additional 15 EGM's at that location as part of a proposed facility development by the Colac RSL Sub-Branch, Colac Turf Club and the Colac Golf Club.**
- 2. Reserves its final position on the additional EGM's until more specific aspects of the proposal are known and more specific applications come before Council for consideration.**
- 3. Acknowledges that this in-principle support for the additional gaming machines is independent of the consideration of the proposed facility development through the planning permit process.**
- 4. Advocates to the Victorian Commission for Gambling and Liquor Regulation that the impacts of the proposed additional EGMs forming part of the proposal on social disadvantage in Colac are fully considered.**

~~~~~\) ~~~~~

OM122604-6

**S86 COMMITTEE OF MANAGEMENT RE-ELECTION OF MEMBERSHIP**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Karen Borch                    | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96652     |

**Purpose**

To consider appointment of newly elected committee members to the Larpent Public Hall and Colac Municipal Aerodrome Committees of Management.

**Declaration of Interests**

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

**Background**

Council appoints Committees of Management under section 86 of the *Local Government Act 1989* as Special Committees to Council to act in accordance with rules and conditions of appointment adopted by Council. The purpose of the Committees is to manage the operations of the facilities. Council policy is that Committee of Management members are appointed for a three year term.

Meetings to appoint new Committee members were conducted on the following dates:

- Larpent Public Hall 27 March 2012
- Colac Municipal Aerodrome 2 April 2012

**Council Plan / Other Strategies / Policy****Leadership and Governance**

Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.

The decision by Council to appoint local persons to the various Committees is seen to be progressive and inviting the community to participate in the conduct of Council's administration of public facilities. A decision in this regard also sees Council working in partnership with the community to achieve agreed goals.

**Issues / Options****Option 1**

Council's policy is that Committee of Management members are appointed for a 3 year term or less where applicable.

The current three year term for the Larpent Public Hall and Colac Municipal Aerodrome Committees of Management has been completed and the nominations of community persons have been put forward to be on the committee for a period of three years for Council endorsement.

**Option 2**

Not to appoint the community persons put forward. It is an important process that each 3 years the members of the particular community/facility consider the membership of the S86 committee.

Council's policy is that Committees of Management members are appointed for a 3 year term or less where applicable.

**Proposal**

It is proposed to appoint the following community persons to the committee named for a term of 3 years until April 2015.

|                           |                                                                                                                            |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Larpent Public Hall       | Geoff Turner, Helen Ezard, Lachlan Sutherland, Ken Ezard, Wayne Pritchard, Michael Lenahan, Morris Middleton, Bruce Fraser |
| Colac Municipal Aerodrome | Brendan Reidy, Norm Tann, Ross Higgins, John Callahan, Brian Smith, David Fenn, Michael Murray                             |

Notes re: Colac Municipal Aerodrome:

- Michael Murray was added to the new COM membership at another meeting held on 10 April 2012.
- Cr Geoff Higgins is Council's representative on the Committee.

**Financial and Other Resource Implications**

The Committee holds their own bank account and administers budgets set by the Committee in accordance with funds within these accounts.

The Committee is required to provide copies of annual financial statements/treasurer's report to Council.

**Risk Management & Compliance Issues**

Each committee has been provided with a Risk Management and Insurance Manual developed for Council Committees of Management.

**Environmental and Climate Change Considerations**

Not applicable.

**Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected was to inform and consult. Advertisements were placed in the local media seeking nominations to the committee. Consultation also took place with Committee members as to the preferred time for the meetings to be held.

**Implementation**

A letter will be forwarded to the Management Committees advising them of the appointments to the committee.

**Conclusion**

The decision to appoint the Committees as Special Committees of Council is in keeping with Council's policy of working with its community in the management of halls, reserves and other facilities throughout the Shire.

**Attachments**

Nil

**Recommendation(s)*****That Council:***

1. ***Pursuant to section 86 of the Local Government Act 1989, resolves to appoint the following nominated members to the Larpent Public Hall and Colac Municipal Aerodrome Committees of Management until April 2015:***

***Larpent Public Hall - Geoff Turner, Helen Ezard, Lachlan Sutherland, Ken Ezard, Wayne Pritchard, Michael Lenahan, Morris Middleton and Bruce Fraser***

***Colac Municipal Aerodrome - Brendan Reidy, Norm Tann, Ross Higgins, John Callahan, Brian Smith, David Fenn and Michael Murray.***

2. ***In accordance with section 81 sub-section(2) sub-section(a) of the Local Government Act 1989, resolves to exempt members of the Committee from being required to submit a primary or ordinary conflict of interest return in accordance with this section.***
3. ***Advises the Committee that a copy of minutes of meetings held be forwarded to Council for its record after each meeting and that a Treasurer's Report be provided on an annual basis.***

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

OM122604-7**THIRD QUARTER FINANCIAL PERFORMANCE REPORT
2011-2012**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Brett Exelby | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96473 |

Purpose

This report provides information to Council and the community on the financial performance of Council for the third quarter of the financial year, ending March 2012.

Declaration of Interests

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Background

Council adopted the budget for 2011-2012 including the Capital Works Programme at the Council meeting held 29 June 2011. The attached report seeks to provide information on the performance of Council against the adopted budget.

Council Plan / Other Strategies / Policy**Leadership and Governance**

Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.

Issues / Options

Attached to this report is the Third Quarter Financial Performance Report 2011-2012.

At the time the budget for 2011-2012 was prepared, it was expected that Council would see an operating surplus of \$3.825 million. Council continues to revise the estimate for the 2011-2012 year activities as more accurate information comes to hand, with the current operating surplus forecast to be \$0.938 million. The main reason for the reduction is as a result of Capital Grants now not being received this financial year e.g. Bluewater Fitness Centre Redevelopment.

The achievement of an operating surplus for the 2011-2012 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2011-2012 financial year.

Council currently has a cash at bank balance of \$14.127 million, which is higher than for the same time in 2010-2011.

Proposal

That Council considers the report as detailed herein, receives the report as provided and notes the forecast changes to date.

Financial and Other Resource Implications

Financial matters affecting the budget performance of Council are detailed in the quarterly finance report.

Risk Management & Compliance Issues

This report meets the reporting and risk obligations of officers to Council.

Environmental and Climate Change Considerations

Applied in preparation of Council Plan and adoption of budgets.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected is to inform as per statutory obligations when preparing the Council Plan and Budget. This is a quarterly report that is for the information of Council.

Implementation

Council Plan and Budget are already implemented and operating.

Conclusion

This report has been compiled by the Finance and Customer Service Unit of Council and reflects the performance to date of Council against the budget and targets set by Council for the third quarter of the 2011-2012 year.

Attachments

1. Quarter 3 Financial Performance Report 2011-2012 16 Pages

Recommendation(s)

That Council receives the third quarter financial performance report 2011-2012.

~~~~~\ ~~~~~



OM122604-8

**THIRD QUARTER PERFORMANCE REPORT JANUARY -  
MARCH 2012**

|             |                                   |           |              |
|-------------|-----------------------------------|-----------|--------------|
| AUTHOR:     | Margaret Giudice                  | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | 11/95772     |

**Purpose**

This report provides information to Council and the community on the progress of achieving the Key Actions from the Council Plan 2009/2013, progress on the Capital Works Program and key operational areas for the third quarter of the financial year, ending March 2012.

**Declaration of Interests**

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

**Background**

Council approved the revised 2009-2013 Council Plan on 29 June 2011. Council adopted the budget for 2011/2012 including the Capital Works Program at the Council meeting held 29 June 2011.

**Council Plan / Other Strategies / Policy****Leadership and Governance**

Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.

As noted above, this report discusses performance against the following Council approved documents:

- Council Plan 2009-2013
- Council Capital Works Program
- Council Budget 2011/2012

**Issues / Options****Council Plan Update**

The attached report provides Council with the third quarterly progress report as at 31 March 2012 against the Council Plan 2009-2013.

The Council Plan consists of six Key Result Areas for the four year Council Plan period:

- Leadership and Governance
- Physical Infrastructure and Assets
- Land Use and Development
- Environmental Management
- Economic Development
- Community Health and Wellbeing

Each Key Result Area incorporates a number of Council Plan Strategies (what we want to achieve) and Key Actions (how we will do it). The Strategies and Key Actions are reviewed every 12 months for currency and form the basis of Annual Business Plans and Budgets for each Business Unit of Council.

The Council Plan contains 131 Key Actions allocated for the 2011/12 financial year. Progress is measured cumulatively over the year, with a target set for each quarter. The status of the Key Actions at the close of the second quarter is as follows:

- 98 Actions at least 90% of target
- 9 Actions between 70% and 90% of target
- 24 Actions less than 70% of target

The majority of actions are proceeding either on or ahead of target.

Of the actions less than 70%, the majority of these are ongoing projects that will continue to progress in the final quarter of the financial year or, due to renegotiated timelines, will be completed early in the 2012/13 financial year. Also included in this group are actions awaiting grant funding before they can proceed or are dependent on information from external bodies before they can progress further.

Progress against the Council Plan Key Actions and annual Business Plan actions are routinely updated in the interplan® business software performance system. Along with progress comments, responsible officers are required to indicate the current status and percentage of achievement. For Council Plan Key Actions, percentage progress is represented by 'traffic lights' throughout the attached report, with cumulative progress for each of the six Key Result Areas reflected in the progress gauges on the first page of the report. The first gauge in the report depicts total progress for the quarter against the 2011/12 Council Plan actions.

As at 31 March 2012, the end of the third quarter, the organisation is on track to achieve a successful outcome for this financial year.

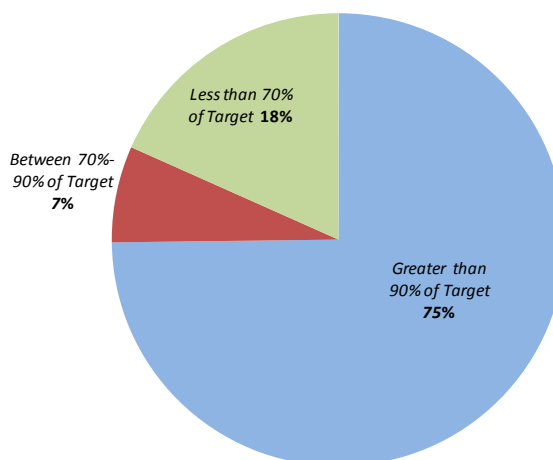
### Capital Works Program Update

The capital works and major projects budget for the 2011/12 financial year is \$15.540 million of which \$13.000 million relates to capital asset works.

Through the monthly reporting, project managers have generally indicated that projects are mostly on track to be completed by June 2012, and that there are no identified major budget issues. Three projects have been identified and approved for deferral, which include the Timber Roads program and the Gellibrand Landfill Rehabilitation. Further details can be seen in the attached Deferral Report.

An additional unfunded project has also been included which is associated with necessary rehabilitation works on two courts at the Eastern Reserve. This project has arisen due to surface imperfections following the reconstruction of the netball court precinct at Eastern Reserve. The resurfacing works have now been completed, with the actual total cost of the works being \$19,417.20. The final costs were well within the project estimate of \$25,000. The total costs associated with the resurfacing is to be funded from savings within the Capital Works and Major Projects Program across the financial year.

**Progress on Council Plan Key Actions  
January – March 2012**



Overall projects are progressing well and indicate project completion will be achieved by June 2012 for the majority, including Council's infrastructure renewal program, which is on track for completion. Of the projects that are identified as behind schedule, project managers have identified some projects that will not be completed within the financial year.

These projects include;

- Refurbishment of the Rae Street Office and the tender for works
- Old Beechy Rail Trail
- Telecommunication System Renewal
- Colac Marketing Strategy
- Acquisition of the Apollo Bay Harbour Dredge
- Former Colac High School Master Plan Project
- Extension of Blue water Stadium

Of these projects, the Tender and Acquisition of the Apollo Bay Harbour Dredge is fully funded by the Department of Transport. The refurbishment of the Rae Street office can now commence following the completion of the Sustainable Planning and Development office refurbishment. It is anticipated funds associated with the identified projects will need to be carried over to the following financial year. While other projects are identified as Behind Schedule within the attached Project List, relevant project managers still expect project completion by the end of financial year.

To date, total expenditure of the Capital Works and Major Projects program is at approximately \$10.79 million. The level of expenditure is on track compared with the progress through the financial year.

**2011/12 Capital Works & Major Projects  
Approved Deferral Projects & Unfunded Projects  
Third Quarter Report – March 2012**

| <b>Project Name</b>                                     | <b>Budget Allocation \$</b>                  | <b>Project Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Council Funds to be reallocated</b> | <b>Proposed funding reallocation Project details</b>                                                                                                                                                            |
|---------------------------------------------------------|----------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Timber Roads Program<br><br>Pipeline Road Major Resheet | \$166,152<br>(Council contribution \$23,736) | Deferral              | An application was made to the Better Roads funding program, of which the funding program would contribute 6/7 of the total project cost. The application was unsuccessful, and as such it is proposed to defer this project.<br><br>Another application will be made for this project from the same funding source. It is proposed that if successful, this project be placed in next years Capital Works and Major Projects program. | \$23,736                               | No project has been identified.<br><br>Surplus Council funds should be redistributed to Council's unsealed road renewal program, to enable additional works to be undertaken during the 2011/12 financial year. |

| <b>Project Name</b>                                             | <b>Budget Allocation \$</b>                  | <b>Project Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Council Funds to be reallocated</b> | <b>Proposed funding reallocation Project details</b>                                                                                                                                                            |
|-----------------------------------------------------------------|----------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Timber Roads Program<br><br>Old Beech Forest Road Major Resheet | \$351,854<br>(Council contribution \$50,265) | Deferral              | An application was made to the Better Roads funding program, of which the funding program would contribute 6/7 of the total project cost. The application was unsuccessful, and as such it is proposed to defer this project.<br><br>Another application will be made for this project from the same funding source. It is proposed that if successful, this project be placed in next years Capital Works and Major Projects program. | \$50,265                               | No project has been identified.<br><br>Surplus Council funds should be redistributed to Council's unsealed road renewal program, to enable additional works to be undertaken during the 2011/12 financial year. |
| Gellibrand Landfill Rehabilitation                              | \$231,702                                    | Deferral              | Commencement of works had not fully commenced for the Gellibrand Landfill Rehabilitation, and due to budget deficit's identified for Margeno Landfill Rehabilitation, it was considered the unexpended budget allocated to Gellibrand should be relocated.                                                                                                                                                                             | \$231,702                              | Funding to be reallocated to Marengo Landfill Rehabilitation, as per Council Resolution (Report OM112408-20 – Marengo Landfill Tender Evaluation.                                                               |
| Eastern Reserve Court Resurfacing                               | \$0                                          | Unfunded New Project  | Resurfacing work is required on two (2) courts at the Eastern Reserve. Previous attempts have not resulted in a satisfactory playing surface.                                                                                                                                                                                                                                                                                          | \$25,000                               | Funding to be sourced from savings within the Capital Works and Major Projects Program during the 2011/12 financial year.                                                                                       |

### Income Variation Report

| <b>Project Name</b>                                 | <b>Income Budget Allocation \$</b> | <b>Project Status</b> | <b>Comments</b>                                                                                            |
|-----------------------------------------------------|------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------|
| Timber Roads Program<br>Pipeline Road Major Resheet | \$142,416                          | Deferral              | Council's budgeted income will need to be reduced due to the grant funding application being unsuccessful. |

| <b>Project Name</b>                                            | <b>Income Budget Allocation<br/>\$</b> | <b>Project Status</b> | <b>Comments</b>                                                                                            |
|----------------------------------------------------------------|----------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------|
| Timber Roads Program<br>Old Beech Forest Road<br>Major Resheet | \$301,589                              | Deferral              | Council's budgeted income will need to be reduced due to the grant funding application being unsuccessful. |

#### Identified Possible Carry Over Projects

| <b>Project Name</b>                                                    | <b>Budget Expenditure Allocation<br/>\$</b> | <b>Budget Income Allocation<br/>\$</b> | <b>YTD Exp<br/>\$</b> | <b>Project Status</b> | <b>Comments</b>                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------|---------------------------------------------|----------------------------------------|-----------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Extension of Blue water Stadium                                        | \$2,000,000                                 | -                                      | -                     | On Schedule           | Project was planned to be over multiple years. Awaiting funding approval prior to further works identified for this year being completed.                                                                                                               |
| Old Beechy Rail Trail                                                  | \$542,000                                   | -                                      | \$55,050              | Behind Schedule       | Significant works have been undertaken – application being made to funding agency for extension.                                                                                                                                                        |
| Tender design and acquisition of replacement Apollo Bay Harbour Dredge | \$70,000                                    | -                                      | -                     | Behind Schedule       | ASO Marine Consultants are being regularly reminded to complete the tender and specification so tenders can be invited.                                                                                                                                 |
| Former Colac High School Master Plan Project                           | \$60,000                                    | \$45,000                               | -                     | Not Started           | Application submitted October 2011. Funding has only recently been announced.                                                                                                                                                                           |
| Colac Marketing Strategy Implementation plan 2011-2012                 | \$30,000                                    | \$10,000                               | -                     | Not Started           | Council did not adopt Marketing Strategy. Will be re submitted in March for endorsement without the preferred brand. There will be a process implemented to develop the brand and take it to Council for endorsement. Result - No action till May 2012. |

| Project Name                                                            | Budget Expenditure Allocation \$ | Budget Income Allocation \$ | YTD Exp \$ | Project Status  | Comments                                                                                                                                                                                                         |
|-------------------------------------------------------------------------|----------------------------------|-----------------------------|------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Telecommunication System renewal                                        | \$220,000                        | -                           | \$43,500   | Behind Schedule | This project is running a bit behind what we had hoped. Some project funding will need to be rolled over to the 2012/13 financial year.<br><br>Anticipated carry over funding required is estimated at \$30,000. |
| Refurbishment of the Enhanced Accommodation Rae Street Existing Offices | \$68,300                         | -                           | \$64,272   | On Schedule     | Refurbishment can now commence following the completion of the Sustainable Planning and Development office refurbishment.                                                                                        |

### Contracts Awarded and Tenders Advertised

#### January

##### Contracts Awarded

| Contract No. | Description                            | Contractor                   | Value \$ (excluding GST)     |
|--------------|----------------------------------------|------------------------------|------------------------------|
| 1130         | Supply Tractor Drawn Mower             | Windmill Ag                  | 50,397                       |
| 1131         | Supply Tractor Mounted Reach Arm Mower | International Mowers Pty Ltd | 68,500 (Trade-In – 9,090.90) |
| 1132         | Supply Dog Trailer                     | Hercules Engineering Pty Ltd | 68,950                       |

##### Tenders Advertised

| Tender No. | Description                        | Closing Date |
|------------|------------------------------------|--------------|
| 1202       | Supply & Deliver 80Kw Tractor      | 13/01/12     |
| 1203       | Supply & Deliver 55Kw Tractor      | 13/01/12     |
| 1204       | Sinclair Street South Construction | 20/01/12     |

#### February

##### Contracts Awarded

| Contract No. | Description                                   | Contractor           | Value \$ (excluding GST)      |
|--------------|-----------------------------------------------|----------------------|-------------------------------|
| 1119         | Provision of Architectural Services           | Panel of Consultants | Schedule of Rates             |
| 1120         | Provision of Crushed Rock & Pavement Material | Panel of Suppliers   | Schedule of Rates             |
| 1202         | Supply & Deliver 80Kw Tractor                 | Rhys Evans Pty Ltd   | 76,000                        |
| 1203         | Supply & Deliver 55Kw Tractor                 | Swayne & McCabe      | 56,409.09 (Trade-In – 16,500) |

**Tenders Advertised**

| Tender No.                 | Description | Closing Date |
|----------------------------|-------------|--------------|
| No tenders were advertised |             |              |

**March****Contracts Awarded**

| Contract No. | Description                         | Contractor                     | Value \$ (excluding GST) |
|--------------|-------------------------------------|--------------------------------|--------------------------|
| 1128         | Provision of Engineering Services   | Panel of Consultants           | Schedule of Rates        |
| 1201         | Provision of Debt Recovery Services | Australian Receivables Limited | Schedule of Rates        |
| 1204         | Sinclair Street South Construction  | Deja Eight Pty Ltd             |                          |

**Tenders Advertised**

| Tender No. | Description                                             | Closing Date |
|------------|---------------------------------------------------------|--------------|
| 1205       | Provision of a Telecommunications System                | 28/3/12      |
| 1207       | Forrest Carpark Construction                            | 27/4/12      |
| 1211       | Supply & Delivery of Bituminous Products                | 27/4/12      |
| 1213       | Neighbourhood Safer Places – Vegetation Management Plan | 27/4/12      |

**Proposal**

That Council consider the quarterly report as provided and endorse recommendations with respect to Capital Work projects.

**Financial and Other Resource Implications**

There are no financial or resource implications as a result of this report.

**Risk Management & Compliance Issues**

This report meets the reporting and risk obligations of officers to Council.

**Environmental and Climate Change Considerations**

Applied in preparation of Council Plan and adoption of budgets.

**Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be inform as per statutory obligations when preparing Council Plan and Budget. This is a quarterly report that is for the information of Council.

**Implementation**

Council Plan and Budget are already implemented and operating.

**Conclusion**

This report reflects the performance to date against the annual plan, budget and targets set by Council for the third quarter of the 2011/12 year.

There have been some pleasing achievements for the quarter and it has been a busy time for Council and staff. Progress on major projects has been highlighted in the body of the report and Council will continue to be updated monthly on these projects through the Councillor Update and Chief Executive Officer Report in the Council Agenda.

The Council Plan Progress Report indicates that the majority of actions are well underway and the Capital Works Progress Report indicates that there has been significant progress on completing capital works projects.

**Attachments**

- 1. Council Plan Quarterly Report - January-March 2012 35 Pages
- 2. Third Quarter Report - Project List 2012 3 Pages

**Recommendation(s)**

***That Council receives the 2011/2012 Third Quarter Performance Report for the three months ending 31 March 2012.***

~~~~~\) ~~~~~


CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

| ITEM | D | W |
|--|---|---|
| <p><u>INFRASTRUCTURE AND SERVICES</u></p> <p><u>OM122604-9 COLAC BOTANIC GARDENS MASTERPLAN</u></p> <p>Department: Infrastructure</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Exhibit the “Colac Botanic Gardens Masterplan Review 2012” for a six week period and invite comments from the general public.</i> <i>2. Formally considers the document for endorsement at a future Council meeting after consideration of comments received.</i> | | |

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

OM122604-9**COLAC BOTANIC GARDENS MASTERPLAN**

| | | | |
|-------------|---------------------------|-----------|-----------|
| AUTHOR: | Neil Allen | ENDORSED: | Rob Small |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | 11/96433 |

Purpose

The purpose of this report is to advise Council that the “*Colac Botanic Gardens Masterplan Review 2012*” has been completed and request Council approval for public exhibition and comment prior to formal adoption of the Masterplan.

Declaration of Interests

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Background

The “*Colac Botanic Gardens Masterplan Review 2012*” was completed by Mr Richard Barley from Open Gardens Australia. The Masterplan provides a planning framework for the approximate 16 hectares of Colac Botanic Gardens located at 1-5 Fyans Street, Colac. The Botanic Gardens needed of a review of the Masterplan to provide long term guidance in relation to development of the Botanic Gardens into the future.

The site is Crown Reserve managed by Council on behalf of the State Government Department of Sustainability and Environment. The Botanic Gardens were originally laid out around 1868 by Mr Daniel Bruce the Director of the Geelong Botanic Gardens at the time and was further remodelled in 1909 by Mr William Guilfoyle, Director of the then Melbourne Botanic Gardens.

The Patrick and Wallace Conservation Study in 1993 provided a policy and framework with the aim of ensuring that the historic fabric and elements of the garden were conserved whilst recognising the needs for the gardens to meet modern demands and accommodate various recreational activities. Given that a considerable amount of time has passed since the 1993 Study, there was a requirement to update the Masterplan. Council had allocated funding for this work as part of the previous Council Budget.

Council Plan / Other Strategies / Policy**Physical Infrastructure and Assets**

Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.

Issues / Options

The purpose of the Masterplan document is to provide guidelines, policies and prioritised steps to continuing management and improvement of the gardens whilst being cognisant of its conservation status. The Masterplan must provide a balance between the need to conserve the historic planting structures and layout of the existing site while considering the needs of the modern user and the need for new and sustainable planting frameworks in line with the broader plant conservation objectives.

In line with this review, the Masterplan has come up with a number of recommendations which looks at the following key areas:

- Living landscape

- Living plant collections plan
- Built landscape
- Environmental issues
- Community Engagement

The Masterplan has included in the Appendix a list of various works required over the next 10 years which also identifies projects in the 1993 Conservation Study that need doing to address current and future needs.

The Masterplan looks at a 10 year horizon and identifies a number of activities to be carried out within the planning framework. It will guide Council in relation to future works. The development and enhancements required are contained within the Appendices of the Masterplan and indicative costs have been provided.

The “*Colac Botanic Gardens Masterplan Review 2012*” has been through an extensive process with various key stakeholders, however, the document needs formal endorsement by the Council and as such needs to be placed on public exhibition.

Proposal

It is proposed that the Masterplan will be placed on public exhibition for a six week period and comments sought from the community before being presented for formal adoption by Council at a future meeting after consideration of any issues raised.

Financial and Other Resource Implications

The Colac Botanic Gardens Masterplan Review 2012 lists a number of key activities to be carried out over the next 10 years. The framework for the implementation of these activities has now been formalised and costed within the Masterplan and any works can now be considered as part of Council’s future budget processes.

The activities and costings identified in the Masterplan once adopted by Council, will need to be referred to Council’s Capital Works Program for prioritisation and allocation. Council will annually review its financial priorities identified under the plan for consideration as part of the Council budget process.

Risk Management & Compliance Issues

The continuation of sound planning for the Colac Botanic Gardens will ensure that this significant community asset will be managed successfully for future generations. The risk of not doing any works would be to the detriment of the Council’s reputation given the significance of the Botanic Gardens.

Environmental and Climate Change Considerations

Nil

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

During the development of the “*Colac Botanic Gardens Masterplan Review 2012*”, consultation was undertaken with the Friends of the Colac Botanic Gardens, an on-site visit with interested community representatives and discussions held with Council’s Chief Executive Officer and General Manager Infrastructure & Services, and staff together with representatives of the Friends Group.

Comment was provided back to the Consultant from the Friends Group and Council officers and these have been included in the Masterplan.

To ensure overall community acceptance, it is recommended that the document be placed out for formal exhibition and comment be sought.

The method selected would be to consult and involve by placing the "*Colac Botanic Gardens Masterplan Review 2012*" on public exhibition for a 6 week period prior to reporting back to Council.

Implementation

The implementation of the "*Colac Botanic Gardens Masterplan Review 2012*" will need to be formally adopted by Council after the Masterplan has been through a public exhibition period and comments invited from the community and considered by Council.

Conclusion

The "*Colac Botanic Gardens Masterplan Review 2012*" has been undertaken through a comprehensive process which has included key user groups in relation to the gardens. The Masterplan has outlined key activities which should occur in the gardens over the next 10 years and provides a guide and framework in which both Council and the key users, such as the Friends of the Colac Botanic Gardens, can work towards.

All funding of activities referred to in the Masterplan will need to be considered as part of Council's ongoing Capital Works and once endorsed by Council can be referred to the Council's Capital Works Program for prioritisation.

The document should now be formally exhibited for comment.

Attachments

1. Colac Botanic Gardens Masterplan 107 Pages

Recommendation(s)

That Council:

1. ***Exhibits the "Colac Botanic Gardens Masterplan Review 2012" for a six week period and invite comments from the general public.***
2. ***Formally considers the document for endorsement at a future Council meeting after consideration of comments received.***

~~~~~\) ~~~~~

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | D | W |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>GENERAL BUSINESS</u></b></p> <p><b><u>OM122604-10 ASSEMBLY OF COUNCILLORS</u></b></p> <p>Department: General Business</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council notes the Assembly of Councillors reports for:</i></p> <ul style="list-style-type: none"> <li>• <i>Councillor Budget Workshop - 21 March 2012</i></li> <li>• <i>Youth Council - 26 March 2012</i></li> <li>• <i>Councillor Briefing Session - 28 March 2012</i></li> <li>• <i>Colac Aerodrome Meeting - 2 April 2012</i></li> <li>• <i>Colac Marketing Workshop - 4 April 2012</i></li> <li>• <i>Colac Youth &amp; Recreation Club - 4 April 2012</i></li> <li>• <i>Colac Aerodrome Meeting - 10 April 2012</i></li> <li>• <i>Councillor Workshop - 11 April 2012.</i></li> </ul> |   |   |
| <p><b><u>OM122604-11 ITEM FOR SIGNING AND SEALING -<br/>LETTER OF CONSENT TO TRANSFER - 136<br/>- 144 JENNINGS STREET, COLAC</u></b></p> <p>Department: General Business</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council resolves to approve the signing and sealing of the attached letter of execution confirming that there is no objection to the transfer of land and delegate signing to Council's Chief Executive Officer.</i></p>                                                                                                                                                                                                                                                                                                                        |   |   |

**Recommendation**

*That recommendations to items listed in the Consent Calendar, with the exception of items ....., be adopted.*

**MOVED** .....

**SECONDED** .....

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY



**OM122604-10 ASSEMBLY OF COUNCILLORS**

|             |               |           |           |
|-------------|---------------|-----------|-----------|
| AUTHOR:     | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive     | FILE REF: | CLF11/6   |

**Assembly of Councillors**

A record must be kept of an assembly of Councillors which lists the Councillors attending, the matters discussed, disclosures of conflict of interest and whether a Councillor left the meeting after making a disclosure.

**Definition**

An “assembly of Councillors” is a defined term under section 76AA of the *Local Government Act 1989* (the Act). It is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority, and which is either of the following:

- A meeting of an advisory committee where at least one Councillor is present; or
- A planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

If a meeting fits either of these types the procedures applying to an assembly of Councillors must be complied with, irrespective of any name or description given to the committee or meeting.

**Advisory Committees**

Section 3(1) of the Act defines an advisory committee to be any committee established by the Council, other than a special committee, that provides advice to:

- the Council; or
- a special committee; or
- a member of Council staff who has been delegated a power, duty or function of the Council under section 98.

**Councillor briefings**

One type of meeting that is clearly an assembly of Councillors is the type of regular meeting, commonly referred to as a “Councillor Briefing” or similar name where Councillors and staff meet to discuss issues that are likely to come before Council for decision. While these meetings have no authority to make Council decisions, they are generally assemblies of Councillors and subject to conflict of interest disclosures.

**What records are to be kept.**

Section 80A of the Act requires that a record must be kept of an Assembly of Councillors which lists:

- the Councillors and members of Council staff attending;
- the matters discussed;
- disclosures of interest (if any are made); and
- whether a Councillor left the meeting after making a disclosure.

It is a requirement that the record of an assembly is to be reported to the next practicable Council meeting and be included in the minutes of that meeting, instead of being made available for public inspection.

The following Assemblies of Councillors have been held:

- Councillor Budget Workshop - 21 March 2012
- Youth Council - 26 March 2012
- Councillor Briefing Session - 28 March 2012
- Colac Aerodrome Meeting - 2 April 2012
- Colac Marketing Workshop - 4 April 2012
- Colac Youth & Recreation Club - 4 April 2012
- Colac Aerodrome Meeting - 10 April 2012
- Councillor Workshop - 11 April 2012

#### **Attachments**

1. Councillor Budget Workshop - 21 March 2012 1 Page
2. Youth Council - 26 March 2012 2 Pages
3. Councillor Briefing Session - 28 March 2012 1 Page
4. Colac Aerodrome Meeting - 2 April 2012 5 Pages
5. Marketing Strategy Workshop - 4 April 2012 1 Page
6. Central Reserve Advisory Committee - 4 April.pdf 2 Pages
7. Colac Aerodrome Meeting - 10 April 2012 1 Page
8. Councillor Workshop - 11 April 2012 1 Page

#### **Recommendation(s)**

***That Council notes the Assembly of Councillors reports for:***

- ***Councillor Budget Workshop*** - ***21 March 2012***
- ***Youth Council*** - ***26 March 2012***
- ***Councillor Briefing Session*** - ***28 March 2012***
- ***Colac Aerodrome Meeting*** - ***2 April 2012***
- ***Colac Marketing Workshop*** - ***4 April 2012***
- ***Colac Youth & Recreation Club*** - ***4 April 2012***
- ***Colac Aerodrome Meeting*** - ***10 April 2012***
- ***Councillor Workshop*** - ***11 April 2012.***

~~~~~

**OM122604-11 ITEM FOR SIGNING AND SEALING - LETTER OF CONSENT
TO TRANSFER - 136 - 144 JENNINGS STREET, COLAC**

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	D12/22947

Council has recently been approached by solicitors acting on behalf of the purchasers of the property addressed as 136-144 Jennings Street, Colac. In the process of registering the Transfer of Land, a dealing refusal was issued by the titles Office as they require the consent of Council for the transfer to be finalised.

The dealing refusal was issued on the basis that Council has previously lodged a notice of intention to acquire land under the *Land Acquisition and Compensation Act 1986*. This acquisition relates to a small splay corner shown as Lot 2 on TP818345R and was lodged by the former City of Colac in July 1994.

There will be no effect on Council agreeing to the transfer of land on that basis and should have no objection to this occurring.

Attachments

1. Letter of Execution - Lot 2 on TP818345R 3 Pages

Recommendation(s)

That Council resolves to approve the signing and sealing of the attached letter of execution confirming that there is no objection to the transfer of land and delegate signing to Council's Chief Executive Officer.

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
W = Withdrawal

| ITEM                                                                                                                                                                                                                                                             | D | W |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>NOTICES OF MOTION</u></b></p> <p><b><u>OM122604-12 EXPLORATION FOR COAL SEAM GAS</u></b></p> <p>Department: Notices of Motion</p> <p><b><u>Recommendation</u></b></p> <p><b><i>That Council consider the contents of this Notice of Motion.</i></b></p> |   |   |

**Recommendation**

***That recommendations to items listed in the Consent Calendar, with the exception of items ....., be adopted.***

**MOVED** .....

**SECONDED** .....

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

**OM122604-12      EXPLORATION FOR COAL SEAM GAS (CR STUART HART)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 26 April 2012:

Colac Otway notes the many legitimate concerns regarding the exploration for coal seam gas and calls on the Victorian Government to institute a moratorium on all new coal seam gas exploration and operations, until there has been a comprehensive investigation into the likely effects of this industry on:

- a) Pollution of underground and surface water resources.
- b) The many side effects on adjoining farmland and effects on food security.
- c) Dislocation of local communities, and including economic impacts.
- d) Adverse effects on biodiversity and resulting greenhouse gas emissions.

**Recommendation**

***That Council consider the contents of this Notice of Motion.***

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

IN COMMITTEE

Recommendation

That pursuant to the provisions of Section 89(2) of the Local Government Act, the meeting be closed to the public and Council move "In-Committee" in order to deal with:

| SUBJECT | REASON | SECTION OF ACT |
|--|--|--------------------------------|
| Confidential Items for Consideration - Memo to Councillors | this matter may prejudice the Council or any person | Section 89 (2) (h) |
| Report from Delegate to Other Bodies - Audit Committee Minutes | this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter deals with legal advice; AND this matter may prejudice the Council or any person | Section 89 (2) (a) (d) (f) (h) |
| Contract 1214 - Provision of Bill Payment Services (MAV) | this matter deals with contractual matters | Section 89 (2) (d) |
| Information on difficulties faced with Kerbside Green Waste Disposal and exploring alternative solutions | this matter deals with contractual matters | Section 89 (2) (d) |



ORDINARY COUNCIL MEETING

THURSDAY, 26 APRIL 2012

ATTACHMENTS

PAGE NO.

CORPORATE AND COMMUNITY SERVICES

OM122604-2 Corangamite Regional Library Corporation Budget 2012/13

Attachment 1: CRLC - Proposed Budget 2012/2013 3

OM122604-3 Colac Otway Tennis Facility Audit and Development Plan

Attachment 1: Attachment 1 - Summary of Submissions 27

Attachment 2: Tennis Facility Audit & Development Plan 29

OM122604-4 Financial Reporting - Benchmarking/Performance Indicators and Financial Sustainability Indicators

Attachment 1: Benchmarking/Performance Indicators 159

Attachment 2: Victorian Auditor General - Financial Sustainability Indicators 181

OM122604-7 Third Quarter Financial Performance Report 2011-2012

Attachment 1: Quarter 3 Financial Performance Report 2011-2012 223

OM122604-8 Third Quarter Performance Report January - March 2012

Attachment 1: Council Plan Quarterly Report - January-March 2012 239

Attachment 2: Third Quarter Report - Project List 2012 275

INFRASTRUCTURE AND SERVICES

OM122604-9 Colac Botanic Gardens Masterplan

| | |
|--|-----|
| Attachment 1: Colac Botanic Gardens Masterplan | 279 |
|--|-----|

GENERAL BUSINESS

OM122604-10 Assembly of Councillors

| | |
|---|-----|
| Attachment 1: Councillor Budget Workshop - 21 March 2012 | 387 |
| Attachment 2: Youth Council - 26 March 2012 | 388 |
| Attachment 3: Councillor Briefing Session - 28 March 2012 | 390 |
| Attachment 4: Colac Aerodrome Meeting - 2 April 2012 | 391 |
| Attachment 5: Marketing Strategy Workshop - 4 April 2012 | 396 |
| Attachment 6: Central Reserve Advisory Committee - 4 April 2012 | 397 |
| Attachment 7: Colac Aerodrome Meeting - 10 April 2012 | 399 |
| Attachment 8: Councillor Workshop - 11 April 2012 | 400 |

OM122604-11 Item for Signing and Sealing - Letter of Consent to Transfer - 136 - 144 Jennings Street, Colac

| | |
|--|-----|
| Attachment 1: Letter of Execution - Lot 2 on TP818345R | 401 |
|--|-----|

CRLC Proposed Budget 2012/13



PROPOSED BUDGET

2012/13

Considered by the Board

on 23 February, 2012

CRLC Proposed Budget 2012/13

Contents

| | |
|--------------------------------|----|
| 1. INTRODUCTION | |
| 1.1 Commentary | 3 |
| 1.2 Budget Highlights | 4 |
| 2. BUDGET PROCESS | |
| 2.1 Statutory Requirements | 5 |
| 2.2 Regional Agreement | 5 |
| 2.3 Council approval | 5 |
| 2.4 Timetable | 5 |
| 3. SERVICE OBJECTIVES | |
| 3.1 Goals | 6 |
| 3.2 Range of Activities | 6 |
| 4. BUDGET PREPARATION | |
| 4.1 Budget Influences | 9 |
| 4.2 Council Contributions | 10 |
| 4.3 Service Enhancements | 11 |
| 5. OPERATING BUDGET | |
| 5.1 Operating Revenue | 13 |
| 5.2 Operating Expenditure | 14 |
| 6. CAPITAL BUDGET | 15 |
| 7. PERFORMANCE INDICATORS | |
| 7.1 Sustainability Indicators | 16 |
| 7.2 Service Indicators | 17 |
| 8. COLLECTION ANALYSIS | |
| 8.1 Circulation Trend | 18 |
| 8.2 Collection Age Profile | 18 |
| 8.3 Collection Standard | 19 |
| Appendix 1 Standard Statements | 20 |
| Appendix 2 Fees and Charges | 24 |

1. INTRODUCTION

1.1 Commentary

This document is Corangamite Regional Library Corporation's (CRLC) proposed budget for the 2012/13 financial year. CRLC delivered service improvements in the past year including:

- Saturday opening for the Apollo Bay Library
- Additional staffing at Camperdown Library on Saturday mornings
- An additional \$179,553 spent on the collection on top of the \$310,000 budget allocation
- An additional \$34,577 of capital improvements with new furniture Warrnambool, shelf panels for Morlake and carpet for Camperdown Library.
- Launched a Playaway collection of talking books (preloaded MP3 players) in October 2012, a collection which routinely has 50% of items on loan
- Additional public computers at Warrnambool Library

The coming year also presents the Corporation with opportunities for improving library services such as:

- The extension to the Apollo Bay Library thanks to a DPCD Living Libraries Grant, Colac Otway Shire and Otway Health
- The recommendations of the feasibility study for Warrnambool City Council on the possibility of a joint use library with TAFE
- Providing increased numbers of programs to link people with our collections
- Raising the public profile of library services and the Corporation's role
- The future for the regional library service.

CRLC received a High Risk assessment from the Victorian Auditor-General (VAGO) for Capital Replacement for 2010/11. The Board recognises the need to improve its collection as an asset and directed an additional \$179,553 from its cash reserves, in addition to the budgeted amount of \$310,000 into the collection in 2011/12. As noted by VAGO in its report Local Government: Results of the 2010-11 Audits:

"Over four years, capital replacement risk assessments of high and medium were predominant. In 2010-11 only two RLCs were assessed as low risk. This indicates the ongoing challenge for RLCs to maintain their spending at sufficient levels to replace their assets."

CRLC continues to operate in a tight financial position and as a consequence it is unable to allocate adequate resources to meet industry collection standards.

CRLC is proud of the standard of customer service it offers, but remains concerned with the deterioration of the collection.

CRLC Proposed Budget 2012/13

1.2 Budget Highlights

The following proposed Budget allocations are highlighted:

Collection

Annual replacement program - \$339,998 – this is a \$29,998 increase over the original budget allocation in 2011/12, and reflects the need to improve the collection as identified by the Victoria Auditor General's Office.

Lending Services

All branches have a weekly delivery for new books, reservations and exchange stock. In 2012/13 a second delivery each week will be put in place for the larger branches; Warrnambool, Colac Community Library and Learning Centre, Port Fairy, Camperdown and the regional office. This directly benefits the majority of our customers with quicker delivery of requested and new items. It will also spread the workload for staff members in our busiest branches who deal with over 40 crates of materials each week. Total cost \$60,000 p.a.

Opening Hours Retained

The proposed budget maintains all of the existing branch opening hours and presents all municipalities with options for increased opening hours for their libraries.

Training

\$42,000 will be committed to the development of CRLC's staff.

Programs

Activities, including Reading Club, Book Talks, author visits - \$12,000

The proposed Budget does not address the following matters:

- Full funding for the collection replacement program
- Funding the increase of stock items to the industry standard of two items per capita

2. BUDGET PROCESS

2.1 Statutory Requirements

The Local Government Act 1989 requires that CRLC prepare a budget each financial year. This must include:

- Standard statements
- Description of activities and initiatives
- Statement on how the activities contribute to the strategic objectives (in the Library Plan)
- Performance targets & measures for key strategic activities

CRLC must:

- give public notice once prepared and invite submissions
- adopt the budget by 31 August each year.
- submit a copy to the Minister.

The Local Government (Finance and Reporting) Regulations 2004 specify the information required for inclusion in the Budget report.

2.2 Regional Library Agreement

The Regional Library Agreement requires that:

- 8.1 The Chief Executive Officer shall by no later than 1 March each year provide each Council with a copy of the Regional Library's proposed Annual Budget prepared in accordance with section 127 of the Act.

2.3 Council approval

The proposed Budget will be circulated to the member councils. Subject to all councils advising of their approval of the proposal, the Board can proceed with the process for adopting the Budget.

2.4 Timetable

The key dates for the Budget process are listed below:

| Process | Date |
|--|------------------|
| Board approves draft budget for Councils' consideration | 23 February 2012 |
| Proposed Budget circulated to Councils | 1 March 2012 |
| Public notice given (Sect 129 - 14 days) | 8 June 2012 |
| Budget available for inspection and comment until (Sect 223 - 28 days) | 9 July 2012 |
| Submissions circulated to Board | 12 July 2012 |
| Budget presented to board for adoption | 19 July 2012 |
| Copy of adopted Budget submitted to the Minister | 31 August 2012 |

3. SERVICE OBJECTIVES

3.1 Goals

The Library Plan sets out the strategic objectives of CRLC. The annual budget provides the resource allocations to translate these objectives into activities and initiatives.

KEY RESULT 1: Service meets community needs

| OBJECTIVE | GOAL |
|----------------------------------|---|
| Access | Provide convenient services and facilities open at times which meet community requirements. |
| Lending Services | Facilitate access to and circulation of resources. |
| Reference & Information Services | Deliver relevant information in any format by friendly and competent staff. |
| Online Services | Provide reliable technology to deliver online resources on or off- site. |
| Programs & Events | Provide programs to support reader development, literacy and lifelong learning through the use of library services. |

KEY RESULT 2: Efficient management

| OBJECTIVE | GOAL |
|--|--|
| Administration | Meet all statutory and financial requirements.
Manage service delivery professionally and efficiently. |
| Information & Communication Technology | Develop IT resources and provide a reliable integrated library management system. |
| Resource Provision | Develop a quality, organised and well presented collection in a range of formats which is current and responsive to community needs. |
| Marketing | Respond to user feedback and provide appropriate library services.
Through effective promotion ensure the community is aware of library services and resources. |

3.2 Range of Activities

Library Collection

A wide range of material is selected to meet the age, interests, ethnicity and learning needs of the communities served. CRLC's books and materials form a regional collection accessible from all branches. The collection comprises nearly 129,000 items made up of the following:

| CRLC Stock | as at 24/1/2012 |
|------------------------------|-----------------|
| Non fiction | 28,937 |
| Fiction | 29,514 |
| Junior & Young Adult fiction | 17,912 |
| Large print | 14,824 |
| Picture books | 14,281 |
| Multimedia | 10,830 |
| Magazines | 4,884 |
| Reference | 3,521 |
| Talking Books | 4,074 |
| Online databases | 7 |
| Total | 128,784 |

CRLC Proposed Budget 2012/13

CRLC also manages an additional 22,663 items in conjunction with the Colac Secondary College at the Colac Community Library and Learning Centre.

Computers and Internet

Personal computers provide patrons with access to the Microsoft Office suite of software, in addition to the Internet and the CRLC catalogue. All static branches provide free Internet access for members and visitors holding identification. Free wireless Internet access is available at Apollo Bay, Camperdown, Colac Community Library & Learning Centre, Koroit, Port Fairy, Terang, Timboon and Warrnambool Libraries.

Information Services

Online Resources

As listed below, CRLC subscribes to a range of quality online databases. Members can access these free of charge. All except Ancestry Online are available from patrons' homes, provided they have Internet access and supply their library card number.

| Database | Scope |
|-------------------------------|--|
| Ancestry Online | Genealogical data – only available in the Libraries |
| Better Health Channel | Quality assured health information |
| Britannica Online | Quality information for all ages |
| Computer Skills | Self paced tutorials to develop computing skills |
| Library Press Display | Newspapers from around the world with an audio function |
| Popular Magazines Plus | Fully searchable database of popular magazines, including Choice magazine |
| TumbleBooks | Electronic books for children of all ages, including interactive games designed to build literacy skills |

CRLC also provides online access to over 1,000 eAudio books which can be downloaded, free of charge, to members' own computers or MP3 devices. Members may 'borrow' up to 4 titles at a time from this collection.

Our webpage provides quick links to both the Australian Bureau of Statistics and the State Library of Victoria databases.

Reference and Readers' Advice

Staff at all branches assist customers with information and reading advice, both in print and online. Information about authors, recent titles, reading guides and literary awards are available. CRLC's commitment to enhancing this service can be seen in its participation in the Victorian Frontline training program, which up skills staff in readers' advice. This program runs over three years and thirty of our staff members will participate.

Local History Collection

Each branch holds a collection of items about the local area. Substantial collections are housed at Colac and Warrnambool libraries.

Newspapers

Each branch has a selection of local and daily newspapers. Overseas newspapers, including newspapers in languages other than English, are provided online through Library Press Display.

Other Services

Story times

Story time encourages a love of books and reading for pre-school children. All but our smallest branches provide a story time. Larger branches also have sessions targeted for babies and their carers (Baby Bounce) and toddlers (Rhyme time).

Talking Newspapers

In partnership with Vision Australia Library Service, the Colac Community Library & Learning Centre coordinates a compilation of the previous week's Colac Herald onto audiocassette. This resource is available free to people with vision impairment and to those with reading or physical disabilities. Library Press Display also provides audio access to Australian and overseas newspapers.

CRLC Proposed Budget 2012/13

Holiday Programs

All branches encourage young people's participation in the national Summer Reading program and holiday events are held in the larger branches.

School and Group Visits

The Corangamite Regional Library Corporation welcomes and encourages playgroup, kindergarten, school and other group visits.

Programs for Adults

A variety of events are held for adults including author talks, book launches and the Warrnambool Book Club.

Photocopiers & Printing

Each branch library has a self-serve photocopier for public use. Computers are linked with printers for customers' use. Colour copying and printing is available at Camperdown, Colac and Port Fairy libraries. Warrnambool and Terang provide colour printing.

Outreach and Home Services

The Library **Outreach Van** provides a mobile library service to twelve rural locations throughout the Colac-Otway, Corangamite and Moyne Shires. The van carries a collection of 1200 items, which are available for loan, including:

- Fiction and non-fiction books for all ages
- Talking books
- DVDs
- Large print books
- Magazines

It visits the townships of Beeac, Beech Forrest, Birregurra, Coragulac, Cressy, Forrest, Gellibrand, Lavers Hill, Nullawarre, Lismore, Peterborough and Skipton on a fortnightly basis.

Home Library Service

Residents of Colac, Camperdown and Warrnambool are provided with services for those unable to come to the library due to frailty, disability or ill health. The Home Library Service also delivers materials to aged care facilities and retirement villages. Temporary deliveries can also be arranged after hospitalization or illness. Other branches also provide a limited home service upon request.

4. BUDGET PREPARATION

4.1 Budget Influences

In preparing the proposed budget it has been necessary to make a number of assumptions about the internal and external environment within which CRLC operates.

External

The State Government has guaranteed an additional \$3.1 million for the Public Library Grant which will be used to provide full indexation for population growth and CPI in 2012/13 and 2013/14.

The Minister for Local Government has announced that the Ministerial Advisory Council on Public Libraries has been re-established as a bipartisan committee. The Advisory Committee will discuss issues relating to the provision of public library services and will enable key stakeholders to discuss policies and programs that will ensure that Victorian communities have access to relevant and effective library services. As a first task, the Minister has asked the Advisory Council to undertake a comprehensive review into the future of Victorian public library services and funding arrangements.

The Board commends the State Government's decision to continue the Premiers' Reading Challenge grant which is dedicated to the purchase of books for children.

Internal

This proposed budget retains existing opening hours at all libraries.

The current Enterprise Agreement grants staff members a 4.1% pay rise on the 1/7/2012. A 4.5% increase in staffing costs is budgeted due to the effect of staff members' internal movements within bands.

Grants & Donations

In the coming year CRLC will benefit from:

- Continuation of the Premiers' Reading Challenge Grant
- Ongoing sale of withdrawn stock
- Active encouragement of gifts and donations to the organisation.

The Board appreciates the generous donation of books & materials to CRLC from our borrowers. 19% of stock added in 2010/11 was donated, and so far similar levels of materials have been donated in 2011/12. The past two years have seen an increase in grants obtained from other sources including the commercial sector. The Board is keen for the Corporation to continue to seek funding from sources outside of Local Government.

4.2 Council Contributions

The funding formula applied in the proposed budget uses a variety of measures to distribute the costs of the service among the member municipalities. The budget ensures the differing levels of service are paid for equitably by allocating costs separately. For staffing the branches costs are broken down to the municipality level. Other costs are allocated on percentages of population and use:

- Information Technology services (based on the number of PCs)
- Outreach services (based on the location of the delivery of services)
- Regional services and materials (based on the Estimated Resident Population 30/6/2010)

This results in the following split:

| | Regional | IT | Outreach |
|--------------------|----------|-----|----------|
| Colac Otway | 24% | 35% | 65% |
| Corangamite | 19% | 26% | 23% |
| Moyne | 19% | 15% | 12% |
| Warrnambool | 38% | 24% | 0% |

The 2012/13 contribution formula reflects:

- An increase in population in Warrnambool (up from 37% to 38% of the region)
- A decrease in the proportion of population in Corangamite (down from 20% to 19%)
- No change in the provision of the Outreach and Home Library services.

Should the member municipalities opt for no library service enhancements in the next year, the contributions for the proposed 2012/13 budget are laid out in the table below.

| | Regional | Staffing | IT | Outreach | Total | %
increase |
|--------------|-------------------|---------------------|-------------------|------------------|------------------|---------------|
| Colac Otway | \$ 112,521 | \$ 343,140 | \$ 81,022 | \$ 63,329 | \$ 600,012 | 2.6% |
| Corangamite | \$ 89,079 | \$ 199,854 | \$ 60,187 | \$ 22,409 | \$ 371,529 | 1.7% |
| Moyne | \$ 89,079 | \$ 122,838 | \$ 34,724 | \$ 11,691 | \$ 258,332 | 2.8% |
| Warrnambool | \$ 178,158 | \$ 416,996 | \$ 55,558 | \$ - | \$ 650,712 | 2.8% |
| Total | \$ 468,837 | \$ 1,082,828 | \$ 231,490 | \$ 97,429 | 1,880,584 | 2.5% |

The variation in the municipalities' contribution increases reflects the level of library service that the shires and council have chosen to provide to their residents.

CRLC Proposed Budget 2012/13

4.3 Service Enhancements

The Board has been presented with options for service improvements for their library services. These range from extended opening hours to addressing the ongoing issue of asset replacement. These options will be presented to each Council and become part of their budgetary deliberations.

| | SERVICE ENHANCEMENTS | CRLC Operational | Capital |
|--------------------|--|------------------|------------------|
| Colac Otway | Courier 2 wkly to CCLLC | \$3,600 | |
| | Nexus Survey | \$1,440 | |
| | 5 hr / wk staff time for programs in Colac | \$10,000 | |
| | 7 hr / wk extra time for Apollo Bay from Oct. (\$14,000 p.a. from 2013/14) | \$10,500 | |
| | Shelf ends | | \$25,000 |
| | Collection Development (Ageing / Investment Gap) | | \$39,600 |
| | Collection Development (2 books per capita) | | \$32,400 |
| Corangamite | Courier 2 wkly to Camperdown | \$3,000 | |
| | Nexus Survey | \$1,140 | |
| | 5 hr / wk program time | \$10,000 | |
| | Morning opening Camperdown | \$14,000 | |
| | Lunch time opening | \$16,000 | |
| | Timboon Computing | | \$20,000 |
| | Collection Development (Ageing / Investment Gap) | | \$33,000 |
| | Collection Development (2 books per capita) | | \$27,000 |
| Moyne | Courier 2 wkly to Pt Fairy | \$2,850 | |
| | Nexus Survey | \$1,140 | |
| | Pt Fairy additional summer staff | \$2,700 | |
| | MacArthur Staff time + 2hrs / wk | \$3,200 | |
| | Lunch time opening | \$28,000 | |
| | Collection Development (Ageing / Investment Gap) | | \$31,350 |
| | Collection Development (2 books per capita) | | \$25,650 |
| Warrnambool | Courier 2 weekly | \$5,550 | |
| | Nexus Survey | \$2,280 | |
| | Extend Saturday opening to 9.30 am – 1pm | \$14,000 | |
| | Sunday opening 4 hrs | \$69,000 | |
| | Radio Frequency Identification of the collection (RFID) | | \$202,000 |
| | Collection Development (Ageing / Investment Gap) | | \$61,050 |
| | Collection Development (2 books per capita) | | \$49,950 |
| | Included in model | \$15,000 | |
| | Priority A | \$11,900 | |
| | Priority B | \$113,500 | |
| | Priority C | \$58,000 | |
| All | | \$198,400 | \$547,000 |

CRLC Proposed Budget 2012/13

The service enhancements break the collection development into two parts. The first covers the investment gap for the replacement of existing stock and the second identifies the funds needed to raise the number of items to the industry standard of two books per capita spread over eight years.

The table below tallies the service enhancement options for each municipality.

| | Proposed
2012/13 | + priority A | +priority
A & B | + priority
A B C | + Capital |
|--------------------|---------------------|--------------|--------------------|---------------------|-------------|
| Colac Otway | \$600,012 | \$601,452 | \$621,952 | | \$718,952 |
| Corangamite | \$371,529 | \$372,669 | \$396,669 | \$412,669 | \$492,669 |
| Moyne | \$258,332 | \$265,372 | \$265,372 | \$293,372 | \$350,372 |
| Warrnambool | \$650,712 | \$652,992 | \$721,992 | \$735,992 | \$1,048,992 |

CRLC Proposed Budget 2012/13

5. OPERATING BUDGET

5.1 Operating Revenue

The table below provides a breakdown of CRLC's sources of revenue.

| Income | Budget
2011/12 | Actual @
24/1/2012 | Forecast
2011/12 | Proposed
Budget
2012/13 |
|-------------------------------------|-------------------|-----------------------|---------------------|-------------------------------|
| Council Contributions | | | | |
| Colac Otway | \$584,848 | \$439,236 | \$584,848 | \$600,012 |
| Corangamite | \$365,206 | \$273,904 | \$365,206 | \$371,529 |
| Moyne | \$251,342 | \$188,506 | \$251,342 | \$258,332 |
| Warrnambool | \$633,321 | \$474,990 | \$633,321 | \$650,712 |
| State Grants & Subsidies | | | | |
| Core Grant | \$650,000 | \$641,071 | \$641,071 | \$664,474 |
| Premiers' Reading | \$30,000 | \$30,405 | \$30,405 | \$30,400 |
| User Fees & Charges | | | | |
| Lost & Damaged | \$15,000 | \$2,891 | \$5,782 | \$20,000 |
| Overdue | \$17,500 | \$7,500 | \$15,000 | \$15,500 |
| Reservations | \$11,000 | \$6,094 | \$12,188 | \$10,000 |
| Printing & Photocopying | \$13,000 | \$6,986 | \$13,972 | \$14,000 |
| Sale of withdrawn stock | \$4,100 | \$2,660 | \$5,320 | \$6,159 |
| Other | | | | |
| Investments & Interest | \$17,500 | \$9,280 | \$18,560 | \$27,000 |
| Gifts & Donations | \$2,500 | \$4,833 | \$21,000 | \$6,000 |
| Other | \$1,530 | \$2,151 | \$2,500 | \$1,500 |
| | \$2,596,846 | \$2,090,507 | \$2,600,515 | \$2,675,618 |

1. Council Contributions (\$45,967 increase)

This increase is based on an overall increase of 2.5%, but each municipality's contribution varies due to the contribution formula and choices of service levels. All member Councils are required to confirm their agreement to the proposed budget and new contributions. Any service enhancements will necessitate additional contribution at varying levels between the municipalities, depending on which options are adopted.

2. State Government Grants & Subsidies (\$14,474 increase)

Provision has been made for the base State Government grant to increase by CPI, but as the grant was over estimated in the 2010/11 budget, this reduces the increase to just over 2%.

3. User Fees and Charges (\$2,525 increase)

Anticipated revenue from fees and charges is running ahead of the budget for 2011/12 despite granting free reservations for juniors, volunteers and concession card holders. Therefore an increase has been included in the proposed 12/13 budget.

4. Other Revenue (\$12,970 increase)

Includes returns on investments and contributions from the community.

5.2 Operating Expenditure

The table below provides a breakdown of CRLC's operating expenditure.

| OPERATING EXPENSES | | Budget 2011/12 | Proposed Budget 2012/13 |
|----------------------|---|---------------------|-------------------------|
| Contracts | 1 | \$ 237,000 | \$ 263,850 |
| Employee Expenses | 2 | \$ 1,718,046 | \$ 1,703,517 |
| Materials & Services | 3 | \$ 271,300 | \$ 284,865 |
| Depreciation | 4 | \$ 484,972 | \$ 456,917 |
| Other expenses | | \$ 18,500 | \$ 20,000 |
| Borrowing costs | 5 | \$ - | - |
| Total | | \$ 2,729,818 | \$ 2,729,149 |

1. Contracts (\$26,850 increase)

A 5% increase has been included to cover expected increases in the Library's contract costs. An additional allowance has been made to cover a predicted 11% increase in the contracted cost of the Library's computer management system.

2. Employee Expenses (\$14,529 decrease)

Employee expenses comprise 62.4% of CRLC's operating expenses.

Employee costs include all labour related expenditure – salaries and on costs including any allowances, leave entitlements, employer superannuation contribution and WorkCover premiums. It also includes allocations for long service leave and accrued annual leave provisions.

As the 2011/12 employee expenses included the Defined Benefits Superannuation call (\$87,882) and no call is expected in 2012/13, employee expenses slightly decline, despite the inclusion of a 4.5% increase to cover the Enterprise Agreement increase of 4.1% and movements within bands for employees.

3. Materials and Services (\$13,565 increase)

Materials and services include the purchase of consumables and office operations. An increase of 5% has been included to cover predicted cost increases.

4. Depreciation (\$28,055 decrease)

The gap between the depreciation and the capital investment in the collection is an indication of the degree to which CRLC is under investing in its major asset – the library collection.

5. Borrowing Costs

There are no outstanding loans and no new loans are proposed.

CRLC Proposed Budget 2012/13

6. CAPITAL BUDGET

The table below provides a breakdown of CRLC capital expenditure:

| Capital | Budget
2011/12 | Anticipated
2011/12 | Proposed Budget
2012/13 |
|-----------------------|-------------------|------------------------|----------------------------|
| Library Collection | \$ 310,000 | \$ 489,553 | \$ 339,998 |
| ICT Equipment | \$ 22,000 | \$ 22,000 | \$ 26,000 |
| Furniture & Equipment | \$ 20,000 | \$ 54,577 | \$ 19,000 |
| Vehicle Replacement | - | \$ 35,000 | - |
| Total | \$ 352,000 | \$ 601,130 | \$ 384,998 |

1. Library Collection (\$339,998)

For the 2012/13 year \$339,998 will be expended on library materials. The additional \$29,998 when compared to the 2011/12 budget is a 9.7% increase.

2. IC& T Equipment (\$26,000)

2012/13 expenditure returns to a level to maintain a four year replacement cycle for PCs.

3. Furniture & Equipment (\$19,000)

This provision covers minor replacement of equipment in branch libraries.

4. Vehicle Replacement (\$0)

CRLC Proposed Budget 2012/13

7. PERFORMANCE INDICATORS

7.1 Sustainability Indicators

The Victorian Auditor-General's Office *Local Government: Results of the 2010-11 Audits* (November 2011), identifies the Corangamite Regional Library Corporation as one of five regional library corporations with an overall financial sustainability risk assessment of medium. As the table below shows only four regional library corporations have attained low risk ratings.

This assessment also clearly identifies the need for the Corporation to continue to focus on capital replacement; the only sustainability figure with a high risk assessment in 2010-11.

Financial sustainability risk assessment results 2010–11

| Regional library corporations | Underlying Result (%) | Liquidity | Indebtedness (%) | Self-financing (%) | Capital replacement | Sustainability assessment |
|-------------------------------|-----------------------|-----------|------------------|--------------------|---------------------|---------------------------|
| Casey- Cardinia | -0.13 | 1.60 | 3.89 | 16.96 | 1.10 | ● |
| Central Highlands | 2.90 | 3.50 | 0.00 | 15.98 | 0.77 | ● |
| Corangamite | 2.34 | 2.40 | 31.37 | 27.88 | 0.84 | ● |
| Eastern | 2.71 | 1.87 | 7.98 | 15.50 | 1.11 | ● |
| Geelong | 5.95 | 0.94 | 22.52 | 18.11 | 0.89 | ● |
| Goulburn Valley | -0.07 | 0.83 | 287.01 | 16.42 | 1.16 | ● |
| High Country | 4.51 | 1.90 | 23.35 | 18.82 | 1.35 | ● |
| North Central Goldfields | 11.19 | 3.28 | 11.42 | 24.01 | 1.71 | ● |
| West Gippsland | -0.74 | 1.21 | 1 078.47 | 17.89 | 1.60 | ● |
| Whitehorse Manningham | -1.40 | 1.38 | 30.08 | 25.42 | 0.84 | ● |
| Wimmera | 5.74 | 1.67 | 85.27 | 37.95 | 1.11 | ● |
| Yarra Plenty | 0.66 | 0.94 | 25.20 | 19.90 | 1.00 | ● |
| Category average | 2.80 | 1.79 | 133.88 | 21.23 | 1.12 | ● |
| Category risk assessment | Low | Low | High | Low | Medium | Medium |

CRLC's sustainability indicators past and projected are as follows:

| Indicator | Low risk rating | 2010/2011 Actual* | 2011/12 Budget | 2012/13 Budget | Risk Rating |
|---------------------|-----------------|-------------------|----------------|----------------|-------------|
| Underlying result | >zero | 2.34% | -5.13 | -2.0 | Medium |
| Liquidity | >1.5 | 2.4 | 1.45 | 1.27 | Medium |
| Capital Replacement | >1.5 | 0.84 | 0.74 | .83 | High |

CRLC Proposed Budget 2012/13

7.2 Service Indicators

The Essential Services Commission has issued *Annual services report handbook* (2011) which outlines service indicators for Local Government and public libraries. In addition to the three indicators listed in this report (pages 53-55) CRLC will also monitor Loans per capita and user satisfaction.

The indicators proposed for CRLC are listed in the following table:

| Indicator | 2010/11
Victorian
Draft | 2010/11
CRLC
Actual | 2011/12
CRLC
Predicted | 2012/13
Target | Data
Source |
|-------------------------------------|-------------------------------|---------------------------|------------------------------|-------------------|----------------|
| Loans per capita | 8.5 | 6.59 | 6.63 | 7 | DPCD |
| No. of (physical) visits per capita | 5.1 | 3.54 | 3.95 | 4.5 | DPCD |
| No. of website hits per capita | 2.72 | 1.05 | 1.29 | 1.5 | DPCD |
| Activity rate of active borrowers | 43.2%* | 34.1% | 37% | 40% | DPCD |
| User satisfaction | n/a | 97.6% | | 98% | Internal |

*Taken from the 2009/10 *Annual survey of public library services in Victoria*, as this measure was not included in the draft 2010/11 figures.

CRLC Proposed Budget 2012/13

8.0 COLLECTION ANALYSIS

8.1 Circulation Trends

The library collection should contain a mix of items that will appeal to users. The most popular categories lent out in 2010/11 are listed below with the predicted loan outcome for 2011/12:

| Collection | Loans
2010/11 | Predicted
loans
2011/12 | Predicted
% of
Loans |
|----------------------------|------------------|-------------------------------|----------------------------|
| Fiction | 149,324 | 125,733 | 21.1% |
| Picture book | 87,834 | 88,486 | 14.9% |
| DVD | 66,806 | 62,604 | 10.5% |
| Large print | 63,766 | 52,779 | 8.9% |
| Non Fiction | 53,271 | 48,166 | 8.1% |
| JDVD | 40,131 | 42,802 | 7.2% |
| Junior Fiction | 37,537 | 34,515 | 5.8% |
| Magazines | 33,253 | 29,955 | 5.0% |
| Talking Books | 16,210 | 14,348 | 2.4% |
| Young Adult Fiction | 10,977 | 10,238 | 1.7% |
| Junior Non Fiction | 8,093 | 7,461 | 1.3% |

This table shows that while fiction loans have dipped it continues to be CRLC's most popular resource by a factor of over 140%.

The predicted loan outcomes show a heartening increase in use of picture books. For the second year running use of the large print collection will decline. As experienced across all public libraries, demand for junior nonfiction continues to drop.

8.2 Collection Age Profile

If CRLC's collection reflected the circulation trend shown in the table above, then the collection profile and associated replacement program that would be derived are shown in the following table. This analysis is based on the Corporation's current level of stock of approximately 129,000 items.

| Collection | Items Held
129,000 | Replacement
Rate Years | Annual
replacement
stock | Ave
Acquisition
cost
2010/11 | Annual
Cost |
|------------------------|-----------------------|---------------------------|--------------------------------|---------------------------------------|----------------|
| Fiction | 29,514 | 7 | 4,823 | \$18.57 | \$89,563 |
| Non Fiction | 28,937 | 8 | 1,493 | \$21.75 | \$32,473 |
| Junior & YA
Fiction | 17,912 | 7 | 1,057 | \$13.04 | \$13,783 |
| Large Print | 14,824 | 8 | 1,817 | \$30.11 | \$54,710 |
| Picture books | 14,281 | 8 | 2,385 | \$14.37 | \$34,272 |
| DVD | 10,830 | 3 | 5,113 | \$10.51 | \$53,738 |
| Magazines | 6,884 | 1 | 8,331 | \$5.20 | \$43,321 |
| Talking Books | 5,074 | 6 | 1,233 | \$45.49 | \$56,089 |
| | | | 29,323 | | \$475,889 |

CRLC Proposed Budget 2012/13

This outcome reflects the lower book prices achieved in the past twelve months due to use of the MAV purchasing contract for public libraries and the strong Australian dollar.

It shows, based on an industry standard collection replacement cycle, the level of annual funding required to maintain the collection would be close to \$476,000, plus the cost of processing materials. All up this cost would be \$505,000.

The level of funding provided in the 2012/13 proposed budget is \$339,998 for purchases. This 71% investment gap means that CRLC will be carrying stock for significantly longer than desired. As a direct result, the appeal of the collection to users is reduced.

8.3 Collection Standard

CRLC's collection now stands at nearly 129,000 items. This figure varies daily as items are acquired and withdrawn. The number of items per capita is 1.42 (129,000 items / 90,389 population).

The industry standard for collections is recognised as two items per capita. Based on this measure, CRLC should be offering a collection of 180,000 items. Housing a collection of this size would require an increase in library space, as well as funding the associated cost of acquiring the additional items. The need for additional space would be mitigated by two factors: new books are more often out on loan and digital purchases (such as the eAudio book collection) take no physical space.

It is important that all stakeholders, the Corporation, the member councils, the community and the State Government, are aware of the implications of not meeting the standard.

The following table shows the level of annual funding that would be required to sustain a collection at the recognised industry standard.

| Collection | Target Stock: 180,000 | Replacement Rate Years | Annual Replacement Number of Items | Ave. Price Paid 2010/11 | Annual Cost |
|-----------------------|-----------------------|------------------------|------------------------------------|-------------------------|-------------------|
| Fiction | 47,846 | 7 | 6,835 | \$18.57 | \$ 126,929 |
| Picture books | 27,038 | 8 | 3,380 | \$14.37 | \$ 48,571 |
| Large Print | 20,605 | 8 | 2,576 | \$30.11 | \$ 77,563 |
| DVD | 21,741 | 3 | 7,247 | \$10.51 | \$ 76,166 |
| Non Fiction | 16,930 | 8 | 2,116 | \$21.75 | \$ 46,023 |
| Junior DVD | 13,055 | 3 | 4,352 | \$10.17 | \$ 44,260 |
| Junior Fiction | 10,488 | 7 | 1,498 | \$13.04 | \$ 19,534 |
| Magazines | 11,808 | 1 | 11,808 | \$5.20 | \$ 61,402 |
| Talking Books | 10,488 | 6 | 1,748 | \$45.49 | \$ 79,517 |
| | 180,000 | | 41,560 | | \$ 579,963 |

The total annual funding required would be \$640,000 (purchases \$580,000 and materials processing \$60,000). This is \$300,000 above the level of funding provided in this proposed budget.

This is the annual funding that would be required to replace a collection based on the industry standard of two items per head of population, using standard replacement scheduling.

Much work needs to be done if the Corporation and its member councils are to achieve industry standards.

Appendix 1 Standard Statements

Corangamite Regional Library Corporation
Standard Statement of Financial Performance

Income Statement

| | 2011/12
Anticipated | 2012/13
Proposed
Budget |
|---------------------------------|------------------------|-------------------------------|
| OPERATING REVENUE | | |
| Contributions | (\$1,834,716) | (\$1,880,584) |
| Finance Revenue | (\$30,000) | (\$27,000) |
| Operating Grants | (\$638,917) | (\$664,474) |
| Operating Grants | (\$30,405) | (\$30,405) |
| Library Fees | (\$63,130) | (\$65,655) |
| Other income | (\$7,500) | (\$7,500) |
| Profit /(loss) from Asset Sales | \$696 | \$0 |
| TOTAL OPERATING REVENUE | (\$2,603,972) | (\$2,675,618) |
| OPERATING EXPENSES | | |
| Employee Expenses | \$1,718,046 | \$1,703,517 |
| Depreciation | \$486,632 | \$456,917 |
| Materials & Services | \$271,300 | \$284,865 |
| Contracts | \$237,000 | \$263,850 |
| Other Expenses | \$18,500 | \$20,000 |
| TOTAL OPERATING EXPENSES | \$2,731,478 | \$2,729,149 |
| NET (SURPLUS)/DEFICIT | \$127,506 | \$53,531 |

Capital Works Statement

| Category | 2011/12
Anticipated | 2012/13
Proposed
Budget |
|----------------------------|------------------------|-------------------------------|
| Furniture & Equipment | \$76,577 | \$45,000 |
| DVD | \$71,905 | \$49,938 |
| Fiction | \$119,828 | \$83,221 |
| Junior DVD | \$41,784 | \$29,019 |
| Junior Fiction | \$18,441 | \$12,808 |
| Large print | \$73,224 | \$50,855 |
| Non fiction | \$43,448 | \$30,175 |
| Picture books | \$45,854 | \$31,846 |
| Talking Books | \$75,069 | \$52,136 |
| Plant | \$35,000 | \$0 |
| Total Capital Works | \$601,130 | \$384,998 |
|
Represented by: | | |
| Renewal | \$601,130 | \$384,998 |
| Upgrade | | |
| Total Capital Works | \$601,130 | \$384,998 |

Balance Sheet

| | 2011/12
Anticipated | 2012/13
Proposed
Budget |
|---|------------------------|-------------------------------|
| CURRENT ASSETS | | |
| Cash & cash equivalents | \$475,199 | \$493,591 |
| Trade & other receivables | \$10,000 | \$4,800 |
| TOTAL CURRENT ASSETS | \$485,199 | \$498,391 |
| NON-CURRENT ASSETS | | |
| Property, infrastructure, plant & equipment | \$1,429,813 | \$1,357,894 |
| TOTAL NON-CURRENT ASSETS | \$1,429,813 | \$1,357,894 |
| TOTAL ASSETS | \$1,915,012 | \$1,856,285 |
| CURRENT LIABILITIES | | |
| Payables | \$159,995 | \$158,609 |
| Employee Entitlements | \$224,770 | \$233,986 |
| Interest Bearing Liabilities | \$0 | \$0 |
| TOTAL CURRENT LIABILITIES | \$384,765 | \$392,595 |
| NON-CURRENT LIABILITIES | | |
| Employee Entitlements | \$33,646 | \$35,025 |
| Interest Bearing Liabilities | \$0 | \$0 |
| TOTAL NON-CURRENT LIABILITIES | \$33,646 | \$35,025 |
| TOTAL LIABILITIES | \$418,411 | \$427,620 |
| NET ASSETS | \$1,496,601 | \$1,428,665 |
| EQUITY | | |
| Accumulated Funds (Loss) | (\$392,106) | (\$445,637) |
| Reserve Plant | \$70,000 | \$70,000 |
| Reserves Library Collection | \$181,577 | \$181,577 |
| Asset Revaluation Reserve | \$1,637,130 | \$1,622,725 |
| TOTAL EQUITY | \$1,496,601 | \$1,428,665 |

Cash Flow Statement

| | 2011/12
Anticipated | 2012/13
Proposed
Budget |
|--|------------------------|-------------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Net receipts (Payments) GST | -\$ 38,064 | -\$ 5,996 |
| Grants | \$ 669,322 | \$ 694,879 |
| Library Fees | \$ 63,130 | \$ 65,655 |
| Contributions and donations received | \$ 1,834,716 | \$ 1,880,584 |
| Payments to employees | -\$ 1,718,046 | -\$ 1,703,517 |
| Payments to suppliers | -\$ 608,300 | -\$ 548,715 |
| Other expenses | -\$ 18,500 | -\$ 20,000 |
| Other Receipts | \$ 37,500 | \$ 34,500 |
| Net cash provided by operating activities | \$ 221,758 | \$ 397,390 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Payments for asset acquisition | -\$ 601,130 | -\$ 384,998 |
| Proceeds from disposal of assets | \$ 16,000 | \$ 6,000 |
| Net cash used in investing activities | -\$ 585,130 | -\$ 378,998 |
| CASH FLOWS FROM FINANCING ACTIVITIES | | |
| Repayment of borrowings | \$ - | \$ - |
| Proceeds from borrowings | \$ - | \$ - |
| Net cash used in financing activities | \$ - | \$ - |
| Net increase/(decrease) in cash held | -\$ 363,372 | \$ 18,392 |
| Cash at the beginning of the financial year | \$ 838,571 | \$ 475,199 |
| CASH AT THE END OF THE FINANCIAL YEAR | \$ 475,199 | \$ 493,591 |

Appendix 2 Fees & Charges

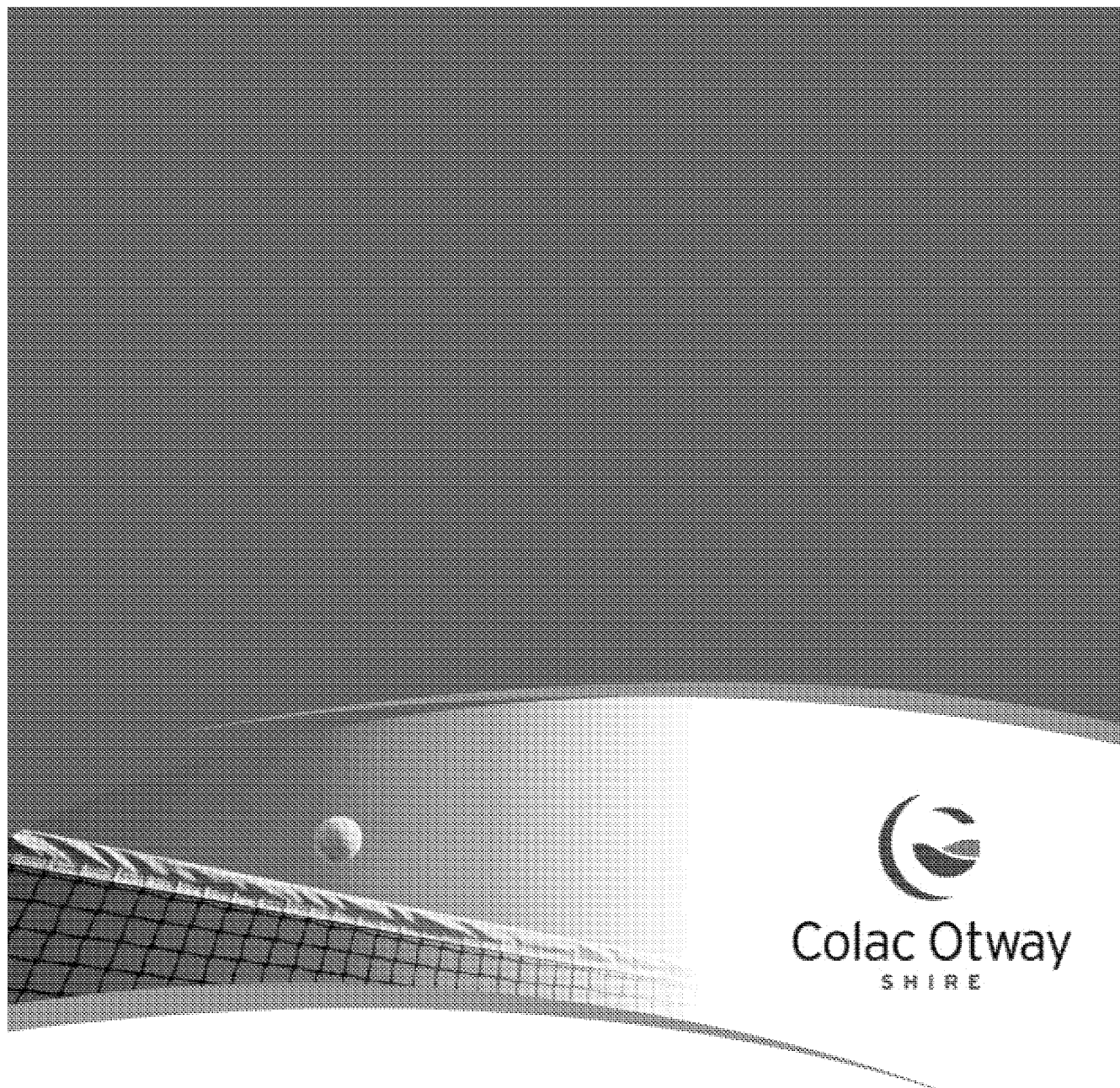
| Item | Basis | 2011/12 | Proposed
2012/13 |
|---|--|----------------|---------------------|
| Fines | | | |
| Overdues | 1st notice (7 days after due date) | \$ 2.20 | \$ 2.20 |
| | 2nd notice (21 days after due date) | \$ 11.00 | \$ 11.00 |
| | Final account notice (42 days after due date) | | |
| Lost & damaged items | The fine calculated by replacement cost listed for the item in the library database plus the processing fee, except magazines. | Cost + \$7.00 | Cost + \$7.00 |
| Lost & damaged magazines | The fine is calculated by the acquisition cost listed in the library database. | Cost | Cost |
| Item Request | | | |
| Reservation | Except for 10 free reservations at any given time for volunteers, concession card holders and staff members | \$ 1.10 | \$ 1.10 |
| Inter-Library Loan | Charge listed plus any charge levied by the lending library | \$ 2.20 | \$ 2.20 |
| Printing (not all options are available at all Branches) | | | |
| Photocopying | Black & White A4 page | \$ 0.20 | \$ 0.20 |
| | Black & White A3 page | \$ 0.40 | \$ 0.40 |
| Computer Printing | A4 Black & White | \$ 0.20 | \$ 0.20 |
| | Colour A4 page | \$ 1.00 | \$ 1.00 |
| | Colour A3 page | \$ 2.00 | \$ 2.00 |
| Microfilm Printing | A4 page | \$ 1.10 | \$ 1.10 |
| | A3 page | \$ 2.20 | \$ 2.20 |
| Photographic Reproductions | A4 page Colour | \$ 13.20 | \$ 15.00 |
| Sales (not all items are available at all Branches) | | | |
| | USB | \$ 10.00 | \$ 13.00 |
| | Library bags | \$ 1.50 | \$ 1.50 |
| | Withdrawn book stock | .50c - \$22.00 | .50c - \$22.00 |
| Other charges | | | |
| Membership Card Replacement | Per card | \$ 4.00 | \$ 4.00 |

ATTACHMENT 1 – COLAC OTWAY TENNIS FACILITY AUDIT AND DEVELOPMENT PLAN SUMMARY OF SUBMISSIONS

The following table provides a summary and analysis of formal submissions received in response to the Draft Colac Otway Tennis Facility Audit and Development Plan.

| Submission No. | Submission Details | Changes to Plan? | | Response |
|--|--|------------------|----|---|
| | | Yes | No | |
| Swan Marsh Hall and Tennis Reserve CoM | <ul style="list-style-type: none"> Commends the efforts of Council in preparing the plan. | | ✓ | <ul style="list-style-type: none"> Noted |
| | <ul style="list-style-type: none"> Was successful in securing funding of \$175,000 to upgrade courts in conjunction with four other clubs. | | ✓ | <ul style="list-style-type: none"> Noted |
| | <ul style="list-style-type: none"> Seeks that the priority of the Swan Marsh facilities be raised to a level reflective of the benefits outlined in the plan. | | ✓ | <ul style="list-style-type: none"> The priority table identified in the plan is purely based on facility works required. Council’s actual works priority plan will be determined using a set of criteria as detailed in the plan. Therefore, exact priority will be determined following assessment of individual sites against the criteria. |
| Colac Lawn Tennis Club | <ul style="list-style-type: none"> Keen to develop master plan for the facility as recommended in the plan. | | ✓ | <ul style="list-style-type: none"> Recommended in plan. |
| | <ul style="list-style-type: none"> Believe the facility should be the main base for competition, coaching and tournament play in the Shire. | | ✓ | <ul style="list-style-type: none"> Recommended in plan. |
| Polwarth and District Tennis Association | <ul style="list-style-type: none"> Questions when the Colac Lawn Tennis Club was designated as the Regional Hub and why the facility should for the main hub. States that it is a fact that a plan is already in place to have one central tennis facility and defunct all other courts in the Shire. | | ✓ | <ul style="list-style-type: none"> The Colac Lawn Tennis Club has been designated a “Regional” facility following the development of a facility hierarchy through the preparation of this plan. This is based on its central location within a major population base and having the required amount of courts and supporting facilities. The plan does not recommend that all competitions should be played at this facility and there is definitely no plan to defunct all other facilities. There will still be a strong need for Neighbourhood and District facilities, as recommended in the plan. |

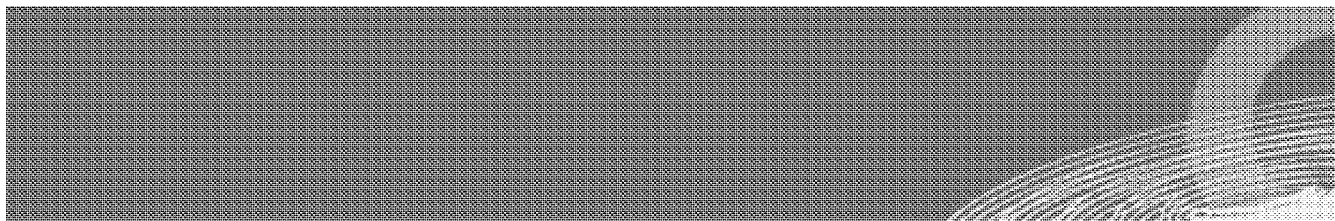
| Submission No. | Submission Details | Changes to Plan? | | Response |
|-------------------------------------|--|------------------|----|--|
| | | Yes | No | |
| | <ul style="list-style-type: none"> Requests that Council meet with Tennis Australia and make a statement that the National Court Rebate Scheme does not consider 'best suited courts' eg: asphalt. | | ✓ | <ul style="list-style-type: none"> Noted and agreed. The National Court Rebate Scheme does not recognise asphalt courts. The majority of courts in the Shire, as in many rural areas, are of this surface. Council will write to Tennis Australia and Tennis Victoria advocating for asphalt courts to be included in the Scheme. |
| | <ul style="list-style-type: none"> Feels that there is too much emphasis put on one tennis facility hub which will affect neighbourhood communities who thrive on their local sporting hubs. | | ✓ | <ul style="list-style-type: none"> The plan investigates 25 tennis sites, one of which is the Colac Lawn Tennis Club (proposed regional facility). The overwhelming focus of the plan is to improve neighbourhood and district tennis facilities. |
| Eliminyt Tennis Club | <ul style="list-style-type: none"> Regular court maintenance and cleaning program should be beneficial to all clubs. | | ✓ | <ul style="list-style-type: none"> Noted. |
| | <ul style="list-style-type: none"> Currently umpires chairs are still used at most clubs. | | ✓ | <ul style="list-style-type: none"> Noted. Need to ensure safety issues are met if keeping umpires chairs. |
| | <ul style="list-style-type: none"> Due to the high cost of resurfacing courts and limited funds available provision of lighting for tennis courts is seen as a low priority particularly as night tennis can be provided at the Colac Indoor Tennis Centre. | | ✓ | <ul style="list-style-type: none"> Noted. |
| Johanna Public Purposes Reserve CoM | <ul style="list-style-type: none"> Audit prioritises that the Johanna facility is the number one facility in need of redevelopment and that the facility should be equally prioritised for the funding of redevelopment. | | ✓ | <ul style="list-style-type: none"> The priority table identified in the plan is purely based on facility works required. Council's actual works priority plan will be determined using a set of criteria as detailed in the plan. Therefore, exact priority will be determined following assessment of individual sites against the criteria. There is no active club at Johanna at this point in time. |



COLAC OTWAY SHIRE COUNCIL
TENNIS FACILITY
AUDIT & DEVELOPMENT PLAN

FINAL REPORT December 2011

*inside***EDGE**
sport and leisure planning



FINAL Report by
Inside Edge Sport and Leisure Planning and 2MH Consulting

to Colac Otway Shire Council

December 2011



21/12/2011

Table of contents

| | |
|---|-----------|
| 1. INTRODUCTION..... | 4 |
| 2. FACILITY AUDIT | 5 |
| 2.1 Scope of the audit | 5 |
| 2.2 Facility audit methodology..... | 5 |
| 3. KEY FACILITY ISSUES | 9 |
| 3.1 Surface cracking and pavement condition | 9 |
| 3.2 Court drainage..... | 11 |
| 3.3 Tennis court run-off areas | 12 |
| 3.4 Netball court run-off areas..... | 14 |
| 3.5 Tennis net posts | 15 |
| 3.6 Court cleaning and grooming | 16 |
| 3.7 Court lighting | 18 |
| 3.8 Fencing..... | 19 |
| 3.9 Landscaping and court surrounds..... | 21 |
| 3.10 Clubhouses and spectator shelters..... | 22 |
| 3.11 Accessibility..... | 23 |
| 3.12 Umpires chairs | 24 |
| 4. SITE SPECIFIC ISSUES MATRIX..... | 25 |
| 4.1 Description of issues | 26 |
| 5. FUTURE FACILITY PROVISION..... | 29 |
| 5.1 Tennis activity in the Shire | 29 |
| 5.2 Projected market for tennis in the Shire | 29 |
| 5.3 Tennis facility hierarchy..... | 32 |
| 5.4 Facility policy and improvement guidelines..... | 39 |
| 5.5 Future capital works program and budget estimates | 40 |
| 5.6 Facility life-cycle cost estimates | 45 |
| 6. RECOMMENDATIONS..... | 46 |
| 6.1 Implementation priorities | 47 |
| APPENDICES | 48 |
| Appendix 1: Tennis facility funding announcement | |
| Appendix 2: Tennis facility strategic workshop presentation | |
| Appendix 3: Funded tennis facility site reports | |
| Appendix 4: Colac Otway Shire Tennis Facilities Issues Matrix | |
| Appendix 5: Estimated probable facility maintenance and capital costs | |
| Appendix 6: Colac Otway Shire Tennis Club Survey | |
| Appendix 7: Colac Otway Shire Tennis Club Workshop | |

21/12/2011

1. INTRODUCTION

The Colac Otway Shire has a high number of tennis courts located across a large number of individual sites. This high number of courts has resulted from a past tendency to construct small (mostly two-court) facilities. This historical development approach has led to increased pressure to provide and fund a tennis court surface upgrade program as Shire facilities age. The number of clubs seeking upgrades to their facilities has indicated that a planned approach is needed to manage the improvement of tennis facilities and to positively contribute to the development of tennis throughout the Colac Otway Shire.

The Colac Otway Shire Council commissioned the preparation of a Tennis Facility Audit and Development Plan, primarily to inform the future needs, demands and trends of tennis within the Shire and broader community. The Tennis Facility Audit and Development Plan identifies gaps in the provision and planning of tennis infrastructure and provides guidance on the future direction of an appropriate planning and support model for the provision of tennis for the next 10 years.

The need for the Tennis Facility Audit and Development Plan was identified in the *Colac Otway Shire Recreation Strategy 2006-2010* and additional actions were recommended through a previous Tennis Facilities Audit undertaken in 2004 by Tennis Victoria.

The findings from the 2004 audit have contributed significantly to the development of Council's tennis facilities maintenance program, a three year program that encouraged a strategic direction for disused and extinct tennis facilities within the Shire and acknowledged active facilities that required additional maintenance. The audit further identified potential tennis court sites suitable for future significant development.

In 2010 five clubs within the Colac Otway Shire successfully advocated to the Liberal Member for Polwarth, MP Terry Mulder, and were awarded a \$175,000 contribution to invest in the development of the existing tennis facilities at Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh (refer **Appendix 1** for media announcement).

Through the need for a coordinated response and potential match funding, Council sought to undertake a further detailed assessment of shire-wide tennis facilities in order to build on the 2004 audit findings and to establish the basis for any major Council investment into tennis infrastructure.

This further review commenced with a survey of all tennis clubs within the Shire, which was undertaken by Council between November and December 2010. The key findings from the club survey were used to coordinate a Colac Otway Tennis Club Forum, involving clubs, Council and representatives from Tennis Victoria to discuss the broader issues facing tennis in the Shire and surrounding region and to establish a future focus for tennis facility provision and improvement (Refer to **Appendix 6 and 7** for summary findings of the Club Survey and Forum).

Following the forum, Council commissioned Tennis Victoria's Technical Advisory Team, *insideEDGE* Sport and Leisure Planning and 2MH Consulting, to conduct a detailed audit of 25 facilities across the Shire in order to inform future tennis facility improvement and development priorities.

The facility audit and site inspections were conducted in April 2011. An Issues Matrix was developed following the audit, which identified key and common issues across each site. The Issues Matrix and key audit findings were presented to Council and Tennis Victoria at a strategic workshop conducted by the Consulting Team in May 2011 (refer to **Appendix 2** for presentation provided). At the strategic workshop a number of future directions and project recommendations were discussed, resulting in this Tennis Facility Audit and Development Plan report being prepared.

The Tennis Facility Audit and Development Plan Report is provided in two sections. The first section 'Facility Audit' (Chapters 2, 3 and 4) focuses on the key findings of the physical asset audit undertaken, and the 'Development Plan' (Chapters 5 and 6) provides guidance on strategic issues, facility development principles and future recommendations.

21/12/2011

2. FACILITY AUDIT

The Colac Otway Shire Tennis Facility Audit was jointly compiled by *insideEDGE* Sport and Leisure Planning and 2MH Consulting.

This report section provides a brief overview of the tennis facilities visited and makes comment regarding the condition of facilities, general maintenance activities and potential facility improvement projects related to all facilities inspected.

Site specific issues and recommendations are outlined in Chapter 4 and **Appendix 4** of this report. Individual detailed site inspection reports have also been prepared for Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh to assist in the future detailed planning of these sites in-line with funding secured for their development (refer to **Appendix 1** for media announcement).

A proposed priority listing of maintenance and capital works projects is also provided in Chapter 4.

2.1 Scope of the audit

Colac Otway Shire Council control tennis facilities at 19 sites, however, there are 10 tennis court facilities which are managed by the Department of Sustainability and Environment (DSE), 8 managed by the Department of Education and Early Childhood Development (DEECD) and 9 privately owned courts in other locations throughout the Shire.

The scope of audit works included an inspection of 25 tennis and multi-use tennis / netball courts located within the Colac Otway Shire. The 25 sites were identified by Council based on their land ownership status and Councils understanding of the level of tennis activity conducted at each site.

The project area comprised the entire municipality to ensure all active tennis facilities were incorporated into the audit. Table 01 following provides a list of sites that were visited and inspected by the Consulting Team.

The key objectives of the facility audit were to:

- * Summarise current site characteristics including surface condition, pavement condition, playing and runoff dimensions, infrastructure condition and provide comments regarding court maintenance.
- * To provide a document that can be referenced for creation of maintenance programs and annual budgeting.
- * To prioritise recommended works as part of site and facility investigations.

2.2 Facility audit methodology

The 25 identified sites were visited on the 18th 19th and 20th April 2011 and inspected by the Consulting Team, including representatives from *insideEDGE* Sport and Leisure Planning and 2MH Consulting. In total, 70 combined tennis and tennis / netball courts were inspected. Table 01 following provides details of sites visited.

Site inspections included the visual assessment of playing surfaces and conditions, court area dimensions, run-off dimensions, visible pavement conditions and an observational assessment of other supporting court infrastructure (eg. fencing, lighting, drainage, surrounding vegetation, car parking etc).

Specifically prepared site evaluation checklists were developed by the Consulting Team and used to record and evaluate site and infrastructure conditions. Detailed site evaluation checklists were developed

21/12/2011

for five sites; Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh to aid preparatory site analysis and inform future design and site development works (refer to **Appendix 3** for individual site reports).

Supporting photographic evidence of maintenance and/or reconstruction issues was also taken and examples included in this report to identify common and relevant site specific issues.

Table 01: Colac Otway Shire tennis facilities visited and inspected

| Site location | Site ownership status | Total courts | Usable Courts | Floodlit courts | Acrylic | Asphalt | Red porous | SFAG | Concrete | Lawn |
|--------------------------|-----------------------|--------------|---------------|-----------------|-------------|-------------|-------------|-------------|-------------|------------|
| Apollo Bay | DSE | 3 | 3 | 3 | 0 | 3 | 0 | 0 | 0 | 0 |
| Barongarook | Council | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Barwon Downs | Council | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Beeac | Council | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Beech Forest (Fergusson) | Council | 2 | 1 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Birregurra | DSE | 2 | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 |
| Carlisle River | Council | 2 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| Colac Central Reserve | Council / CSC | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| Colac Lawn | Council | 19 | 17 | 0 | 0 | 0 | 2 | 2 | 0 | 15 |
| Cororooke | Council | 3 | 3 | 0 | 0 | 3 | 0 | 0 | 0 | 0 |
| Cressy | DSE | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Colac South Reserve | DSE | 4 | 4 | 0 | 0 | 4 | 0 | 0 | 0 | 0 |
| Eurack | Council | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Forrest | Council | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Gellibrand | DSE | 2 | 2 | 1 | 0 | 2 | 0 | 0 | 0 | 0 |
| Gerangamete | DSE | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Johanna | DSE | 2 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| Kawarren | DSE | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Kennett River | Council | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Larpen | Council | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Lavers Hill | Council | 2 | 1 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Pennyroyal | Private / Council | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Swan Marsh | Council | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Warncoort | Council | 2 | 2 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| Yeo | Council | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| TOTALS | | 70 | 58 | 6 | 3 | 42 | 2 | 4 | 4 | 15 |
| AVERAGE | | 2.8 | 2.32 | 0.24 | 0.12 | 1.68 | 0.08 | 0.16 | 0.16 | 0.6 |

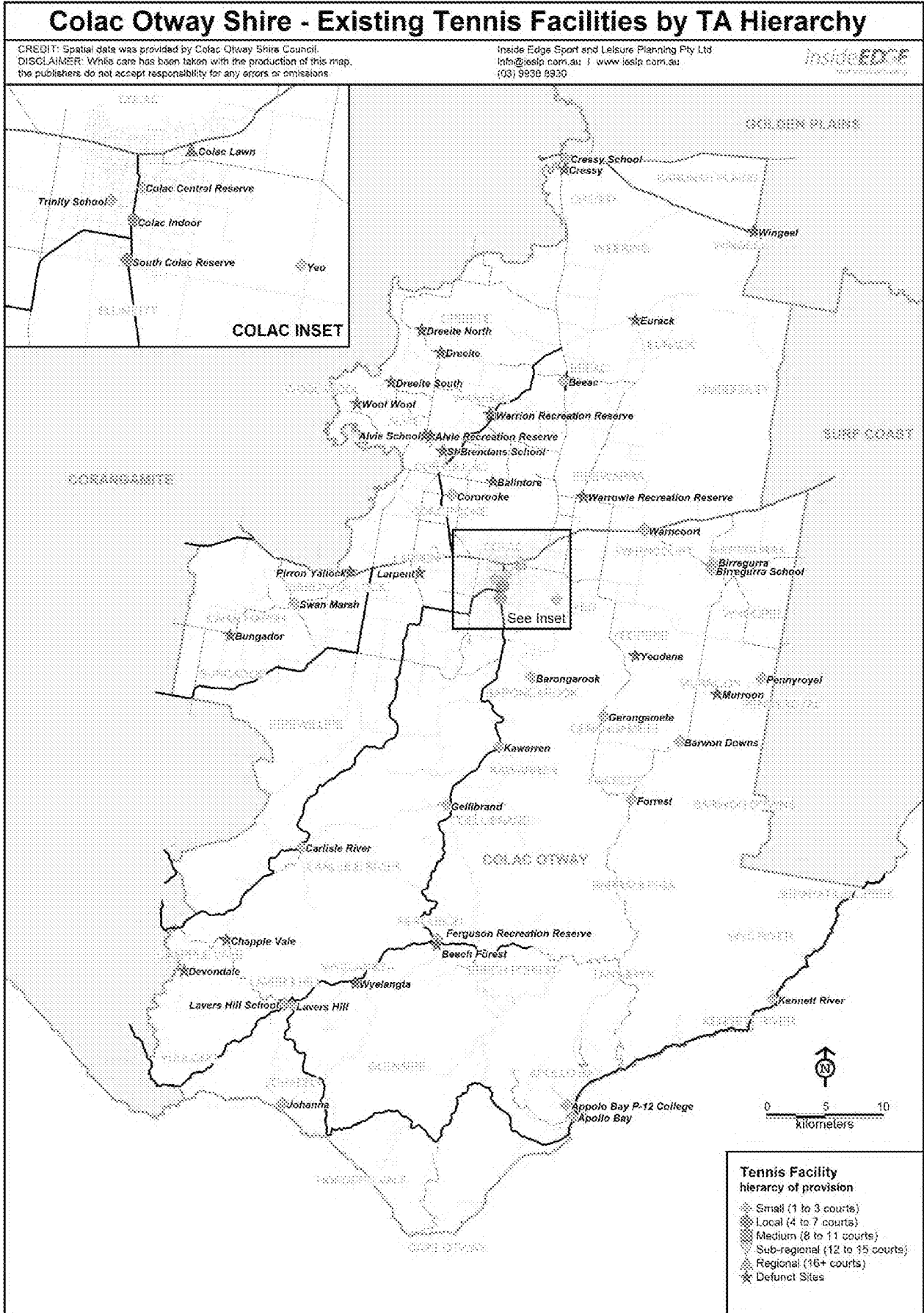
Map 01 following provides visual representation of the location and distribution of Colac Otway Shire tennis facilities, and their corresponding hierarchy status (under the Tennis Australia national facilities hierarchy – refer to Sections 5.3 for additional details on hierarchies).

21/12/2011

A number of technical resources and reference materials were used in the evaluation of courts and in the preparation of capital works recommendations and cost estimations. Key reference documents included:

- * Tennis QLD Design, Construction and Maintenance Manual
- * Tennis Australia Facility Planning Fact Sheets
- * Tennis Victoria and Sport and Recreation Victoria Tennis Facility Planning Guide
- * Netball Victoria and Sport and Recreation Victoria Netball Court Planning Guide.

In addition and where available, historic site and court condition information was researched and relevant references have been included within this report.



21/12/2011

3. KEY FACILITY ISSUES

This report chapter provides overall general discussion of key and common issues identified across Colac Otway Shire tennis facilities. Site specific issues have been identified within the Issues Matrix provided in Chapter 4 and is provided in full in **Appendix 4**.

Discussion around key issues has been the result of the completion of site inspections, visual observations and consultation with key stakeholders and industry representatives.

3.1 Surface cracking and pavement condition

Court surface areas were inspected for minor cracking, degradation and quality of line marking. Court pavements were also inspected for signs of failure, which normally appear as severe cracking on the court surface and deformation of court levels (ie. heaving or sinking).

The majority of tennis courts across the Colac Otway Shire are asphalt (42 out of 70). Three courts are acrylic hard courts and four are concrete. Each of these surfaces (in any court instance) is subject to surface cracking and pavement failure.

The vast majority of asphalt courts appear to be experiencing significant surface quality and condition issues which can mainly be attributed to pavement failure, movement, change in sub-base conditions (eg. drought) and/or tree root invasion.

A significant number of asphalt courts were also observed to be experiencing high levels of surface wearing and degradation, with many promoting weed, moss and algae growth, signs that usage is irregular and that moisture is present on the court surface for extended periods of time.

The most significant combined surface and pavement failure issues were observed Barangaroo, Barwon Downs, Beeac, Beech Forrest (Fergusson), Johanna and Swan Marsh. These sites may require complete pavement reconstruction to restore them with a long-term playable surface.

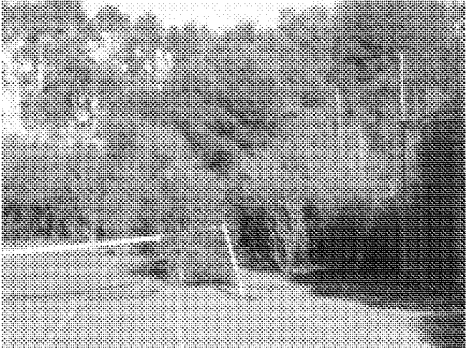





In most cases surface degradation has been left untreated, unresolved or actioned under short-term approaches that have now failed again. Patch repairs were observed in isolated areas, however without long-term maintenance procedures in place, ongoing issues will continue to develop. A long-term philosophy to court surface repair should be adopted and the prevention of moisture from entering existing surface cracks should be a priority to avoid current minor issues from further developing.

In addition to sites identified above, significant degradation and evidence of pavement failure has rendered courts at Cressy, Eurack and Larpent defunct and not capable of accommodating safe use for tennis. Furthermore, single courts at Beech Forrest (Fergusson), Carlisle River, Johanna and Lavers Hill are recommended for closure until significant surface rectification works are undertaken to bring courts back to a safe playable standard.

The introduction of a regular court surface maintenance and monitoring program would be highly recommended to identify issues as they appear. The introduction of a 10 year court resurfacing program would be highly desirable, as would the development of a court resurfacing policy that addresses the growing cost of surface replacement and renewal.

The photos following provide examples relevant to the discussion detailed above.

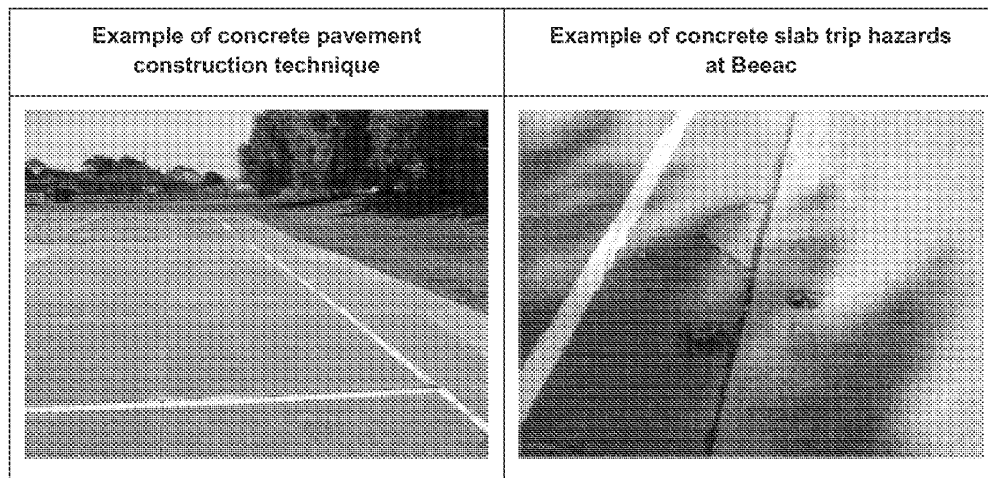
21/12/2011

| | |
|---|--|
| <p>Defunct site at Cressy</p> | <p>Defunct site at Eurack</p> |
|  |  |
| <p>Defunct site at Larpent</p> | <p>Unplayable court at Beech Forrest
(Fergusson)</p> |
|  |  |
| <p>Unplayable court at Johanna</p> | <p>Unplayable court at Lavers Hill</p> |
|  |  |

21/12/2011

In addition to the many asphalt based (and surfaced) tennis courts across the Shire, four courts have also been constructed with concrete pavements at Beeac, Carlisle River and Johanna. Concrete pavement designs and construction methods used are highly unusual for tennis courts and more commonly associated with footpath construction. Courts have been built using multiple small concrete slabs which overtime have moved, creating an uneven playing surface and associated trip hazards and ball bounce issues. Concrete courts at Johanna and Carlisle River are now unplayable and courts at Beeac at showing significant signs of movement and failure.

This construction method is not considered appropriate for tennis courts and existing courts should be replaced overtime in-line with projected future usage and recommended hierarchy and priority development opportunities outlined in Chapters 4 and 5 of this report.



3.2 Court drainage

Historical tennis court and drainage design of Colac Otway Shire tennis facilities contributes significantly to the many surface and pavement issues raised above. Drainage systems observed were mostly dysfunctional and provide inappropriate infrastructure to disburse surface water from court enclosures and distribute it to appropriate storm water or alternative outflows.

The common drainage design observed at most sites provides a single drainage swale between courts, with courts cresting in the middle directing water into the swale. Swales then direct, via very minimal court fall, water away from court enclosures. In most cases court falls and outflows are not sufficient enough to promote a functional drainage system.

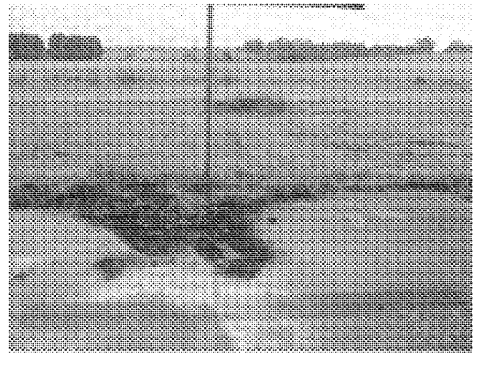
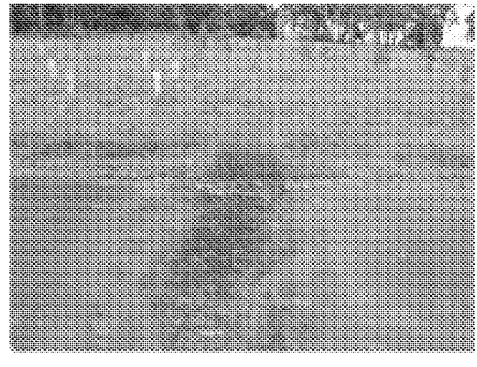
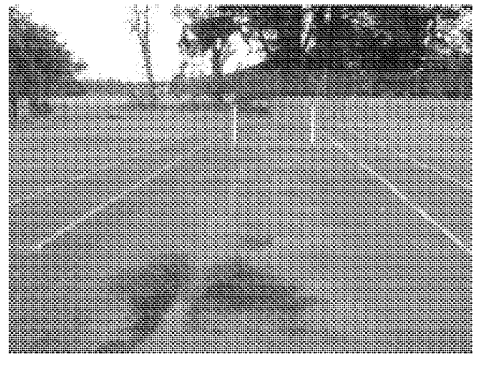
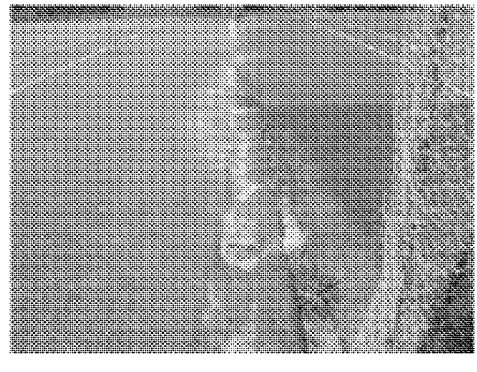
In addition, most drainage systems appear to have been dysfunctional for some time and moisture, dirt, grime, leaf litter, moss and algae have built up around drainage swale outflows, creating an additional barrier for water to collect and pool in. When left unattended, these issues begin to degrade court surfaces prematurely and cause longer-term court surface integrity issues.

The drainage system observed at the two-court synthetic grass facility at Warncoort also provides an ineffective drainage system that uses the same drainage principles as asphalt courts. In this case, surface water falls towards a drain between the courts, along with sand particles and leaf litter, that create a build-up in the drain.

Any new courts to be developed across the Shire should be designed with an effective and efficient drainage system, and be designed to meet site specific conditions. Court designs should also promote court fall gradients of 1:100 for asphalt and concrete pavement constructions. This allows surface water to drain to designated point(s) at court enclosure boundaries and flow in designated drains designed to carry water away from courts and their sub-base.

21/12/2011

The photos following provide examples relevant to the drainage issues detailed above.

| | |
|--|---|
| <p>Example of common two-court drainage outflow</p> | <p>Example of common two-court drainage outflow</p> |
|  |  |
| <p>Example of common two-court drainage swale between courts</p> | <p>Example of drainage system at Warncoort</p> |
|  |  |

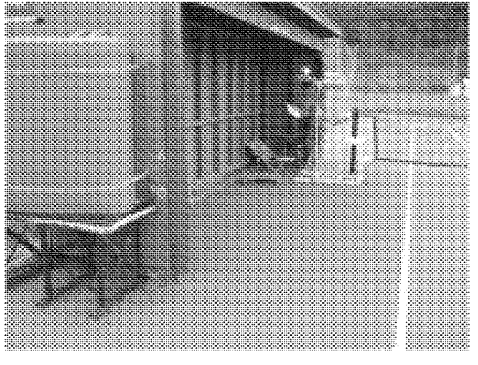
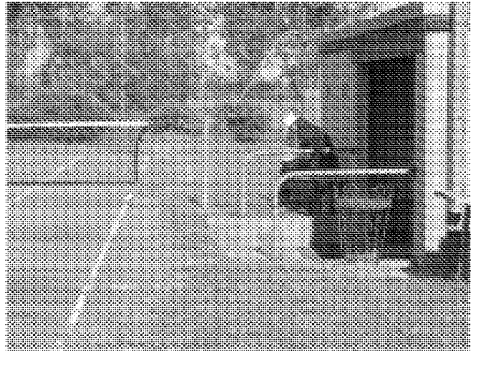
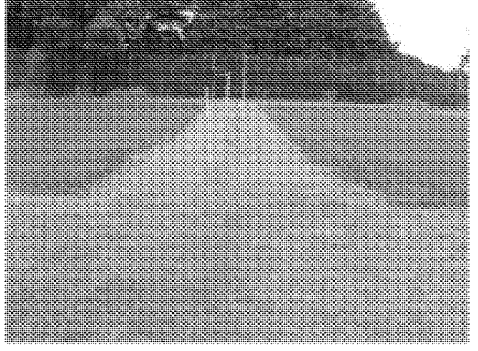
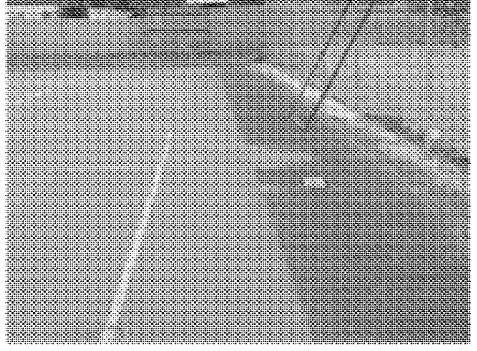
3.3 Tennis court run-off areas

Many existing tennis courts across the Shire fail to meet Tennis Australia's recommended court area and run-off dimensions. Tennis Australia provides a range of distances, from **minimum** distance requirements to **recommended** distances. In some cases high level player injury risks were identified with structures such as drainage grates, handrails, viewing sheds, umpires chairs and fences all located within minimum recommended run-off areas.

In addition to many courts not meeting distance requirements, around half did not provide a consistent run-off surface with the main court surface. Examples included the use of grass verges in run-off areas and asphalt run-offs for acrylic hard courts. Changes in surface type can pose player injury risk due to the change in surface stability, texture and grip.

The following photographs identify a range of court run-off and obstruction issues that pose potential player injury risks, as well as examples of inappropriate use of different court run-off surfaces.

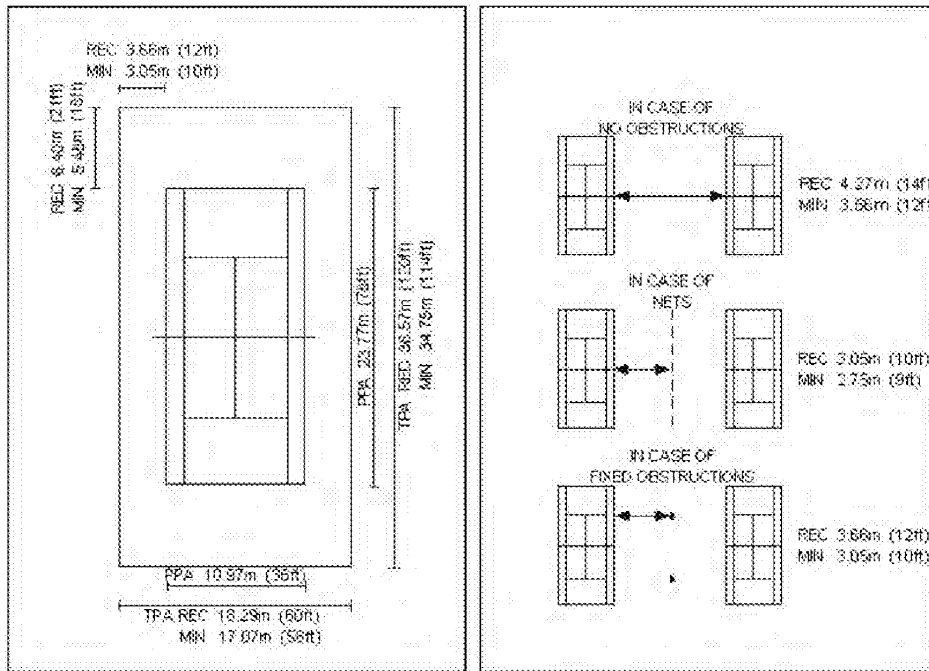
21/12/2011

| | |
|--|---|
| <p>Example of court run-off area obstruction at Kennett River</p> | <p>Example of court run-off area obstruction at Swan Marsh</p> |
|  |  |
| <p>Example of change in court run-off area surface at Lavers Hill</p> | <p>Example of change in court run-off area surface at Colac Central Reserve</p> |
|  |  |

The diagram following (not to scale) provides visual representation of minimum and recommended court dimension standards. Where tennis courts fail to meet minimum standards, appropriate risk management plans should be developed by clubs to ensure that player safety is ensured. Any new court or redeveloped court should be constructed to meet **recommended** court enclosure and run-off dimensions.

21/12/2011

Figure 01: Tennis Australia court enclosure and run-off dimensions



Principle Playing Area (PPA) and Total Playing Area (TPA)

Inter-court Spacing

3.4 Netball court run-off areas

While netball court inspections were not the main focus of the tennis facility audit program, seven sites visited and inspected were multi-line marked to accommodate both tennis and netball. Where courts could not meet minimum requirements (ie. at Colac Central Reserve, Cressy, Carlisle River, Gellibrand and Kennett River), change in run-off surface and the presence of fixed infrastructure were the main causes of run-off deficiency.

Only netball courts at Apollo Bay and Birregurra generally met Netball Victoria's **minimum recommended** run-off distances of 3.05m from goal and sidelines. Netball Victoria and Sport and Recreation Victoria's *Netball Court Planning Guide* states, 'The 3.05m run off clear space, of the same surface as the court, outside each sideline and end line is an International Federation of Netball Association guideline adopted by Netball Australia to ensure the safety of players and umpires. Run-off space must be clear of obstructions including seating, fencing and light poles.'

A distance of 3.65m is also recommended between courts, where two or more netball courts are provided in the one court enclosure.

Where adequate run-off distances cannot be provided, appropriate risk management plans should be developed by clubs to ensure that player and umpire safety is ensured. Any new court or redeveloped court should be constructed to meet recommended court enclosure and run-off dimensions.

21/12/2011

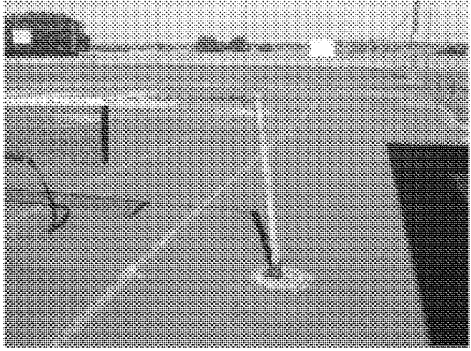
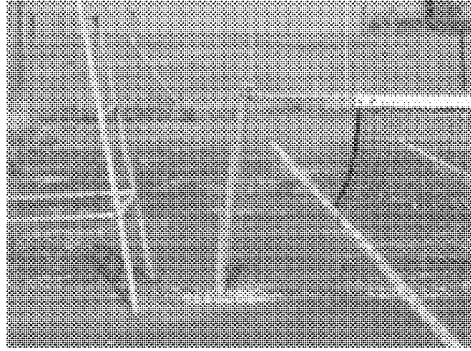

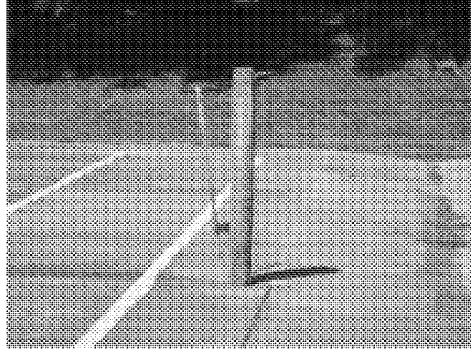
3.5 Tennis net posts

A large range and variety of tennis net posts are installed across Colac Otway Shire tennis courts, with many agricultural solutions providing the most basic of posts and systems.

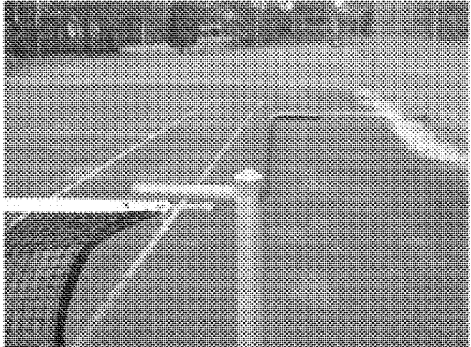
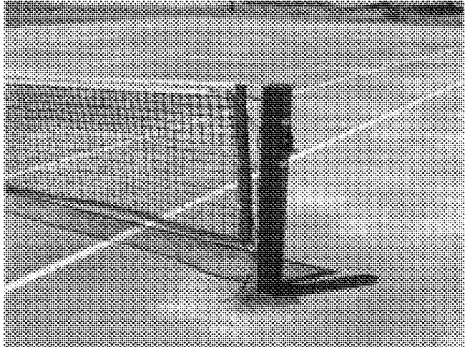
Most tennis net posts are rusting, leaning and/or heaving at their footings and over time will require replacement to ensure their integrity. Excavating post footings from asphalt or concrete bases can be expensive and it is recommended that as posts begin to fail or when court surface works are undertaken, they are replaced with new posts and footings and include removable or drop down winding mechanisms to prevent risk of player injury. Fixed net cable winders can present injury risk for players, particularly during coaching drills where winders are at head height for younger players.

New nets and posts (depending on the level of footing excavation required) may range from \$1,200 to \$2,500 per court, including supply and installation of posts and nets.

The photos below provide a selection of agricultural solutions and older style fixed handle winding mechanisms that are undesirable for public access facilities. Examples of preferred drop down winding mechanisms are also shown.

| | |
|---|--|
| <p>Example of common leaning tennis net posts</p> | <p>Example of common leaning tennis net posts</p> |
|  |  |
| <p>Example of tennis net post and footing failure</p> | <p>Example of inappropriate tennis net posts installation</p> |
|  |  |

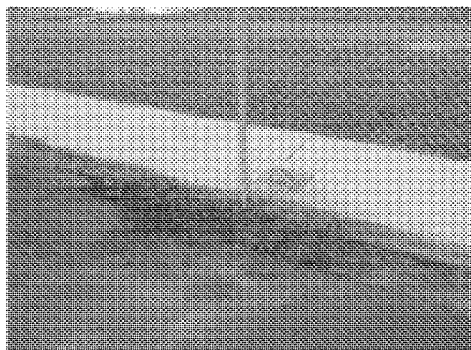

21/12/2011

| Example of a common fixed handle winding mechanism | Example of a preferred removable/drop-down winding mechanism |
|---|--|
|  |  |



3.6 Court cleaning and grooming

Regular cleaning and maintenance of all hard court surfaces is essential in prolonging their life and providing quality playing surfaces for users. Most hard court surfaces (including acrylic hard court, asphalt and concrete) inspected required high pressure cleaning to rejuvenate surfaces and to remove films of dirt and grime built up over time. The presence of moss and algae was also observed at many sites, which is a sign of irregular court cleaning and maintenance.

High pressure cleaning should be conducted by an experienced contractor and is generally priced at around \$400 to \$450 per court. Council may wish to engage a single contractor to clean all courts to provide some economies of scale for clubs.

| Example of court surfaces requiring regular cleaning (dirt build-up) | Example of court surfaces requiring regular cleaning (moss and dirt build-up) |
|---|--|
|  |  |

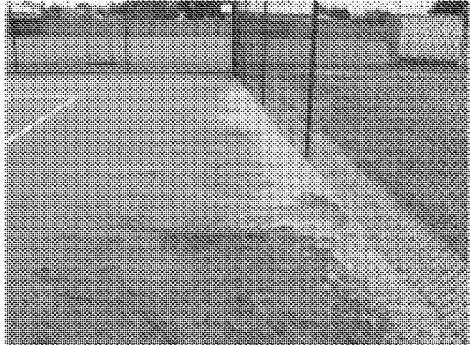
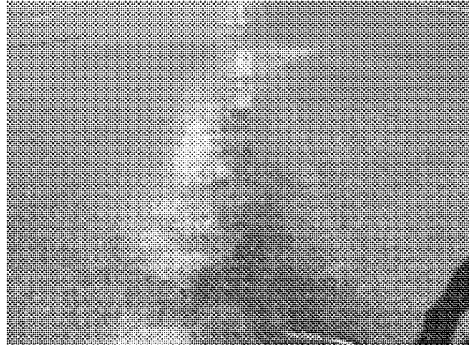
21/12/2011

| Example of court surfaces requiring regular cleaning (algae growth) | Example of court surfaces requiring regular cleaning (weed and algae growth) |
|---|--|
|  |  |

Court grooming issues were also observed on sand-filled artificial grass courts at Warncoort and Colac Lawn Tennis Clubs. Across all four synthetic grass courts, minimal grooming has taken place to redistribute sand and limited maintenance work to remove leaf / tree litter was observed.

Where sand grooming has not taken place, the result is courts with very sandy surfaces that require extensive grooming to provide an even spread of sand across entire court enclosure areas. Ideally, excess sand should be removed by an experienced contractor and synthetic piles rejuvenated to improve playing conditions.

Algae growth was also evident on the courts at Colac Lawn and heavy leaf littering of the Warncoort courts was also observed. These issues should be addressed through regular ongoing maintenance. An extensive deep surface clean at both Colac Lawn and Warncoort facilities would be highly desirable to bring them back to a high quality playing surface and to prolong pile life.

| Synthetic grass cleaning issues at Colac Lawn | Synthetic grass cleaning issues at Warncoort |
|---|--|
|  |  |

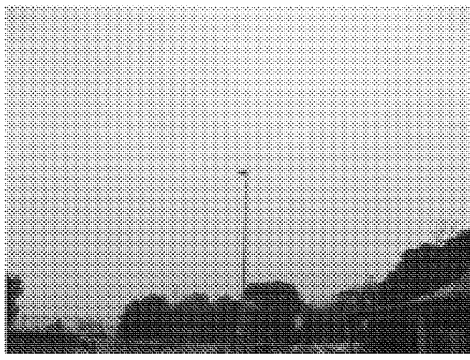


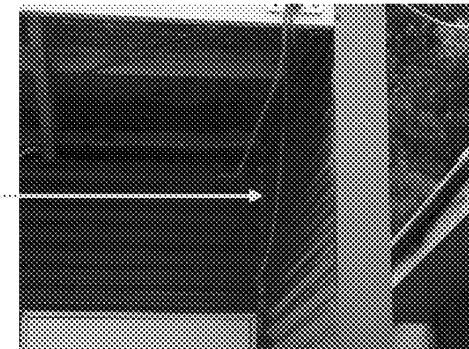
It is recommended that Council provide clubs with standard regular court maintenance guidelines and cleaning schedules (specific to their court surface) to ensure appropriate regular maintenance is undertaken as part of their tenancy and occupancy arrangements.

21/12/2011

3.7 Court lighting

No tennis courts provided within the Shire have access to appropriately designed and functioning tennis court lighting. Multi-use tennis and netball courts at Apollo Bay, Birregurra and Gellibrand provide some lighting capable of supporting netball training activities. Lux level tests were not carried out on the performance and functionality of lighting systems, but it is unlikely that any would meet the 350 lux and uniformity requirements of competition tennis.

The lighting systems observed at Apollo Bay and Birregurra appeared suitable for their level of use, but lighting installed at Gellibrand poses significant safety risk and should be investigated by a qualified electrical contractor. The photos below provide examples of lighting systems provided at each of the three sites with floodlighting.

| Example of lighting system at Apollo Bay | Example of lighting system at Birregurra |
|---|--|
|  |  |
| Example of lighting issues at Gellibrand | Example of cabling issues at Gellibrand |
|  |  |

The two sand filled artificial grass courts at Colac Lawn Tennis Club have been designed and cabled to accommodate floodlighting in the future, however no lighting towers and luminaires have ever been installed.

Any future lighting installations for tennis should be completed with specialist technical design and electrical engineering advice and should be developed in accordance with current Australian Standards.

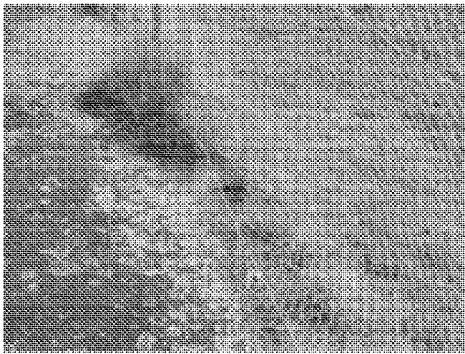
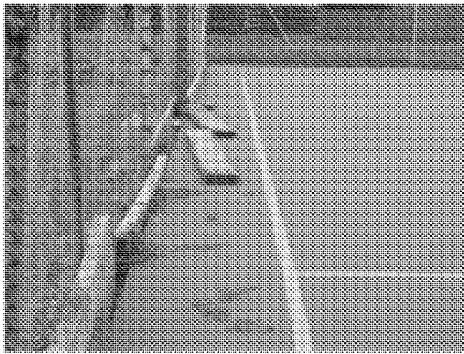
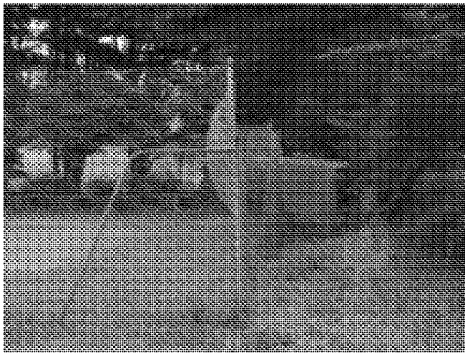
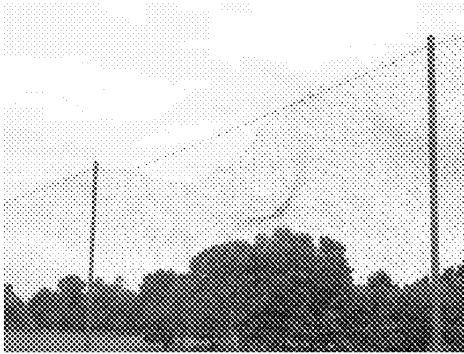
21/12/2011

3.8 Fencing

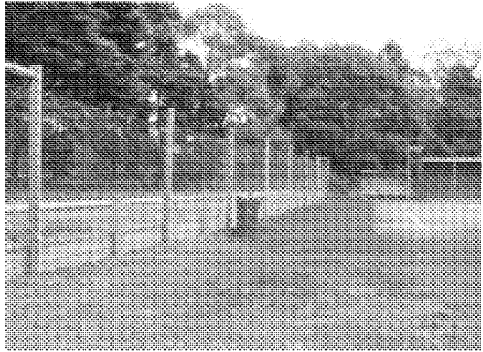
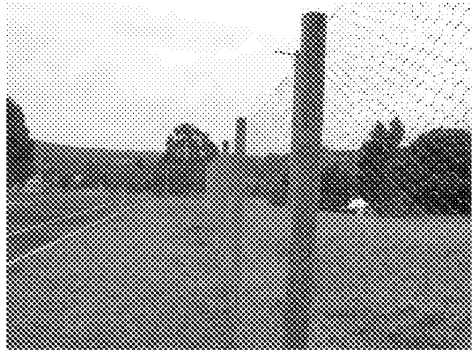
The majority of court enclosure fencing across Colac Otway Shire tennis courts is galvanised chain mesh fencing, provided *without* top or bottom rails. In most instances, fence curling and rusting was observed, creating risk and player injury issues. Without top or bottom rails, fence structures may experience premature deterioration and require additional ongoing maintenance to alleviate risk issues.

Other agricultural examples including the use of timber posts and chicken wire are also widely used across the Shire. While fencing may perform its basic function of stopping tennis balls, the longevity of timber posts and the durability of chicken wire is questioned within a public tennis court environment.

The photos below provide examples of common fencing materials used and issues identified in the discussion above.

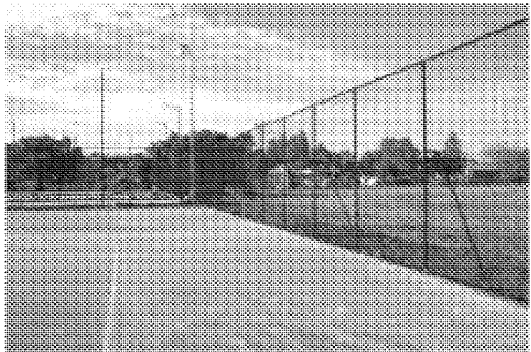
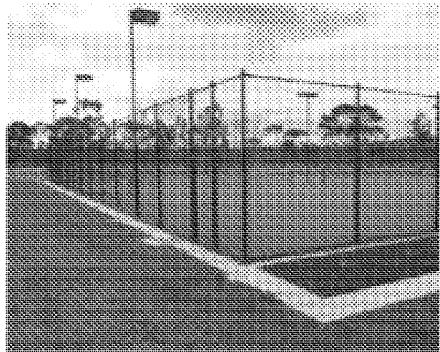
| | |
|--|--|
| <p>Example of common galvanised chain mesh fencing and curling (no bottom rail)</p> | <p>Example of common galvanised chain mesh fencing and curling (no bottom rail)</p> |
|  |  |
| <p>Example of common galvanised chain mesh fencing (no top rail)</p> | <p>Example of common galvanised chain mesh fencing (no top rail)</p> |
|  |  |

21/12/2011

| | |
|---|--|
| <p>Example of timber post and chicken wire fencing at Gellibrand</p> | <p>Example of timber post and chicken wire fencing at Gellibrand</p> |
|  |  |

It is recommended that any future fence replacement or installations be undertaken using black powder coated mesh (to prevent rusting) and are provided with top and bottom rails (to maintain form and reduce injury risk) at heights between 3.0m and 3.6m (refer to photos below for installation examples). In addition to the visual benefits, functional and life-cycle cost benefits are likely to be achieved. Current pricing for supply and installation of this type of fencing is between \$120 and \$150 per linear metre and bottom rail supply and installation is estimated at \$25 per linear metre.



Australian Standard 1725.2 for tennis court fencing in commercial environments was drafted in September 2010 and adherence to this standard in all future tennis court fencing design and installations is recommended.

| | |
|---|--|
| <p>Example of black powder coated fence with top and bottom rails</p> | <p>Example of black powder coated fence with top and bottom rails</p> |
|  |  |

21/12/2011

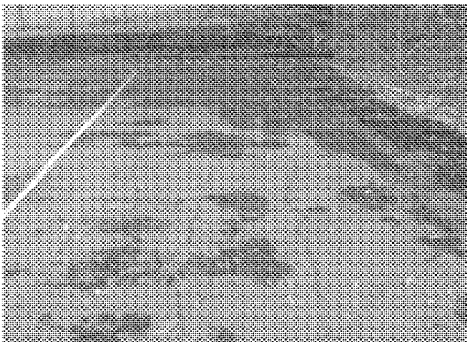
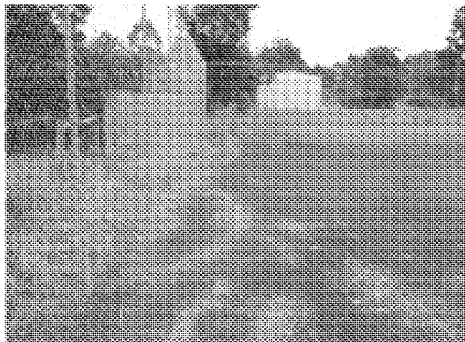
3.9 Landscaping and court surrounds

The majority of sites inspected have both visual and functional issues with existing areas immediately surrounding court enclosures, particularly the presence of inappropriate trees and vegetation within close proximity of courts (ie. *Eucalyptus* species). Trees with large canopies that overhang into court enclosures, dropping leaves and debris are problematic and if left unmaintained will lead to the premature degradation of court surfaces. Additionally, the build-up of leaf litter and debris on court surfaces contributes to the degradation and dysfunction of drainage systems that are already struggling to remove surface moisture from the courts.

| Common example of court surfaces with encroaching vegetation | Common example of court surfaces with leaf litter build-up |
|--|---|
|  |  |

Large trees are also impacting court surface and base pavement integrity at more than half of Council's tennis facilities, primarily through tree root invasion. Some examples were observed where root invasion patching previously completed had failed again, possibly through not removing root structures that are causing the damage.

It is recommended that any new court construction or reconstruction is completed with appropriate root barriers in place to reduce risks of tree root invasion, and any future tree root correction works includes the removal of root systems, where practical.

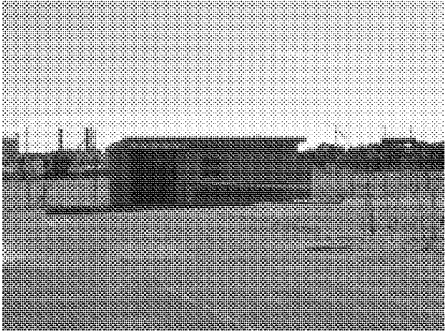
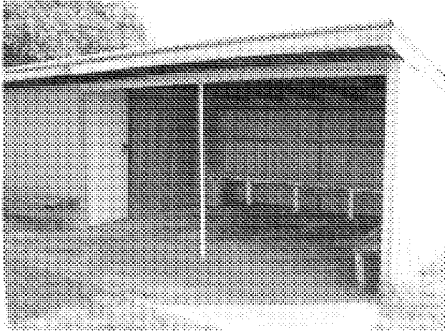
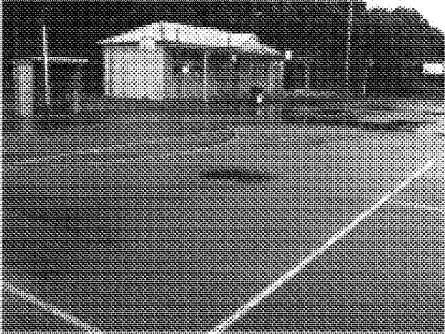
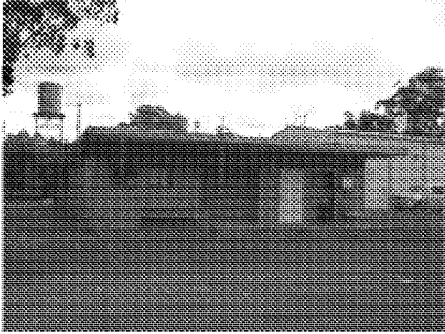
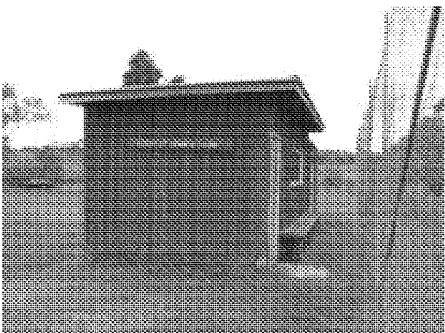
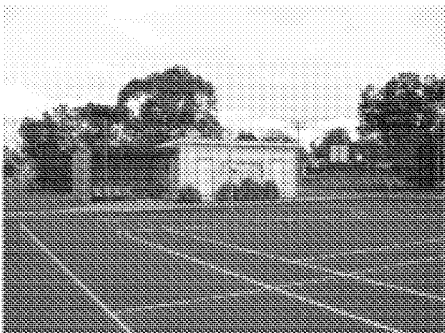
| Common example of surface cracking from tree root invasion | Common example of surface cracking from tree root invasion |
|---|--|
|  |  |

21/12/2011

3.10 Clubhouses and spectator shelters

Many sites inspected provided very basic clubroom and player / spectator accommodation amenities. Generally, two types of court user accommodation are provided; besa brick and tin shed spectator shelters, or basic level clubrooms. Most clubroom facilities are modest with only basic social area, kitchenette and toilet amenities.

The photos below provide some common examples of the type and condition of player and spectator amenities provided across Colac Otway Shire tennis facilities.


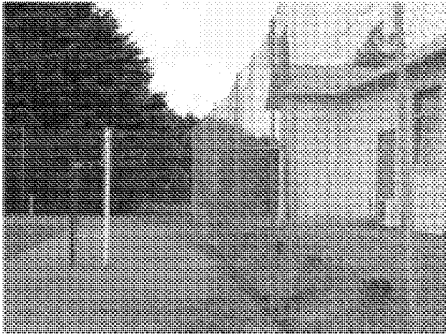
| Common example of besa-brick courtside shelter | Common example of courtside tin shelter |
|---|--|
|  |  |
| Example of clubrooms at Apollo Bay | Example of clubrooms at Gerangamete |
|  |  |
| Example of clubrooms at Forrest | Example of clubrooms at Beeac |
|  |  |

21/12/2011

All clubroom facilities are ageing, in a state of disrepair or rapidly reaching the end of their functional life. While the status and condition of clubroom facilities falls outside the scope of this project, it would be desirable for Council to assist active tennis clubs in sourcing funding to continue to improve and maintain their off-court facilities to provide more welcoming environments that better meet contemporary standards.

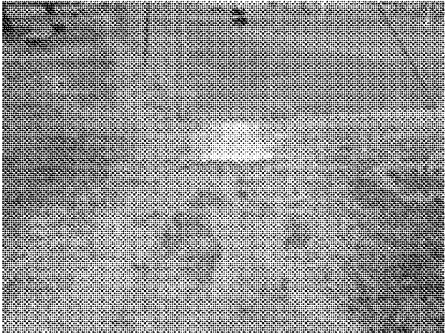
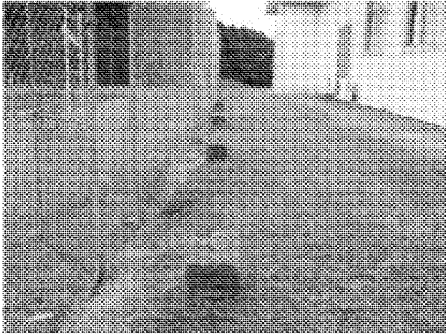
A small number of sites are also located central to rural township meeting areas and community precincts. At these sites, the tennis club and facility forms the main active recreation facility for the town and surrounding area. These sites are also generally provided in conjunction with the local community hall, CFA shed and/or public reserve and toilet facilities.

Photographic examples are provided below for Yeo and Lavers Hill, but facilities at Barangarook, Carlisle River, Eurack and Pennyroyal also fall into this category.

| Example of local community hall at Yeo | Example of local community hall at Lavers Hill |
|--|---|
|  |  |

3.11 Accessibility

The majority of sites inspected had limited to no provision for accessible entry into court enclosures, with a range of sites also having difficult to negotiate access for all users. The provision of accessible toilets across Shire tennis facilities was also limited. Tennis facilities in their current condition and state of inaccessibility would make it difficult for all potential users to access and use them.

| Common example inaccessible entry to court enclosures | Common example inaccessible entry to court enclosures |
|---|--|
|  |  |


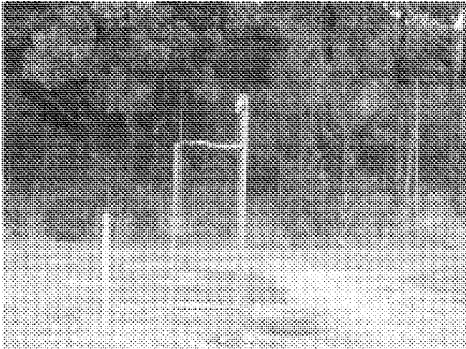
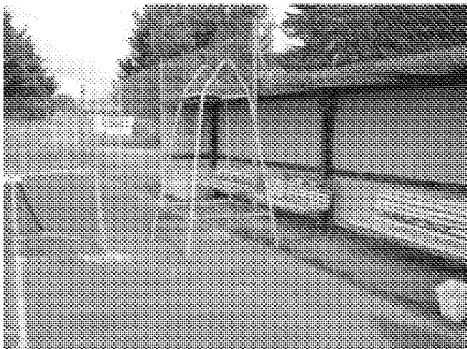

21/12/2011

All future tennis court constructions or redevelopments should provide court access commensurate with current accessible design standards, including consideration of gate widths, at grade entry to court enclosures, court surfaces and use of path materials that promote mobility for people with disabilities.

3.12 Umpires chairs

A large number of sites inspected have dysfunctional umpires chairs located within court enclosures and within recommended minimum run-off areas. Many also pose player and spectator safety risks through the lack of chair backs, protruding and unfixed poles and the appearance of lacking structural integrity.

If umpires chairs do not serve a practical purpose, they should be removed from all sites or replaced with a standard designed chair that meets any required International Tennis Federation (ITF), Australian or other applicable design guideline.

| | |
|--|---|
| <p>Example of a dysfunctional umpires chair</p>  | <p>Example of a dysfunctional umpires chair</p>  |
| <p>Example of umpires chair in run-off area</p>  | <p>Example of umpires chair in run-off area</p>  |

21/12/2011

4. SITE SPECIFIC ISSUES MATRIX

The issues matrix following provides a summary of priority issues identified through site inspections undertaken. **Appendix 4** provides a full Issues Matrix and a separate MS Excel file has been provided to accompany this report, enabling Council to continually update and evaluate priorities as issues are addressed. The preceding report chapter (Chapter 3) provides a background and outline description of the issues identified in the Issues Matrix. Further description of each issue type is provided on the following page.

Issues identified have been recorded for each of the 25 sites visited and priority issues filtered using a weighted evaluation criteria to identify priority safety, risk and other important structural issues shire-wide. Each issue for each venue has been allocated a score of 0, 1 or 2 depending on the scale of issue identified. Scores are based on the following criteria:

- * 0 = no issue identified
- * 1 = identified as a general facility issue or an issue on at least one court
- * 2 = identified as a major facility issue or an issue impacting two or more courts.

Issues have been identified for the following categories and the associated weightings applied to each to identify the key priorities:

- * Civil court issues 40%
- * Court enclosure issues 10%
- * Court surface issues 30%
- * Nets and net post issues 5%
- * Court fencing issues 10%
- * Court surround(s) issues 5%
- * Lighting issues 0% (not weighted as no tennis facility has lighting designed for tennis use)
- * Car parking issues. 0% (not considered relevant to overall tennis related development priorities).

21/12/2011

4.1 Description of issues

The following table provides a more detailed description of each facility issue identified. They are grouped into their associated weighted category.

4.1.1 Civil issues

| | |
|------------------------------|---|
| Pavement failure | Court pavement has ruptured, collapsed or showing signs of deterioration. |
| Pavement construction | Construction methodology(ies) used are not consistent with current practices or Australian Standards. |
| Tree root invasion | Court surface is showing signs of tree root damage, including cracking or heaving. |
| Drainage failure | Visual evidence that surface water is failing to drain from court enclosure. |

4.1.2 Court enclosure issues

| | |
|--------------------------|---|
| Run-off distance | Run-off distances do not meet current recommended minimum ITF guidelines. |
| Run-off surface | Multiple or different court surface materials provided within minimum court run-off area (eg. asphalt and grass). |
| Court size | Court(s) are not consistent with standard tennis court dimensions. |
| Court orientation | Court(s) are not consistent with optimal north-south court orientation. |

4.1.3 Court surface issues

| | |
|-----------------------------------|--|
| Surface cracking | Visual evidence that court surface is cracking. |
| Surface degradation | Visual evidence that court surface materials have degraded or showing significant signs of wear. |
| Irregular surface material | Court surface material is non-consistent with current surface standards (eg. coarse or loose asphalt). |
| Moss / algae growth | Visual evidence of moss and/or algae growth on court surface. |
| Weed / vegetation growth | Visual evidence of weed or vegetation growth on or through court surface. |
| Line marking – quality | Line marking is showing signs of wear and visibility is poor. |
| Line marking – multi-sport | Court(s) are line marked for more than tennis. |

4.1.4 Nets and net post issues

| | |
|----------------------------------|--|
| Net ripped / no net | Nets are ripped, damaged or not provided. |
| Leaning posts | Visual evidence that net post(s) are leaning. |
| Irregular post / material | Net posts provided are not consistent with contemporary materials and/or safety standards. |
| Dangerous winders | Net winders protrude from post and do not fold down. |

21/12/2011

4.1.7 Court lighting issues

| | |
|----------------------------------|---|
| Irregular lighting design | Tennis court lighting provision (including layout, poles and/or fittings) does not meet current Australian Standards. |
| Insufficient lux levels | Tennis court lighting provided does not provide minimum levels of performance and uniformity based on level of play and Australian Standard requirements. |

4.1.8 Car park issues

| | |
|------------------------------------|---|
| No on-street parking | Car parking for tennis participants is not provided on adjacent streets. |
| No-off street parking | Dedicated car parking for tennis participants is not provided within close proximity to the courts. |
| Car parking area not sealed | Dedicated car parking for tennis participants is provided, but is not sealed and/or formalised. |

| | |
|--------------------------------------|--|
| No / dangerous post hole caps | Where net posts can be removed for multi-sport use, hole caps are not provided or they create trip hazards |
|--------------------------------------|--|

4.1.5 Court fencing issues

| | |
|---------------------------------|--|
| No top rails | Court enclosure fence wire is not secured to top rail. |
| No bottom rails | Court enclosure fence wire is not secured to bottom rail. |
| Rusted / broken fencing | Visual evidence that fence wire is deteriorating, rusting and/or is broken or vandalised. |
| Fence curling | Visual evidence that fence wire is curling at the base, creating a player safety hazard. |
| Irregular fence material | Fencing materials or products used are not consistent with general guidelines or current Australian Standards (eg. chicken wire and timber posts). |

4.1.6 Court surround(s) issues

| | |
|-------------------------------|---|
| Overhanging trees | Tree branches overhang into the court enclosure. |
| Overhanging vegetation | Vegetation overhangs or protrudes through fencing into the court enclosure. |
| Granulated pathways | Granulated materials are used on pathways adjacent to court enclosures, resulting in soiled court surfaces. |
| Mulched garden beds | Mulch in garden beds adjacent to court enclosures, resulting in soiled court surfaces. |
| Powerlines | Power lines stretch above or overhang into the court enclosure. |

APPENDIX 4b: Colac Otway Shire Tennis Development Plan - Weighted Issues Matrix

| Site Details | Court Details | Court Enclosure | Court Surface | Net / Posts | | Finishing | | | Lighting | Parking | ISSUE SCORING TOTALS | FACILITY IMPROVEMENT PRIORITY |
|---------------------------------|---------------|-----------------|---------------|----------------------|--------------------|--------------------|--------------------|--------------------|----------|-----------|----------------------|-------------------------------|
| | | | | Net height / no. net | Net post hole caps | Net post hole caps | Net post hole caps | Net post hole caps | | | | |
| Yards Bay | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 |
| Borchenick | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 |
| Borchenick | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11 |
| Borchenick | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21 |
| Borchenick | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13 |
| Borchenick | Club | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 |
| TOTALS | 79 | 95 | 84 | 23 | 14 | 27 | 23 | 0 | 6 | 19 | 29 | 241 |
| PERCENTAGE OF FACILITIES | | | | | | | | | | | | |
| WORKS DESCRIPTION | | | | | | | | | | | | |

Matrix scoring mechanism:
 0 = Not issue identified
 1 = Identified as a general facility issue or an issue impacting at least one court
 2 = Identified as a major facility issue or an issue impacting two or more courts

Colour code:
 Red = Critical issues
 Yellow = Medium priority issues
 Green = Low priority issues

Facility issues are identified by the facility manager.
 Medium priority issues and green priority issues are identified by the facility manager.
 Low priority issues are identified by the facility manager.

21/12/2011

5. FUTURE FACILITY PROVISION

This report chapter provides future planning, design and development advice regarding the improvement and redevelopment of existing tennis facilities across the Shire. It considers the likely future demand for tennis participation and assesses the strategic issues and priorities that clubs and Council face in improving facilities.

Details of future facility hierarchy and distribution, facility development models, facility life-cycle costs and prioritised recommendations are also provided in this chapter.

5.1 Tennis activity in the Shire

Participation in tennis across the Colac Otway Shire is generally local. Local clubs have a small but active membership, with the average club membership between 30 and 50 players. However, a number of clubs have limited memberships of less than 10 and some facilities set in rural settlements don't host or promote active clubs. Local demand is not large enough to sustain large club facilities, but it is sufficient to create a well networked suite of facilities that meet local objectives.

District association competition is played on Saturdays within the Poiwarth and District Tennis Association (PDTA), with some internal competition played at Colac Lawn Tennis Club. Local team participation in the VCTA's Country Week is generally well supported by a range of local clubs.

Historically a national junior tournament (or OJT) has been run from the Colac Lawn Tennis Club. However recent numbers have not been increasing and its long-term future in Colac should be investigated and where possible, supported and secured by local and regional tennis and government partners.

The lack of appropriate floodlighting and local weather conditions (i.e. winter temperatures) restricts weekday use of tennis facilities. Colac Indoor Tennis Centre facilitates any local social evening tennis activities, being the only facility within the Shire capable of hosting night tennis. The Centre also has many competing multi-sport uses.

Coaching opportunities within the Shire are limited to the Colac Indoor Tennis Centre, Colac Lawn Tennis Club and Elliminyt Tennis Club, who collectively conduct the majority of coaching programs and activities in the Shire. This creates a significant gap in coaching and tennis development opportunities outside of Colac.

Local tennis development pathways are generally facilitated through the Colac Lawn Tennis Club, with local talented players generally favouring larger and stronger competitions in Geelong, where travel is supported by parents. The Colac Otway Shire also falls within the Barwon Sports Academy catchment, of which tennis is an active sport on the program.

5.2 Projected market for tennis in the Shire

Participation in tennis can be measured in a variety of ways. For the purposes of the Colac Otway Shire Tennis Facility Audit and Development Plan, the measurement and analysis of tennis participation has focussed on the use of standard industry resources (including the *Participation in Exercise Recreation and Sport Survey* and *Children's Participation in Organised Cultural and Leisure Activities* data sources) and on projected population data supplied by the Colac Otway Shire

21/12/2011

In assessing the future local market demand for tennis across the Colac Otway Shire, *insideEDGE* has conducted a tennis market scenario analysis using custom designed statistical modelled that builds participation profiles based on historical ERASS and ABS participation data, modelling against future population projections and demographics.

The following tables provide a summary of the market analysis.

Table 02: Colac Otway Shire tennis participation market analysis – participation forecast by settlement pattern

| Suburb/ Township | Participation change – Forecast number of players | | | | | Projected participation change 2010 to 2030 |
|---------------------------|---|--------------|--------------|--------------|--------------|---|
| | 2010 | 2015 | 2020 | 2025 | 2030 | |
| Colac - Central | 258 | 265 | 275 | 284 | 290 | 32 |
| Colac - East | 193 | 197 | 201 | 207 | 213 | 20 |
| Colac - West | 219 | 234 | 253 | 270 | 287 | 68 |
| Elliminyt | 208 | 227 | 253 | 282 | 306 | 100 |
| Great Ocean Road - Otways | 196 | 205 | 219 | 231 | 243 | 47 |
| Rural North | 249 | 243 | 241 | 243 | 249 | 0 |
| Rural South | 229 | 237 | 243 | 249 | 254 | 25 |
| TOTALS | 1,552 | 1,609 | 1,684 | 1,767 | 1,845 | 293 |

Table 03: Colac Otway Shire tennis participation market analysis – projected change by settlement pattern

| Suburb/ Township | Projected participation change – by number and percentage of players | | | | | | | |
|---------------------------|--|-------|-------------|-------|-------------|-------|-------------|------|
| | 2010 - 2015 | | 2015 - 2020 | | 2020 - 2025 | | 2025 - 2030 | |
| | Number | % | Number | % | Number | % | Number | % |
| Colac - Central | 7 | 2.6% | 10 | 3.7% | 9 | 3.3% | 6 | 2.2% |
| Colac - East | 4 | 2.1% | 4 | 1.9% | 6 | 3.1% | 6 | 3.1% |
| Colac - West | 16 | 7.1% | 19 | 8.0% | 18 | 7.0% | 16 | 5.9% |
| Elliminyt | 19 | 9.0% | 26 | 11.2% | 29 | 11.4% | 26 | 9.4% |
| Great Ocean Road - Otways | 10 | 4.9% | 13 | 6.5% | 13 | 5.8% | 12 | 5.0% |
| Rural North | -6 | -2.6% | -2 | -0.7% | 2 | 1.0% | 6 | 2.3% |
| Rural South | 8 | 3.7% | 10 | 3.7% | 6 | 2.6% | 6 | 2.2% |

21/12/2011

Table 04: Colac Otway Shire tennis participation market analysis – participation forecast by age

| Age cohort | Participation change – Forecast number of players | | | | | Projected participation change 2010 to 2030 |
|---------------|---|--------------|--------------|--------------|--------------|---|
| | 2010 | 2015 | 2020 | 2025 | 2030 | |
| 5 - 14 | 332 | 343 | 367 | 389 | 403 | 71 |
| 15 - 24 | 263 | 251 | 249 | 259 | 274 | 11 |
| 25 - 34 | 188 | 208 | 214 | 216 | 222 | 34 |
| 35 - 44 | 250 | 264 | 281 | 300 | 312 | 62 |
| 45 - 54 | 231 | 231 | 243 | 256 | 270 | 39 |
| 55 - 64 | 160 | 167 | 172 | 175 | 184 | 24 |
| 65 - 99 | 128 | 144 | 158 | 171 | 180 | 52 |
| TOTALS | 1,552 | 1,609 | 1,684 | 1,767 | 1,845 | 293 |

From the participation market analysis conducted, it is likely that the future market for tennis in the Colac Otway Shire will:

- * Grow slightly but steadily over the next 10 to 20 years, including growth across all settlement patterns. The Rural North settlement(s) will experience fluctuations rather than growth between 2010 and 2030.
- * Grow more quickly (than other areas) across the settlements of Colac West, Elliminyt and the Great Ocean Road – Otways between 2010 and 2020.
- * Grow slightly but steadily in all age groups from ages 5 and over, with the exception of the 15 to 24 year age group. The market for tennis participants in this age group is projected to decline in the short-term, but experience an overall increase in the long-term.
- * Provide the greatest number of potential players in the 5 to 14, 15 to 24 and 35 to 44 year age groups. This provides a greater emphasis on the need to encourage junior and family participation opportunities.
- * Provide an increased market for 65+ year olds, however the take-up of tennis within this age group is difficult to measure once participants reach 75 years of age.

21/12/2011

5.3 Tennis facility hierarchy

Tennis Australia via its *Facility Development and Management Framework (Tennis 2020)* identifies a preferred hierarchy of tennis facilities which has been developed to assist in providing a planned approach to tennis facility infrastructure provision across Australia.

Tennis Australia provides a tennis facility hierarchy based on court numbers per venue and associated programs and services delivered. The following table identifies the national hierarchy levels and associated court numbers and service delivery focus.

Table 05: Tennis Australia facility hierarchy

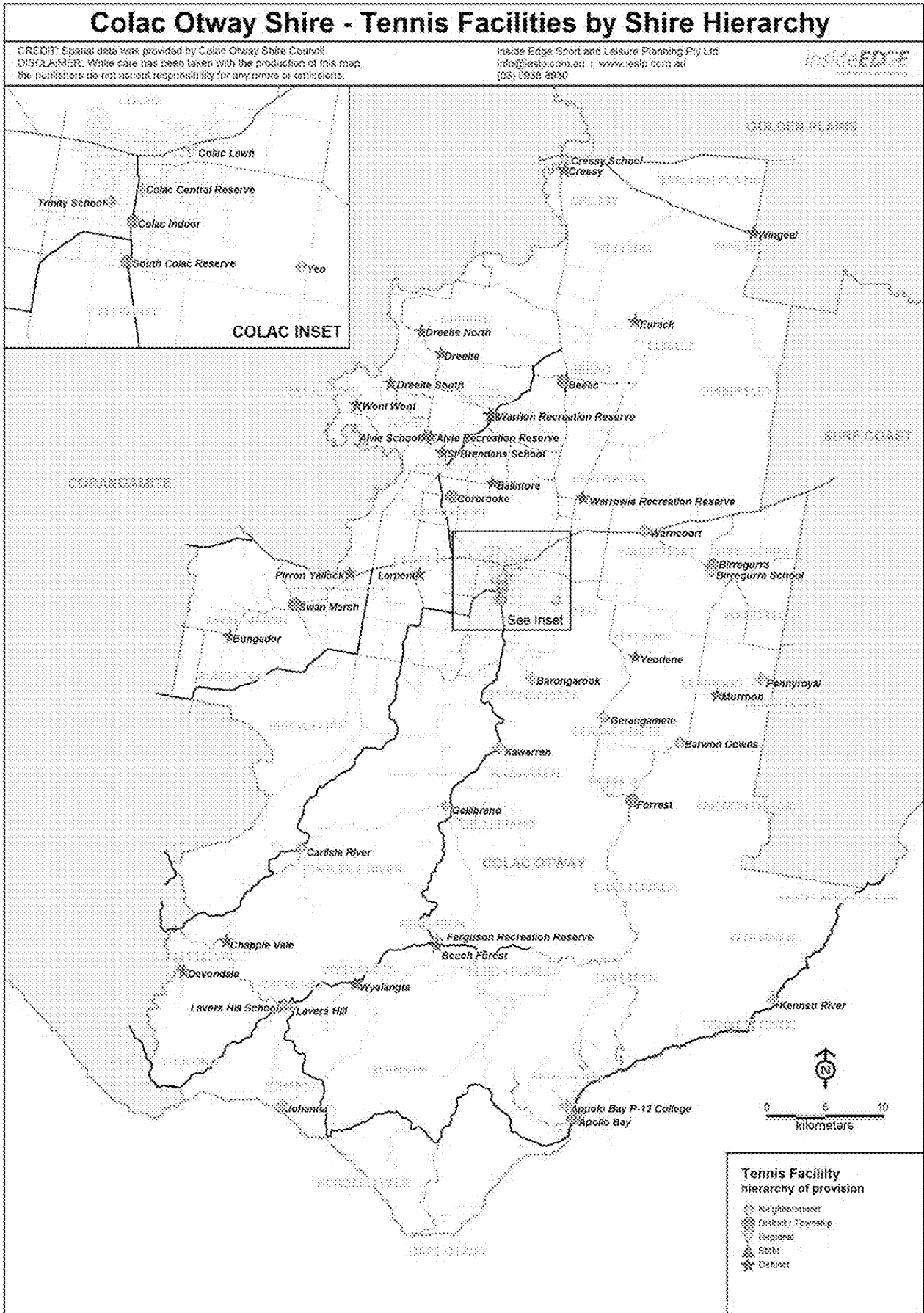
| Facility type | No of courts | Tennis delivery focus |
|---------------|--------------|--|
| Small | 1 to 3 | Public access and social play |
| Local | 4 to 7 | Inter-club and social competition
Coaching and pathway development
Feeder club to medium facility |
| Medium | 8 to 11 | Inter-club competition and local tournaments
Coaching and pathway development
High performance training centre feeder
Resource for smaller clubs and associations |
| Sub-regional | 12 to 15 | Intra and inter-club competition and tournaments
Coaching and pathway development
High performance training focus
Resource for smaller clubs and associations |
| Regional | 16+ | National and state based tournaments
Intra and Inter-club competition
High performance development centre
Coaching and pathway development
Resource for smaller clubs and associations |
| National | 20+ | International / national tournaments and events
High performance coaching and training centre |

Through stakeholder discussions and analysis of the Colac Otway Shire township and settlement pattern, it is evident that the Tennis Australia hierarchy would not suit the objectives, size and distribution patterns of the existing Shire tennis club and facility network.

The current structure of facilities would provide one regional facility, one local and 23 small facilities (some of which are now defunct sites). Developing facilities to meet the Tennis Australia hierarchy is not considered practical or financially viable, but using its service delivery focus will assist in creating alignment with hierarchy principles.

For the purpose of this report and for future facility development planning, an alternative facility hierarchy has been developed to use as the basis for future facility analysis and decision making. This hierarchy has also been informed by the current Colac Otway Shire public open space hierarchy.

The following diagram provides visual representation of the proposed adapted Colac Otway Shire Tennis Facility Hierarchy. **Map 02** following provides visual representation of the facility hierarchy and associated **existing facility distribution** across the Shire. This Tennis Facility Audit and Development Plan does not make provision for the development of any new tennis facility sites in the Shire.



21/12/2011

Table 06: Colac Otway Shire Tennis Facility Hierarchy

| Colac Otway Hierarchy | Township settlement | Tennis Australia Hierarchy | Maximum no of courts | Tennis delivery focus |
|-----------------------|---------------------|----------------------------|----------------------|--|
| Defunct sites | n/a | n/a | n/a | No current tennis function |
| Neighbourhood | Rural settlement | Small | 2 | Public access and social play
Inter-club and social competition |
| District | Township | Local | 4 | Inter-club and social competition
Coaching opportunities
Feeder club to Colac Lawn Tennis Club |
| Regional | Colac | Regional | 20 | Intra and inter-club competition
District to state level tournaments
Coaching and pathway development
High performance training centre feeder
Resource for smaller clubs and associations and networked with regional partners in the South-West |

The tennis facility hierarchy also provides a framework for future facility development. It can be expected that most facilities across the Shire will need improvement over time and the hierarchy should be used to identify participation, service and activity delivery requirements to help guide facility investment priorities.

An explanation of hierarchy objectives and strategic drivers are defined below for each hierarchy level.

5.3.1 Defunct sites

Over time many tennis facilities across the Shire have fallen into a state of disrepair and are now incapable of accommodating any form of tennis activity. A large concentration of defunct tennis sites are congregating in the Shire's Rural North settlements. Through site visits undertaken for this project, a further three sites at Cressy, Eurack and Larpent have been identified as defunct sites.

It is recommended that should it be unlikely that any tennis or club activity take place at defunct sites in the future, tennis infrastructure be decommissioned and made safe. Items such as fencing, net posts and umpires chairs were observed to present some public safety risk and serve no practical purpose by being provided on site.

The reinstatement of any defunct facilities would require a very strong case and should only be considered in-line with other facility hierarchy levels, existing provision, future township population growth and available local community and Shire resources.

The following table provides a list of known defunct sites across the Colac Otway Shire.

21/12/2011

Table 07: Colac Otway Shire defunct tennis facilities

| Facility | Address | Township | Ownership | Courts |
|--------------------|------------------------------|----------------|-----------|--------|
| Balintore | 455 Ryans Lane | Balintore | Private | 2 |
| Bungador | 895 Carpendeit Bungador Road | Bungador | Private | 2 |
| Chaple Vale | 1785 Lavers Hill Cobden Road | Chapple Vale | Council | 2 |
| Cressy | 45 Tennant Street | Cressy | DSE | 2 |
| Devondale | 452 Devondale Road | Devondale | Private | 2 |
| Dreeite | 10 Rippons Road | Dreeite | Private | 2 |
| Dreeite North | 2280 Corangamite Lake Road | Dreeite | Private | 2 |
| Dreeite South | 550 South Dreeite Road | Dreeite South | Private | 2 |
| Eurack | 700 Eurack Road | Eurack | Council | 2 |
| Larpen | 555 Back Larpen Road | Larpen | Council | 2 |
| Murroon | 743 Division Road | Murroon | Private | 2 |
| Pirron Yallock | 1424 Princes Highway | Pirron Yallock | DEECD | 2 |
| St Brendans School | 727 Corangamite Lake Road | Coragulac | DEECD | 2 |
| Warrion | 25 Glenn Street | Warrion | Council | 2 |
| Wool Wool | 80 Scotts Road | Wool Wool | Private | 2 |
| Wyelangta | 4647 Colac Lavers Hill Road | Wyelangta | DSE | 2 |
| Yeodene | 130 Birregurra Yeodene Road | Yeodene | DSE | 2 |

5.3.2 Neighbourhood facilities

Neighbourhood facilities are the most commonly provided facilities throughout the Shire. They service local and rural settlement catchments and primarily facilitate social play and district club / team competition.

Neighbourhood facilities form half the tennis facility locations in the Shire (50% of active tennis facilities) and will continue to provide basic facilities - generally 2-court asphalt surface and non-floodlit facilities. In most cases, these facilities will form the main recreation centre or facility within individual townships.

The current state of neighbourhood facilities varies considerably, but there are general consistent maintenance and improvement works that could be addressed by clubs and Council within a prioritised 10-year revitalisation program. The revitalisation program would focus on providing safe and accessible playing surfaces and on addressing the long-term sustainability of supporting court infrastructure (eg. net posts and fencing). Refer to **Appendix 5** for a costed schedule of facility revitalisation activities including maintenance, renewal and redevelopment requirements.

The criteria for assessing the priorities of a neighbourhood level facility revitalisation program should be based on three key criteria:

1. **Demonstrated active club and public use** of the facility and a demonstrated ability (and plan) to **maximise future use and participation**.
2. Provision of an **efficient and effective club and/or facility management model**, including capacity to undertake routine court maintenance activities and capacity to apply for grants or partnership funding (ie. have an appropriate governance system in place).
3. **Demonstrated ability to contribute financially to facility life-cycle costs**, including maintenance and replacement costs.

21/12/2011

These three criteria should be applied to and evaluated by Council through the development of any future facility revitalisation program. They should also be considered in-line with the facility and issue based priorities and weightings identified in the *Site Specific Issues Matrix* documented in **Appendix 4** and the *Estimated Probable Maintenance, Renewal and Redevelopment Costs* documented in **Appendix 5**.

The following table provides a list of facilities classified as neighbourhood level facilities.

Table 08: Colac Otway Shire neighbourhood tennis facilities

| Facility | Address | Township | Ownership | Courts |
|-----------------------|-----------------------------|---------------|-------------------|--------|
| Barongarook | 280 Barongarook Road | Barongarook | Council | 2 |
| Barwon Downs | 1595 Main Road | Barwon Downs | Council | 2 |
| Beeach Forest | 3815 Colac Lavers Hill Road | Ferguson | Council | 2 |
| Carlisle River | 45 Gellibrand River Road | Gellibrand | Council | 2 |
| Colac Central Reserve | 32 Gravesend Street | Colac | Council / CSC | 2 |
| Gellibrand | Carlisle River Road | Gellibrand | DSE | 2 |
| Gerangamete | Gerangamete Road | Gerangamete | DSE | 2 |
| Johanna | Red Road | Johanna | DSE | 2 |
| Kawarren | 5 Kawarren East Road | Kawarren | DSE | 2 |
| Kennett River | 6 Hawdon Avenue | Kennett River | Council | 1 |
| Lavers Hill | 49-51 Main Road | Larpen | Council | 2 |
| Pennyroyal | Andersons Road | Pennyroyal | Private / Council | 2 |
| Warncoort | Princes Highway | Colac | Council | 2 |
| Yeo | Old Yeo Road | Yeo | Council | 2 |

5.3.3 District facilities

District facilities are strategically located in the Rural North, Colac West, Colac East and Great Ocean Road – Otways areas of the Shire to provide the maximum opportunity to access tennis. Their distribution promotes main road and highway access, as well as connection to smaller neighbourhood facilities in the surrounding district.

Proposed District facility sites include; Apollo Bay (south-east coastal), Beeac (north), Birregurra (east), Cororooke (north-west), South Colac Reserve – Elliminyt (Colac suburbs), Forrest (central-south) and Swan Marsh (west).

District facilities provide priority opportunities for improvement and in some cases, development to provide a maximum of 4 courts. Facility expansion however should only be considered in-line with projected township and population growth, the ability of clubs and facilities to provide for a broad range of users such as schools and seasonal holiday makers and the potential to sustain an ongoing and active club culture.

In facilitating future improvement and development, the five Government funded sites could be used as a starting point, with priority development focussed on Beeac, Cororooke and Swan Marsh. These three facilities are the only active functioning tennis facilities west and north of Colac. All other facilities are classified as being defunct. In order to provide the greatest long-term benefit for tennis in these areas, a detailed design process and rebuilding of facilities to meet current day standards will be required, as will significant match and contribution funding from all available project partners.

21/12/2011

A second phase of redevelopment could be facilitated at Barwon Downs and Forrest tennis facilities, which provide good development potential. District level facilities at Apollo Bay, Birregurra and South Colac Reserve all provide facilities that can adequately meet local level provision requirements (at this time).

The coastal south-west area of the Shire incorporating Lavers Hill provides a greater challenge for the future in that it lacks an active club, has one of two courts unplayable and it would require significant upgrade to bring the facility in-line with expected standards. An alternative option to service the tennis club and playing population in the coastal south-west would be to investigate the potential of Gellibrand to become the area's District level facility in the long-term should demand be identified. This would require significant site redevelopment. Gellibrand is however well placed geographically to service the broader areas of Kawarren, Barongarook, Beech Forest, Carlisle River and Lavers Hill.

It is recommended that the facility renewal and upgrade works proposed in the *Site Specific Issues Matrix* in **Appendix 4** and the *Estimated Probable Maintenance, Renewal and Redevelopment Costs* documented in **Appendix 5** be used to guide future development of all District level facilities. The following table provides a list of facilities classified as District level facilities.

Table 09: Colac Otway Shire district tennis facilities

| Tennis Facility | Address | Township | Ownership | Courts |
|---------------------|---------------------|------------|-----------|--------|
| Apollo Bay | 70 Great Ocean Road | Apollo Bay | DSE | 3 |
| Beeac | 3 Buchanon Street | Beeac | Council | 2 |
| Birregurra | 19 Strachan Street | Birregurra | DSE | 2 |
| Cororooke | 55 Factory Road | Cororooke | Council | 3 |
| South Colac Reserve | Main Street | Elliminyt | DSE | 4 |
| Forrest | 18 Station Street | Forrest | Council | 2 |
| Swan Marsh | 597 Swan Marsh Road | Swan Marsh | Council | 2 |

5.3.4 Regional facilities

Colac Lawn Tennis Club is the designated Regional Centre for tennis in the Shire.

It has strategic value in the context of the West and South-West Regions of Victoria and should adopt a networked approach to improve the accessibility and standard of tennis throughout western Victoria.

The facility requires future support for business and facility development planning to ensure the right mix of courts and court surfaces and associated programs can be delivered.

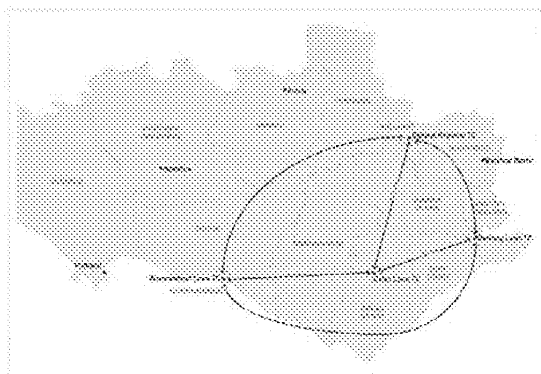
This facility should form the main competition, coaching and tournament hub for the Shire.

Colac Lawn Tennis Centre requires a long-term site master plan to be developed that considers court layout and surface options, lighting provision and capacity and off-court facility and amenity needs commensurate with future use (eg. social, competition, members, coaching and tournaments) and club business plan objectives.

The following diagram identifies the possible regional linking and networking opportunities that tennis facilities in the west and south-west region of Victoria provide.

21/12/2011

Figure 02: Proposed regional tennis facility network in West / South-West Victoria regions



The Geelong Lawn, Warrnambool Lawn and Ballarat Regional Tennis Centres are considered some of the best and professionally managed and developed facilities in Victoria. Each of these three regional facilities offer a broad range of tennis program, competition and social services, as well as providing a mix of court surfaces capable of providing local, district and high performance level tournaments.

The formal linking of Colac Lawn Tennis Club within this group of quality clubs and facilities will assist the club and the sport of tennis to again grow and develop and make a positive contribution to tennis in the south-west region.

21/12/2011

5.4 Facility policy and improvement guidelines

The following facility development and improvement guidelines have been prepared for the Colac Otway Shire and the local tennis community to help identify planning, design, maintenance and capital works priorities that will contribute to the ongoing quality and viability of existing tennis facilities throughout the Shire.

All tennis facility improvements, upgrades or redevelopments should be undertaken using the Tennis Victoria and Sport and Recreation Victoria *Tennis Facility Planning Guide* as the basis for all planning decisions and design considerations. Tennis infrastructure projects should also involve and where necessary, engage industry specialists to provide technical advice to ensure longevity is achieved and long-term life-cycle costs and return on Council investment can be maximised.

In meeting local expectations and ensuring facilities are safe to use, it is recommended that the following principles (in addition to those in the *Tennis Facility Planning Guide*) be enshrined within formal Council Policy in order to ensure 'quality, capable and functional' facilities are delivered across the Shire.

- * Facilities of no less than two (2) courts are provided in any one location, with expansion capacity (to a maximum of four (4) courts) for District level facilities over time to encourage club growth and development.
- * All new courts constructed or reconstructed at District and Regional level facilities should consider the impact and potential of installing floodlighting to broaden the Shire tennis playing market. Floodlighting at the Colac Lawn Tennis Club should be considered the priority.
- * The provision of appropriately sized and configured clubhouses and spectator shelters that promote tennis and social activities and secondary spend/revenue generation opportunities for clubs should be considered based on relevant facility hierarchy level(s).
- * All newly built and reconstructed courts should be built to minimum ITF size specifications and provide appropriately sized court run-off areas as per the guidelines set by Tennis Australia and those identified in the Tennis Facility Planning Guide (refer to Figure 01).
- * All newly built and reconstructed courts should be designed to meet minimum recommended tennis court standards (refer to resources identified in *Section 2.2 – Facility audit methodology* of this report) and local site conditions and be informed by professional civil and drainage engineering advice.
- * Court surface choice should be led by (and assessed with) local site and soil conditions and be guided by geotechnical and civil engineering advice and peak tennis body consultation. The use of asphalt court surfaces will continue to meet local and neighbourhood needs and will be the most cost effective surface for the Shire. However, enhanced maintenance practices and more regular asphaltting re-sheeting works will be required to prolong the life of courts and slow down their deterioration.
- * Site selection for any new courts should avoid secluded areas and promote main road frontages and/or school connections. The promotion of park, recreation reserve, CFA, and/or community hall(s) connections would also be desirable.
- * Council's tree policy and/or planning scheme should be amended to identify appropriate tree species for tree planting within close proximity of tennis courts. In general, no tree should be planted within 5m of existing tennis courts and tree root barriers should be installed on any court rebuilding projects to protect the integrity of base pavements.
- * Court surface maintenance programs should be developed in consultation with experienced court maintenance contractors and be monitored to ensure their ongoing delivery meets minimum requirements and/or manufacturer specifications.

21/12/2011

5.5 Future capital works program and budget estimates

The following guidelines provide a framework to guide new and expanded facility development across the Colac Otway Shire between 2011 and 2021. The framework will be influenced by future residential growth, local structure planning and available community facility budgets, but the principles around meeting a balanced facility hierarchy and distribution models should be retained to ensure maximum benefits to the local tennis playing community are achieved.

All facilities should be planned and designed in conjunction with the local tennis community, utilise available guidelines and engage with specialist tennis facility contractors and consultants to ensure appropriate standards and functionality levels can be met.

The following recommendations (refer to Table 10 below) are made to guide future Council planning and budgeting processes and facility priorities have been devised from issues matrix analysis. Refer to **Appendix 4** for detailed analysis.

Table 11 following provides a summary analysis of the estimated probable costs for identified maintenance, renewal and upgrade costs associated with each venue. Costs have been developed using a generic cost base developed from a combination of current year industry prices, similar projects undertaken by project consultants and from cost guides provided by Tennis Victoria and Tennis Australia.

Costs are to be used for estimating purposes only and detailed design and tender processes are advised to assist Council and the tennis community determine true costs at the time of development or redevelopment. Refer to **Appendix 5** for a detailed breakdown of all costs and projects by site.

All identified developments will need to be considered in-line with the capacity of clubs and volunteers to continue to manage venues, the financial capacity of Council and other funding partners, the initiation of new local tennis development initiatives and programs and the overall adoption and commitment to implementing the Colac Otway Shire Tennis Facility Audit and Development Plan.

NOTE: In Table 10 following, a **facility priority** column has been provided, numbering the 25 facilities visited and inspected through the audit program from 1 to 25 – 1 being the highest priority for action. Priorities and associated renewal and upgrade works have been devised following the weighted analysis of key issues identified in the site specific issues matrix (refer to Chapter 4).

Weightings do not consider the current use and activity of individual sites, but facility usage potential should be considered when assessing and planning priority works.

In Table 10, references to **key maintenance recommendations** refers to immediate and/or programmed annual maintenance works that should be undertaken by facility operators, users or Council; **facility renewal** refers to capital works that should be included within Council's capital works program and could be implemented over a 10-year period; and **facility upgrade** refers to major facility upgrade and replacement projects that will need detailed planning and design and the attraction of significant funding in order to realise their full development potential.

21/12/2011

5.5.1 Summary of recommended works by site

The following table provides a summary of recommended maintenance and capital works projects for each site.

Table 10: Summary of recommended maintenance and capital works projects by site

| Site Details | Court Details | | | ISSUE SCORING TOTALS | FACILITY IMPROVEMENT PRIORITY | Key maintenance recommendations | | | | | | | | Facility renewal | | | Facility upgrade | | | | | |
|---------------------------------|---------------|---------------|--------------|----------------------|-------------------------------|--|--------------|----------------|---------------|-------------|-----------------------------|---------------------------------------|----------------|-----------------------|---|------------------------------|------------------|-------------------|--------------------------|------------------------------|---------------------------|-------------------|
| | Site | Current Usage | Total Courts | | | Usable Courts | Creek courts | Asphalt courts | Concrete etc. | Club courts | Problems/surrounding issues | Over maintenance / use | Color drainage | Remove engine/sharing | Re-surface asphalt / concrete | Renov upgrade / custom tiles | Apply new paint | Fence replacement | New pavement/maintenance | New drainage / concrete etc. | Re-surface / court layout | Replace net posts |
| Apollo Bay | Club | 2 | 2 | 25 | 25 | H | N | N | Y | N | N | Y | N | Y | H | H | N | N | H | N | N | |
| Banongarook | Club | 2 | 2 | 3 | 3 | N | H | Y | Y | Y | Y | Y | N | N | N | Y | Y | Y | Y | Y | N | |
| Banwon Downs | Club | 2 | 2 | 1.55 | 10 | H | N | Y | Y | N | Y | Y | N | Y | H | N | Y | Y | Y | Y | N | |
| Bessac | Club | 2 | 2 | 6 | 6 | N | N | H | Y | Y | Y | Y | N | H | N | Y | Y | Y | Y | Y | H | |
| Beech Forest (Fergusson) | Public | 2 | 1 | 2 | 2 | Y | H | Y | Y | Y | Y | Y | Y | Y | Y | N | H | N | N | H | N | |
| Berriguna | Club | 2 | 2 | 3.3 | 22 | H | N | Y | H | N | H | Y | Y | Y | H | H | N | N | H | N | H | |
| Castille Ford | Public | 2 | 1 | 1.3 | 8 | Y | H | Y | Y | Y | Y | Y | Y | N | Y | Y | H | N | N | H | N | |
| Colac Central Reserve | Club | 2 | 2 | 0.74 | 15 | H | N | Y | Y | Y | Y | Y | Y | Y | H | H | N | Y | H | N | N | |
| Colac Lawn | Club | 19 | 17 | 6.28 | 24 | N | N | Y | N | Y | N | Y | N | Y | N | N | N | H | N | N | Y | |
| Conaraska | Club | 3 | 3 | 1.05 | 11 | H | N | N | H | Y | Y | Y | N | N | H | Y | Y | Y | Y | Y | N | |
| Cressy | Nurs | 2 | 0 | 3 | 3 | Y | Y | | | | | | | | | | | | | | | |
| Colac South Reserve | Club | 4 | 4 | 0.73 | 16 | N | H | Y | N | Y | N | Y | Y | Y | Y | N | H | H | N | H | N | |
| Eorack | Nurs | 2 | 0 | 2 | 2 | Y | Y | | | | | | | | | | | | | | | |
| Forrest | Club | 2 | 2 | 4.25 | 19 | N | H | Y | Y | Y | Y | Y | Y | Y | Y | N | N | H | N | H | N | |
| Gelibrand | Club | 2 | 2 | 4.55 | 20 | H | N | Y | Y | N | N | Y | N | N | Y | N | H | N | H | N | N | |
| Grangarone | Overflow | 2 | 2 | 6.16 | 21 | N | N | Y | Y | Y | Y | Y | Y | Y | Y | N | N | H | N | N | H | |
| Johanna | Public | 2 | 1 | 2 | 1 | Y | H | Y | Y | Y | Y | Y | H | N | H | Y | Y | Y | N | Y | N | |
| Kawarren | Club | 2 | 2 | 0.73 | 17 | N | N | Y | Y | Y | Y | Y | Y | Y | Y | H | N | N | H | N | N | |
| Kanwit River | Public | 1 | 1 | 0.4 | 22 | N | H | N | N | Y | N | Y | H | Y | Y | N | N | H | N | N | N | |
| Larpod | Nurs | 2 | 0 | 7 | 7 | Y | Y | | | | | | | | | | | | | | | |
| Lavers Hill | Public | 2 | 1 | 0.75 | 14 | N | N | Y | Y | Y | H | Y | Y | Y | N | N | N | H | Y | Y | H | |
| Pennycaist | Club | 2 | 2 | 0.75 | 14 | H | N | Y | Y | N | N | Y | Y | Y | Y | N | H | N | N | H | N | |
| Shan Marsh | Club | 2 | 2 | 1.26 | 9 | N | N | Y | Y | Y | H | Y | N | H | N | Y | Y | Y | Y | Y | H | |
| Waincoat | Club | 2 | 2 | 0.8 | 13 | N | H | Y | Y | Y | Y | Y | Y | Y | Y | N | H | H | N | N | N | |
| Yeo | Overflow | 2 | 2 | 0.89 | 12 | H | N | Y | Y | Y | N | Y | Y | Y | Y | H | N | N | H | N | N | |
| TOTALS | | 70 | 58 | 24.04 | | 8 | 3 | 18 | 17 | 17 | 12 | 22 | 12 | 15 | 11 | 8 | 5 | 7 | 6 | 1 | 1 | |
| PERCENTAGE OF FACILITIES | | | | | | 24% | 12% | 72% | 82% | 55% | 48% | 55% | 45% | 60% | 44% | 24% | 24% | 38% | 24% | 25% | 4% | |
| WORKS DESCRIPTION | | | | | | Maintenance refers to immediate and/or annual programmed actions | | | | | | Included within 10-yr capital program | | | Major facility upgrade and replacement based on available funding available | | | | | | | |

21/12/2011

5.5.2 Summary of estimated probable improvement costs by site

The following table provides a summary of the estimated probable costs to undertake recommended maintenance and capital works projects for each site, as itemised in Table 10 above.

Table 11: Summary of estimated probable improvement costs by site

| Site Details | Court Details | | | ISSUE SCORING TOTALS | FACILITY IMPROVEMENT PRIORITY | Estimated maintenance costs | Estimated renewal costs | Estimated upgrade costs | Estimated facility improvement costs (by location) |
|--------------------------|---------------|---------------|----------------|----------------------|-------------------------------|-----------------------------|-------------------------|-------------------------|--|
| | Current Usage | Totals courts | Useable Courts | | | | | | |
| Apollo Bay | Club | 3 | 3 | 1.25 | 25 | \$350 | \$3,600 | \$0 | \$3,950 |
| Barongarook | Club | 2 | 2 | 0.6 | 5 | \$1,800 | \$0 | \$161,750 | \$163,550 |
| Barwon Downs | Club | 2 | 2 | 1.09 | 10 | \$1,250 | \$47,600 | \$7,500 | \$56,350 |
| Beac | Club | 2 | 2 | 0.6 | 8 | \$1,000 | \$0 | \$248,250 | \$249,250 |
| Beech Forest (Fergusson) | Public | 2 | 1 | 0.6 | 3 | \$1,775 | \$25,600 | \$0 | \$27,375 |
| Birregurra | Club | 2 | 2 | 0.47 | 22 | \$900 | \$43,800 | \$0 | \$44,500 |
| Carlisle River | Public | 2 | 1 | 1.30 | 9 | \$1,650 | \$22,000 | \$21,500 | \$45,150 |
| Colac Central Reserve | Club | 2 | 2 | 0.74 | 16 | \$1,600 | \$33,800 | \$15,000 | \$50,200 |
| Colac Lawn | Club | 19 | 17 | 0.38 | 24 | \$1,400 | \$3,600 | \$65,000 | \$70,000 |
| Coronook | Club | 3 | 3 | 1.08 | 11 | \$1,000 | \$0 | \$264,750 | \$265,750 |
| Crossy | None | 2 | 0 | 0.6 | 3 | \$5,000 | \$0 | \$0 | \$5,000 |
| Colac South Reserve | Club | 4 | 4 | 0.73 | 17 | \$2,050 | \$55,200 | \$0 | \$57,250 |
| Eurack | None | 2 | 0 | 0.6 | 2 | \$5,000 | \$0 | \$0 | \$5,000 |
| Forrest | Club | 2 | 2 | 0.39 | 19 | \$1,800 | \$47,600 | \$0 | \$49,400 |
| Gellibrand | Club | 2 | 2 | 0.6 | 20 | \$1,150 | \$2,000 | \$0 | \$3,150 |
| Gerangamela | Overflow | 2 | 2 | 0.39 | 21 | \$1,800 | \$47,600 | \$0 | \$49,400 |
| Johanna | Public | 2 | 1 | 0.6 | 1 | \$2,150 | \$0 | \$98,500 | \$100,650 |
| Kawarren | Club | 2 | 2 | 0.73 | 17 | \$2,150 | \$47,600 | \$0 | \$49,750 |
| Kennett River | Public | 1 | 1 | 0.37 | 22 | \$350 | \$5,600 | \$0 | \$5,950 |
| Largent | None | 2 | 0 | 0.6 | 7 | \$5,000 | \$0 | \$0 | \$5,000 |
| Lavers Hill | Public | 2 | 1 | 0.75 | 14 | \$1,500 | \$43,800 | \$16,000 | \$61,100 |
| Penrythysal | Club | 2 | 2 | 0.75 | 14 | \$1,250 | \$47,600 | \$0 | \$48,850 |
| Swan Marsh | Club | 2 | 2 | 1.26 | 9 | \$1,500 | \$0 | \$172,500 | \$174,000 |
| Warmooort | Club | 2 | 2 | 0.80 | 13 | \$2,100 | \$57,500 | \$0 | \$59,700 |
| Yac | Overflow | 2 | 2 | 0.89 | 12 | \$1,500 | \$47,600 | \$0 | \$49,100 |
| TOTALS | | 70 | 58 | 24.01 | | \$47,025 | \$981,600 | \$1,070,750 | \$1,699,375 |

21/12/2011

5.5.3 Potential funding opportunities

Funding for facility projects may be available from a number of different sources, including the tennis, community, government and/or private sectors. Funding programs, guidelines and levels change regularly, but in general, the following funding options may be available for the improvement of Colac Otway Shire tennis infrastructure:

- * Tennis Australia
- * State Government
- * Colac Otway Shire
- * Local community.

A brief summary of funding options and their key focus areas is provided below.

Tennis Australia

Tennis Australia provide two general sources of funding, being the National Court Rebate Scheme and the Tennis Facility Loan Scheme. Both funding schemes are aimed at stimulating court growth and improving facilities around the country.

Affiliated clubs are eligible to submit applications via Tennis Victoria for funding to develop or upgrade court surfaces and associated infrastructure, including base preparation and development, lighting, resurfacing, fencing, water saving initiatives and ancillary items. The National Court Rebate Scheme is only open to affiliated clubs that have more than four courts and it does not prioritise support for the provision and improvement of asphalt courts.

This funding scheme would be best accessed with support from the Colac Otway Shire and targeted towards the development of District level facilities that wish to provide an alternative court surface than asphalt or synthetic grass (which is also not recognised by the program) and/or for the provision of floodlighting. Maximum rebates for Colac Otway District level facilities would be around \$4,000 per court based on court redevelopment projects.

The Tennis Australia Facility Loan Scheme is available to financially assist affiliated clubs, centres and associations to upgrade, replace or improve their tennis facilities by providing low interest loans and more recently, to assist in supporting the appointment of a club / centre manager or administrator. The scheme is designed to assist with shortfalls that applicants may have in project funding after other funding avenues have been determined. Loans of up to \$80,000 are available.

This funding scheme may only be viable for District or higher level facilities that have a regular income stream to service ongoing loan repayments. The loan scheme is also only viable following acquisition of additional project funding.

State Government

The Victorian Government via the Department of Planning and Community Development (DPCD) provides funding assistance to support local community clubs and organisations through a range of grant programs. Sport and Recreation Victoria's Community Facility Funding Program contributes to the provision of high quality and accessible community sport and recreation facilities across Victoria.

The focus of this program is also to increase community participation in and access to sport, better planning of innovative sporting facilities and to promote multi-use and shared community facilities where practical. Colac Otway Shire tennis infrastructure projects are likely to fall within the Minor Facilities category of this funding program, which allows applications of up to \$100,000 for projects that have a maximum cost of up to \$500,000.

21/12/2011

A range of Neighbourhood and District capital improvement projects are likely to fall within program guidelines. Match funding from local sources of \$1 for every \$2 from DPCD will be required for all projects.

Funding for facility maintenance and operational costs will not be considered through the Minor Facilities program. Key projects such as court resurfacing, court rebuilding or floodlight installation would form the basis of practical applications for this funding source.

Colac Otway Shire

Colac Otway Shire has a range of minor funding avenues to support the enhancement of Shire tennis facilities. Key capital projects such as court resurfacing, court rebuilding, asphalt re-sheeting or floodlight installation would need to be included within Council's 10-year Capital Works Program, which is assessed and prioritised annually.

COS Works, Council's operational and maintenance arm provides support for the maintenance of Recreation Reserves and may be available to assist in providing basic maintenance support for tennis facilities, including general tree pruning, fence repairs, drainage clearing etc.

The Colac Otway Shire Community Grants Program is an avenue open to all tennis clubs where clubs can access grants of up to \$5,000 to improve and maintain facilities, such as replacing fencing, net posts or nets or cleaning courts. Any contribution awarded through the grants program must be match dollar for dollar by the clubs.

Annual Regional Recreation Reserve funding is allocated to recreation reserves based on levels of activity and usage. Funding is generally provided to the Committee of Management to support the maintenance of facilities. Some Committee's of Management may be in a position to help prioritise the maintenance of tennis facilities on a cyclical basis to assist in improving the general condition of facilities throughout the Shire.

Local community

Community funding can be sourced through a range of different avenues, including fundraising activities, through volunteer labour (supervised by qualified contractors) and by donations and project sponsorship activities. Local community fundraising will need to be driven by the local communities that access and use tennis facilities throughout the Shire. Local funds raised would be injected into local facilities.

Other agencies and funding programs

Grants may also be available from time-to-time through government agencies and funding bodies. Organisations may include state and federal government departments, regional agencies, service providers (e.g. water and power) and ad-hoc community development programs.

The Colac Otway Shire and Leisure Networks are the organisations best place to inform tennis clubs of available funding options and programs as they are developed and released.

21/12/2011

5.6 Facility life-cycle cost estimates

The following table provides some generic life-cycle costs that Council can use as a guideline to inform future facility and programmed maintenance and longer term facility replacement budgets. **Costs are provided as a guide only.** Costs provided are calculated with an annual percentage or inflation / escalation factor of 3.0% and have been developed based on industry rates and recent construction projects. Costs are provided for facility maintenance and replacement only and are not a guide to initial facility development or construction costs.

Table 12: Estimated annual maintenance and capital replacement costs for tennis court infrastructure

| Annual maintenance and replacement items | Life expectancy range (years) | Planned life (years) | Typical replacement cost | Annual maintenance cost | Annual replacement cost | Average annual cost | Average cost over 10 years | Average cost over 30 years |
|---|-------------------------------|----------------------|--------------------------|-------------------------|-------------------------|---------------------|----------------------------|----------------------------|
| Asphalt: Hot mix court surface/re-sheet | 15 to 20 | 20 | \$12,000 | \$200 | \$600 | \$800 | \$9,171 | \$38,060 |
| Concrete: Surface and base construction | 30 to 40 | 30 | \$23,000 | \$200 | \$767 | \$967 | \$11,086 | \$46,005 |
| Acrylic: Court surface re-coat | 8 to 15 | 8 | \$7,500 | \$600 | \$938 | \$1,538 | \$17,631 | \$73,171 |
| SFAG: Standard quality carpet (19mm pile) | 7 to 12 | 10 | \$14,500 | \$600 | \$1,450 | \$2,050 | \$23,501 | \$97,530 |
| Lights: Low level / Side lighting - 2 court enclosure | 30 to 40 | 30 | \$35,000 | \$600 | \$1,167 | \$1,767 | \$20,257 | \$84,066 |
| Fencing: 2 court enclosure | 25 to 35 | 30 | \$21,500 | \$200 | \$717 | \$917 | \$10,512 | \$43,627 |
| Net posts and winders | 30 to 40 | 35 | \$2,500 | \$0 | \$72 | \$72 | \$825 | \$3,425 |
| Nets | 5 to 7 | 5 | \$250 | \$0 | \$50 | \$50 | \$573 | \$2,379 |

⁽¹⁾ Typical replacement costs refer to general industry costs for in-situ courts / facilities provided as at July 2011.

⁽²⁾ Annual maintenance costs refer to general industry costs current as at July 2011.

⁽³⁾ All costs and items are provided **by court**, unless otherwise specified.

⁽⁴⁾ Costs also exclude: Site specific conditions and location, drainage requirements, existing facility conditions, excavation works required, electrical supply and capacity requirements (for lighting), professional service, planning and tipping fees, and design and project management costs.

21/12/2011

6. RECOMMENDATIONS

In meeting the future demand for tennis, and the future needs of existing clubs and tennis facility users throughout the Colac Otway Shire, significant long-term investment will be required.

The Shire currently supports 22 active tennis facilities, the majority of which are located on Council owned or Department of Sustainability and Environment (DSE) managed land. Facilities are widely distributed throughout the Shire, with at least half located in small rural settlements. These facilities often form the main social and recreation facility locally, and therefore perform an important local community function.

The majority of active tennis facilities within the Shire require significant maintenance, asset renewal and/or asset replacement. Most facilities experience limited routine maintenance, causing court surfaces to degrade prematurely, resulting in undesirable and unsafe playing conditions.

The Tennis Facility Audit and Development Plan identifies a range of issues, constraints and opportunities regarding the enhancement of tennis facilities across the Shire. It has also highlighted the benefits of adopting a planned hierarchical approach to supporting club, tennis and facility improvement.

Addressing facility improvement priorities (as identified in **Appendix 4**), allows Council to prioritise future infrastructure development to meet the needs of the local tennis community and to take a long-term view towards future capital investment required across its network of tennis facilities.

An estimated \$1.7 million worth of facility maintenance and improvement projects have been identified for the Shire's tennis infrastructure. This is a significant investment that will require a long-term planning approach and an approach that considers ongoing investment in order to preserve valuable community assets.

In most cases the ability to fund significant works will be constrained due to the limited capacity of clubs and public facilities to draw income from users. It is expected that Council will need to create and source partnership funding opportunities to deliver on the key infrastructure requirements of this Plan. Support should be sought from the peak tennis bodies (Tennis Victoria and Tennis Australia), as well as relevant funding programs provided by Sport and Recreation Victoria. Clubs and Council will also need to provide appropriate match funding to meet future project and program funding requirements.

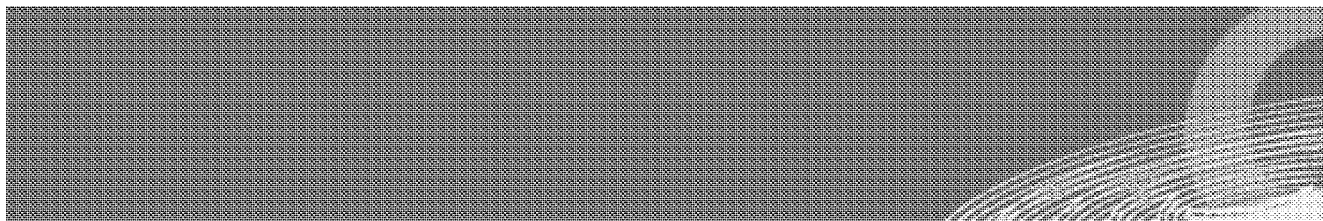
Most importantly, Council should take a long-term sustainable view of supporting and developing the sport of tennis and associated infrastructure. Historical facility design, development and maintenance fails to meet current day infrastructure requirements and consistent improvement in all these areas will be essential in achieving long-term outcomes for the sport and in meeting ongoing budgets for asset renewal and replacement.

21/12/2011

6.1 Implementation priorities

The following key planning and development initiatives have been identified as the priority actions that will support the progressive and planned development of tennis infrastructure across the Colac Otway Shire over the next 10 years.

1. Formally adopt the proposed *Colac Otway Shire Tennis Facility Hierarchy* as Council Policy in order to set infrastructure planning and development standards for each level of the hierarchy and to ensure that Council resources are allocated to projects that produce the greatest range of benefits for the Colac Otway Shire community.
2. That Council provide clubs with standard regular court maintenance guidelines and cleaning schedules (specific to their court surface) to ensure appropriate regular maintenance is undertaken as part of their tenancy and occupancy arrangements.
3. Introduce a regular court surface maintenance and monitoring program to identify issues as they appear and to clearly set expectations for clubs and facility users around ongoing maintenance practices.
4. Implement and fund a 10-year facility revitalisation program based on priority facility renewal and replacement works identified in the *Site Specific Issues Matrix* (refer **Appendix 4**). Use the estimated probable costs provided in Section 5.5.2 and **Appendix 5** and the facility life-cycle costs in Section 5.6 to assess likely budget costs.
5. Develop a court resurfacing policy that addresses the growing cost of surface replacement and renewal. Use the priority court resurfacing works identified in the *Site Specific Issues Matrix* (refer **Appendix 4**) as a guide to implementation.
6. Update Council Policy to identify an appropriate shared funding policy around tennis court and associated infrastructure provision and development. The policy should recognise the minimum requirements and recommendations proposed within this Plan for tennis infrastructure and identify key funding partner(s) requirements and all available internal Council mechanisms and resources.
7. Where tennis courts fail to meet minimum standards, encourage clubs to develop appropriate risk management plans to ensure that player safety is ensured. Any new court or redeveloped court should be constructed to meet recommended court enclosure and run-off dimensions.
8. Seek detailed planning and design advice to aid the progression of facility developments at the five funded sites of Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh. Research the mix of funding available to initiate these projects and identify likely sources of internal and external match funding.
9. Decommission and make safe all defunct sites identified in Section 5.3.1, including the removal of all tennis infrastructure including fencing, net posts and umpires chairs.
10. Support the Colac Otway Lawn Tennis Club to prepare a site master plan that considers future court layout and surface options, lighting provision and capacity and off-court facility and amenity needs commensurate with future use (eg. social, competition, members, coaching and tournaments) and club business plan objectives. Consult Tennis Victoria and Tennis Australia regarding funding opportunities to support plan development.



Appendices

- Appendix 1: Tennis facility funding announcement – media article
- Appendix 2: Tennis facility strategic planning workshop
- Appendix 3: Funded tennis facility detailed site reports
- Appendix 4: Site specific issues matrix and priority maintenance and capital works plan
- Appendix 5: Estimated probable facility maintenance and capital works costs
- Appendix 6: Colac Otway Shire Tennis Club Survey responses
- Appendix 7: Colac Otway Shire Tennis Club Forum conversation summary



The Colac Herald, Friday, November 12, 2010 - Page 11



PROMISE: Polwarth MP Terry Mulder has committed \$175,000 to upgrade courts at five Colac district tennis clubs if the Opposition wins the state election. Pictured from left, Swan Marsh's Luba De Rooy, Cororooke's Frank De Lorenzo, Swan Marsh's Mick Melville, Beacac's Lyn Watts, Forrest's Mark Murnane, Barwon Down's Gavin Brien, Mr Mulder and Swan Marsh's Michael Sproules.

Serving up the cash

by Brett Worthington

A Victorian Coalition Government would spend \$175,000 to upgrade Colac district tennis courts.

Liberal Member for Polwarth MP Terry Mulder said the Coalition would immediately release \$30,000 each for Barwon Downs, Cororooke, Forrest and Swan Marsh tennis clubs if the Opposition won the state election on November 27.

He said the Beacac Tennis Club would receive \$55,000 to replace its concrete courts.

Mr Mulder said he feared players had a high risk of injury on the degraded courts.

He said he would work with

Colac Otway Shire Council and "key stakeholders" to ensure the work started after the election.

"Funding for improvements to our local tennis courts is an on-going problem as courts need to be kept up to the required standard for players and to assist in promoting tennis across the district," Mr Mulder said.

"I would like to think that you would get a commitment from the other side of politics," he said at the announcement at Cororooke Tennis Club on Wednesday.

Mr Mulder's sentiment received the support of Cororooke Tennis Club's Frank De Lorenzo.

Mr De Lorenzo said he hoped to arrange a meeting between the clubs and Labor Polwarth candidate Brian Crook and upper house MP Gayle Tierney.

"Absolutely we want it to get matched to ensure we get an outcome," he said.

Mr Crook said he would "happily" meet tennis clubs.

"I have received some correspondence from the clubs," he said.

"Of course I would be willing to meet with any community groups.

"I think Labor has a track record of supporting small communities and I would be willing to talk about the project."

Mr De Lorenzo said improved courts would help the clubs further grow their memberships.

Barwon Downs A Grader and former Polwarth and District Tennis Association president Gavin Brien said the upgrade was a "long-time coming".

He said a 2004 Tennis Victoria audit of Colac and district tennis courts reinforced the need for improvements.

"Barwon Downs was one of the better courts but it needed to be resurfaced within five years," Mr Briens said.

"The time has passed and yet still nothing has happened."

Colac Otway Shire

Tennis Court Audit
Summary of site and facility issues

19th May 2011

insideEDGE *sport and leisure planning*
MH 2MHCONSULTING

The project

- Conduct an on-site audit of 25 tennis court facilities
- Summarise site and facility characteristics and comment on court infrastructure issues
- Prepare an audit report that can be used to develop maintenance programs and capital works budgets
- Prioritise sites for future redevelopment



Site visit summary

- 25 sites visited between 18th and 20th April 2011
- 70 tennis and multi-purpose courts inspected
- Digital photographs taken and catalogued
- Run-off dimensions measured against standards
- Site inspection checklists completed
- Issues, risks and observations recorded



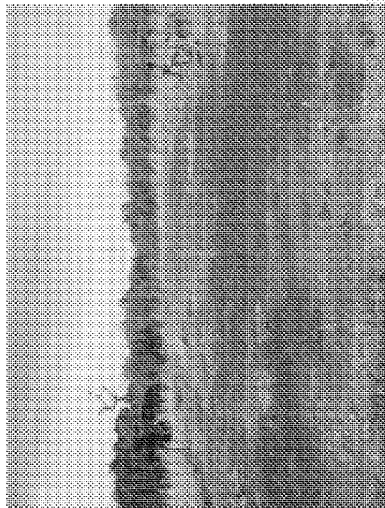
Court summary

| | | |
|-----------------|----|--|
| Anytime | 3 | |
| Asphalt | 42 | |
| Red penous | 2 | |
| SFAC | 4 | |
| Concrete | 4 | |
| 1 star | 15 | |
| Floodlit courts | 6 | |
| Total courts | 70 | |
| Useable Courts | 58 | |
| TOTALS | | |

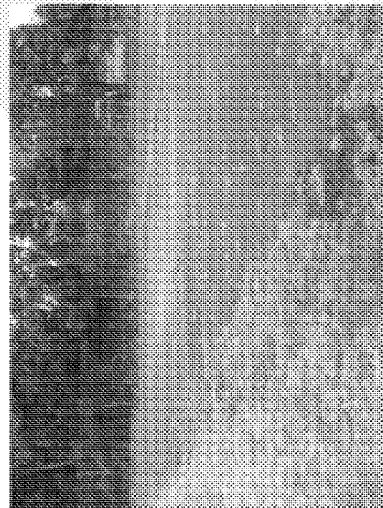
Key issues observed

- Defunct sites and courts
- Surface cracking, degradation and asphalt material
- Pavement conditions
- Drainage design and functionality
- Court conditions – weeds, algae, moss, vegetation
- Court run-off distance and change in surface
- Net posts, winding mechanisms and footings
- Fencing – lack of rails, rusting and curling
- Umpires chairs
- Court lighting – lack of provision

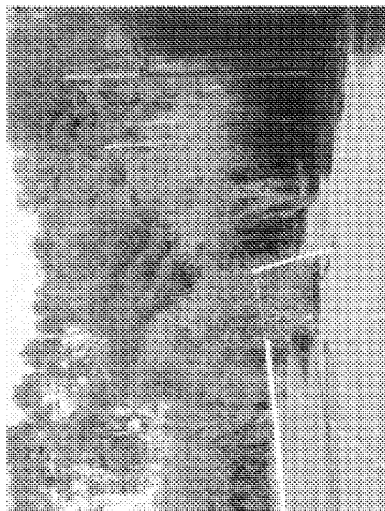
Defunct sites



Eurack



Beech
Forest

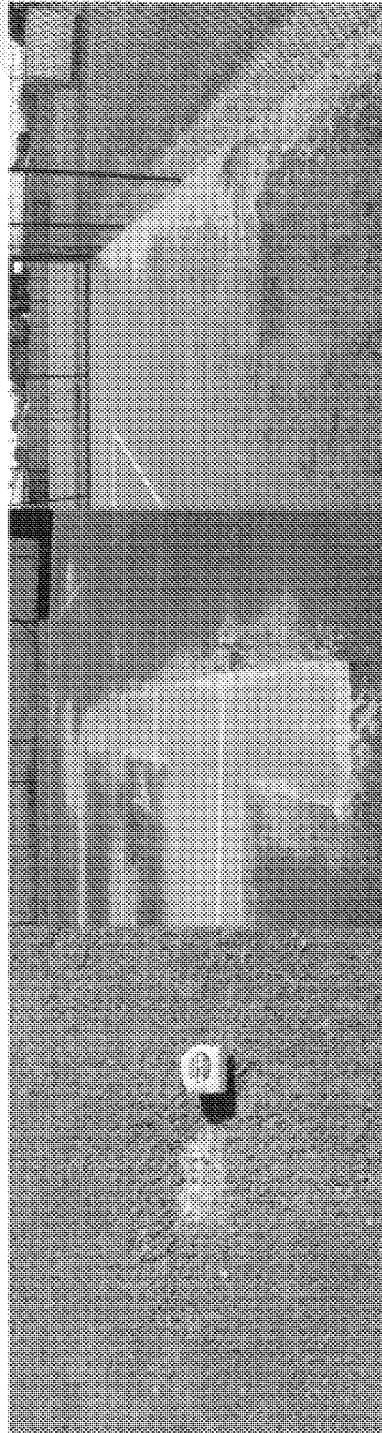


Cressy



Larpent

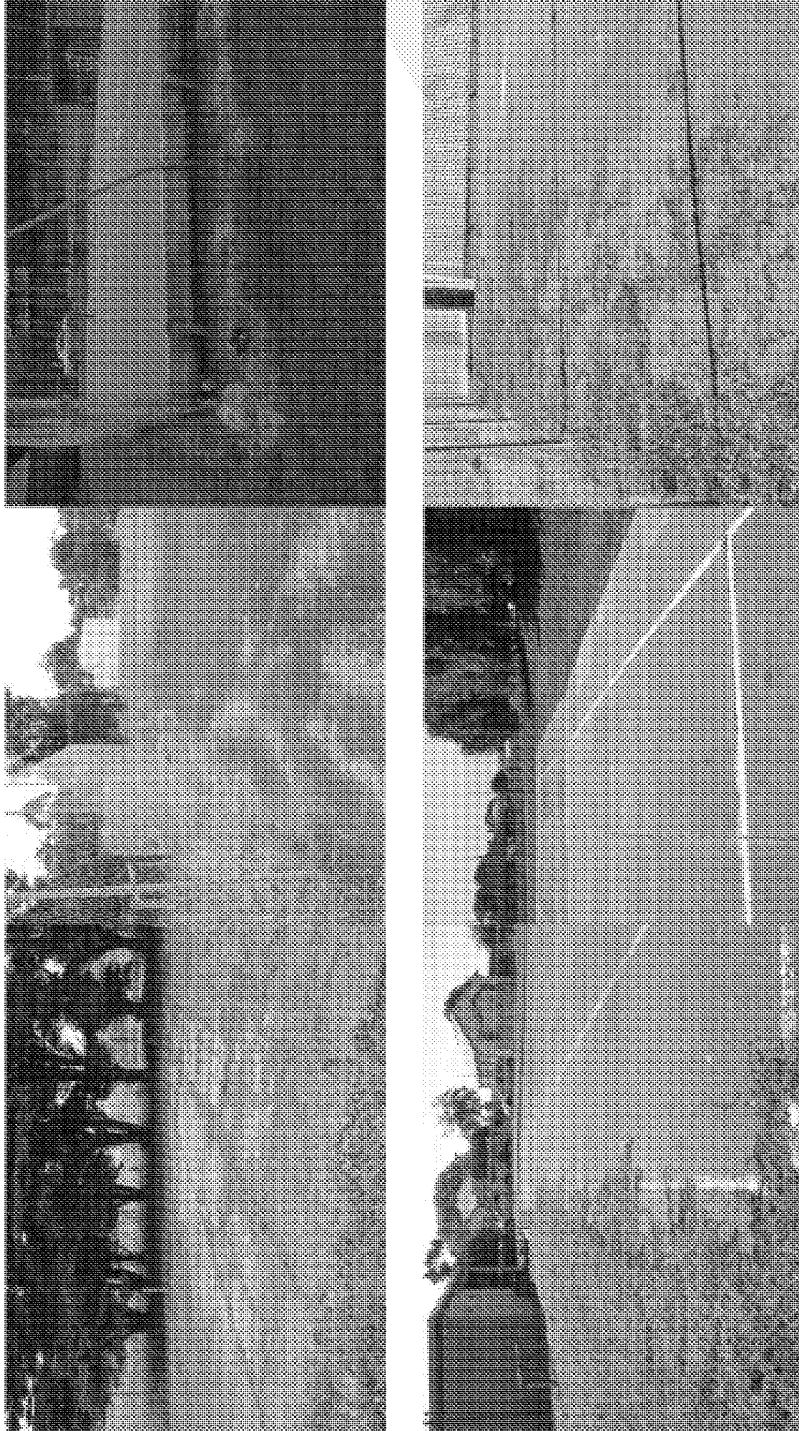
Surface issues



insideEDGE
Urban and Culture planning

MH
2MHCONSULTING

Pavement conditions



insideEDGE / MH
2MHCONSULTING
transport & culture planning

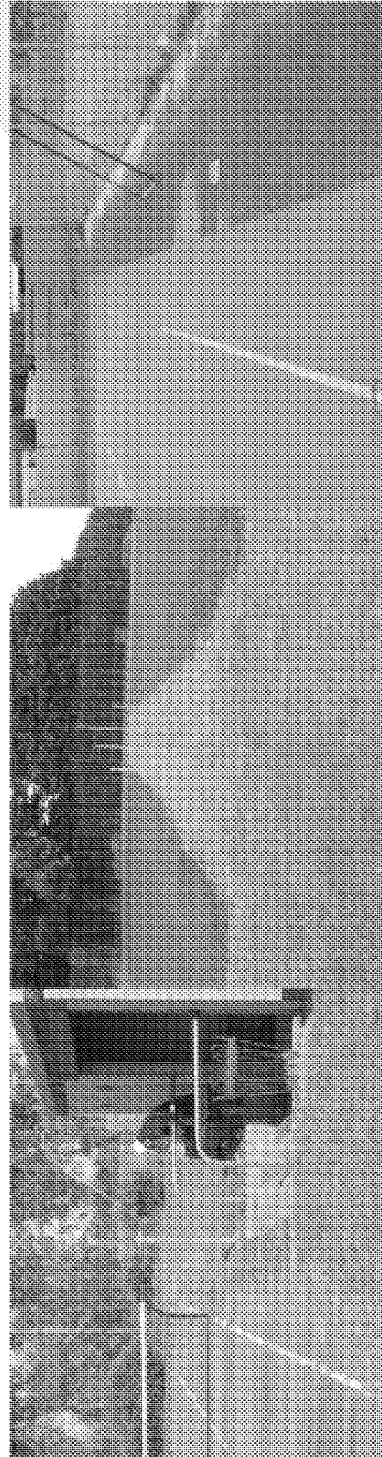
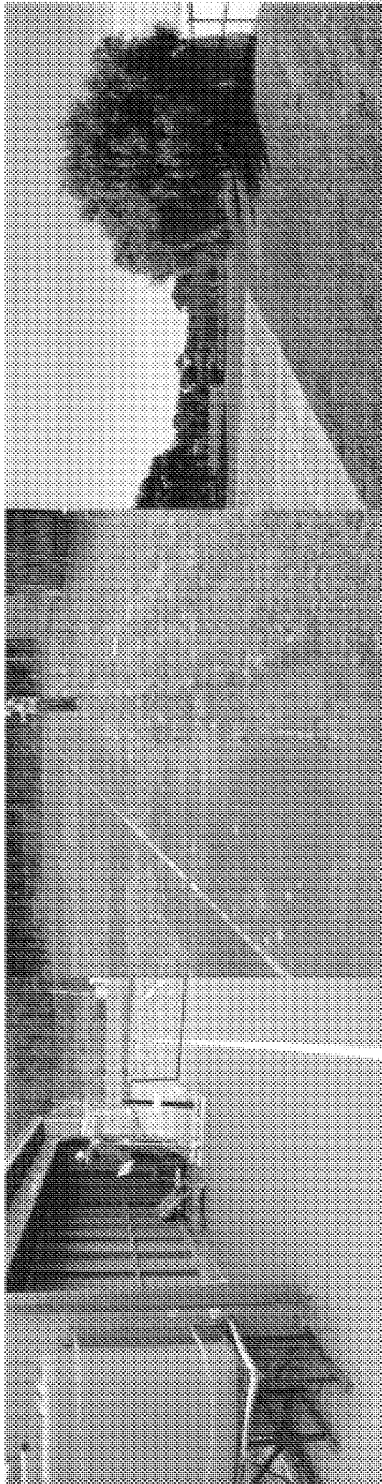
Drainage functionality



insideEDGE
Urban and Culture planning

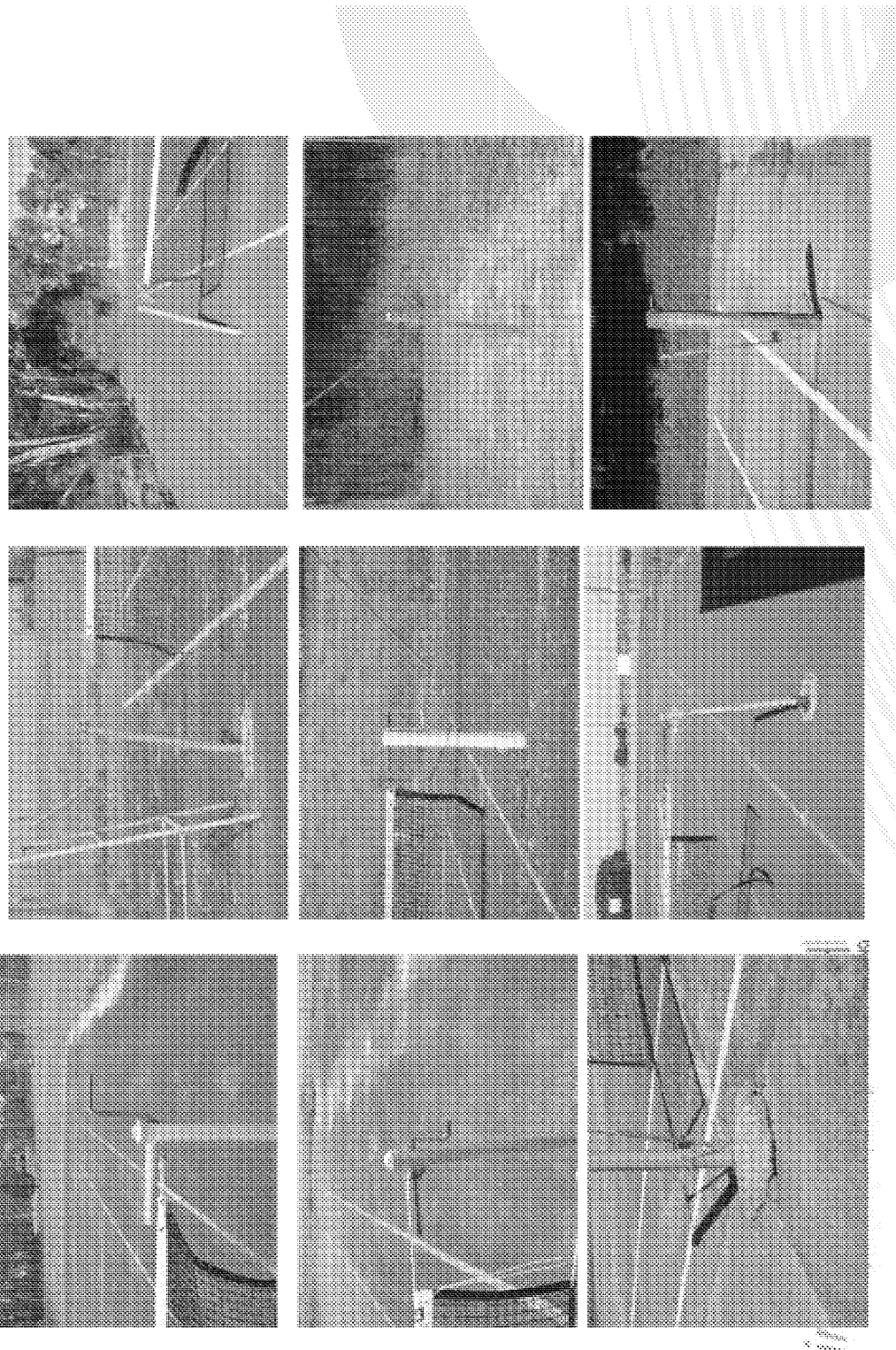
MH
2MHCONSULTING

Court run-off issues

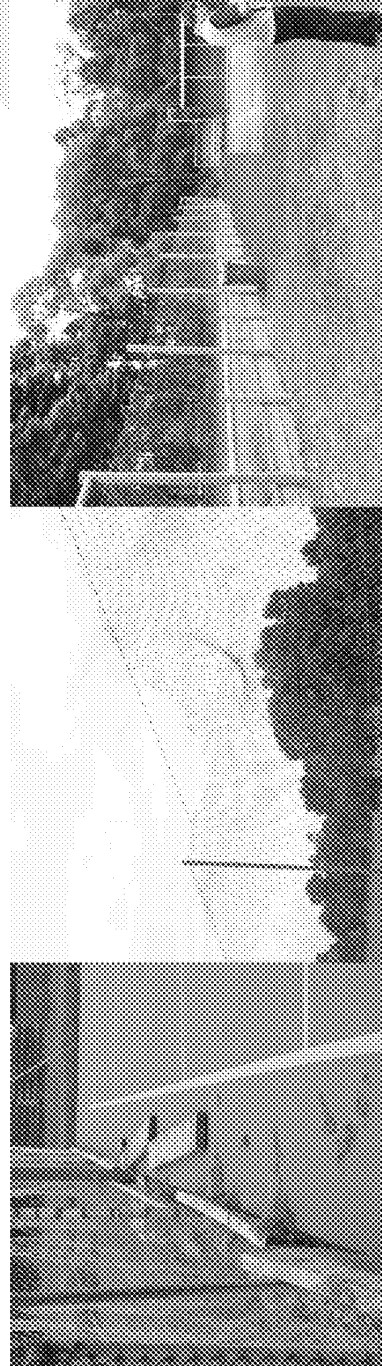


insideEDGE **MH**
strat and future planning
2MHCONSULTING

Net posts and footings

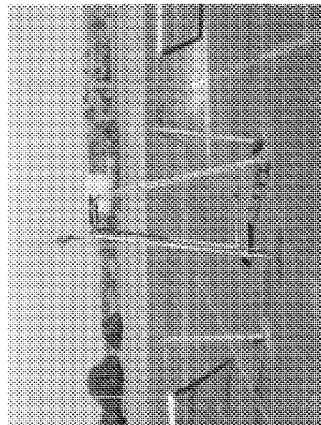
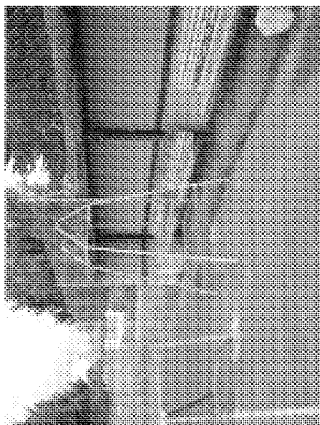
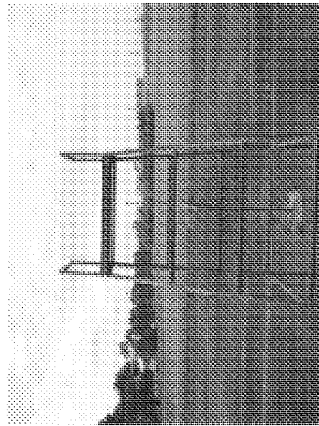
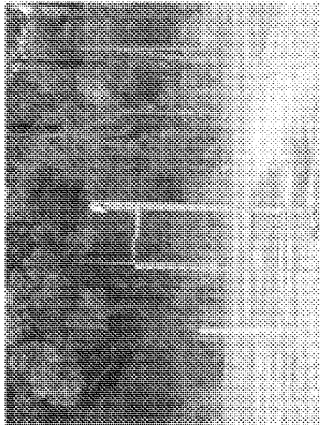
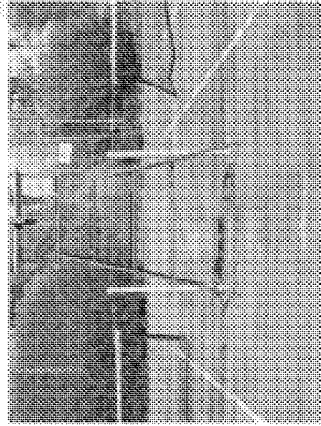
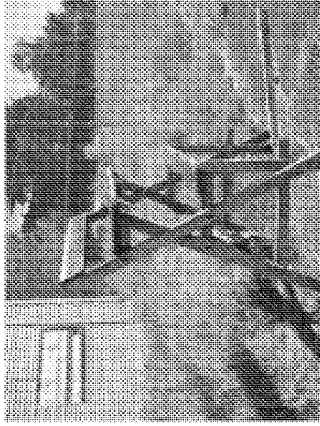


Fencing



insideEDGE / MH
2MHCONSULTING
Urban and Culture planning

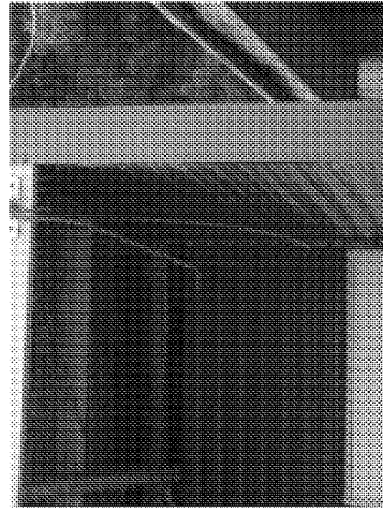
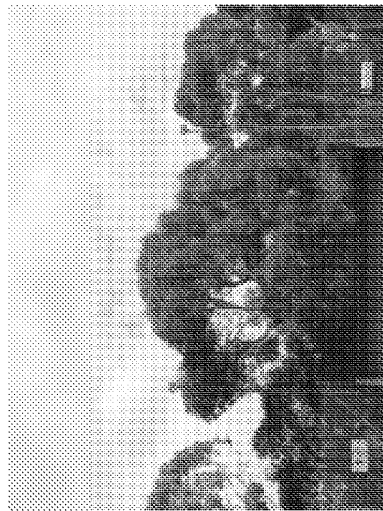
Umpires chairs



insideEDGE
strat and culture planning

MH
2MHCONSULTING

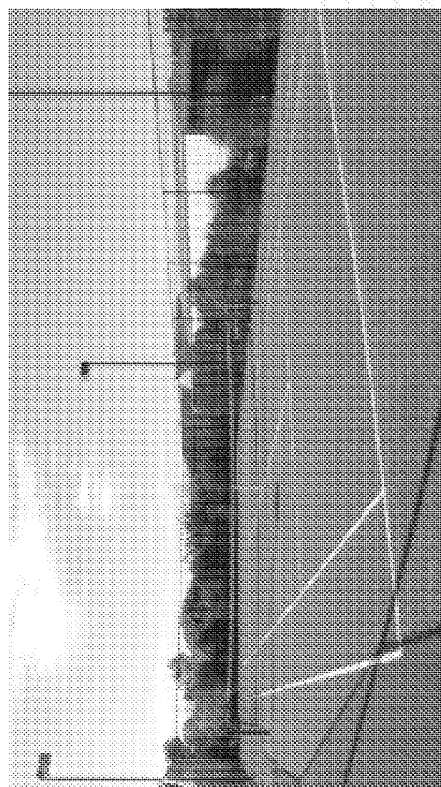
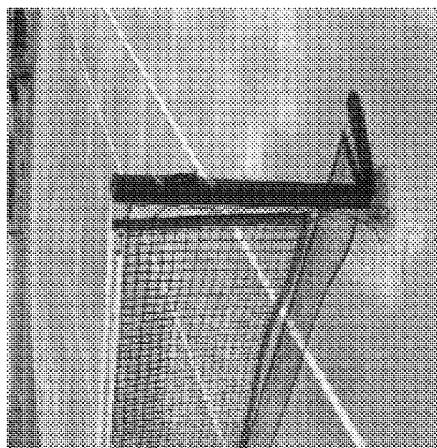
Lighting issues



insideEDGE
Specialist Facility Planning

MH
2MHCONSULTING

Best practice design

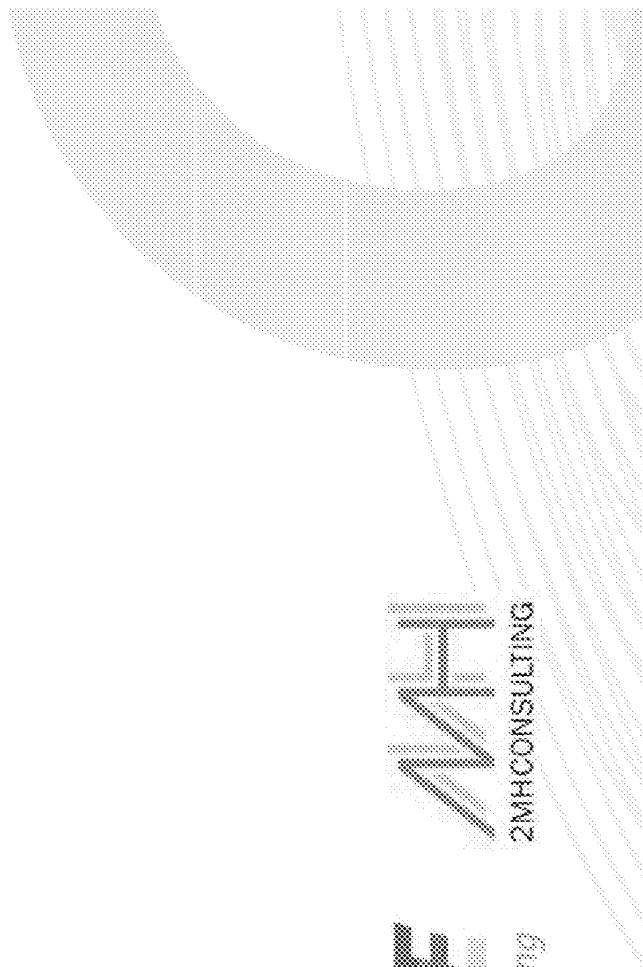


insideEDGE
sport and leisure planning
MH
MHCONSULTING

Questions / comments?

insideEDGE
sport and leisure planning

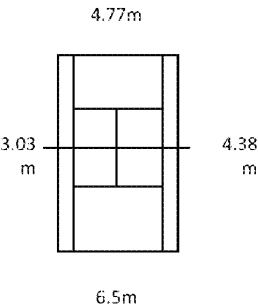
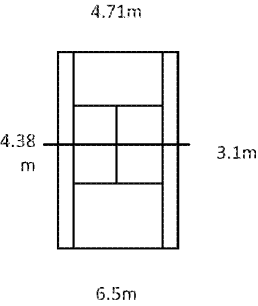
MH
2MHCONSULTING



TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Barwon Downs Date: 19/4/11

Site Address: 1595 Main Road, Barwon Downs 3243

| 1. SURFACE TYPE | Number of Courts and Comments: |
|---|--|
| Asphalt / concrete | 2 asphalt courts |
| 2. GENERAL COURT CONDITION | |
| <p>Court 1: WEST COURT</p>  | <p>Surface type/ condition:
 Asphalt surface is worn and patched in areas with some exposed aggregate. Undulating surface with large depressions are evident due to likely pavement failure.</p> <p>Blue green algae growth is evident, particularly where swale drains to between courts.</p> <p>Court run-off:
 Court run-off areas vary, but do not comply at northern baseline (approximately 700mm short). Oversized run-offs are provided at the southern baseline.</p> <p>Nets and posts:
 Steel net posts in asphalt foots. No nets.</p> <p>Court line marking:
 Court line marking is barely visible and needs remarking.</p> <p>Maintenance / capital works recommendations:
 Weed removal and algae treatment required, court cleaning and line re-marking.</p> |
| <p>Court 2: EAST COURT</p>  | <p>Surface type/ condition:
 Asphalt surface is worn and patched in areas with some exposed aggregate. Undulating surface with large depressions are evident due to likely pavement failure and/or tree root invasion from neighbouring pine tree.</p> <p>Blue green algae growth is evident, particularly where swale drains to between courts.</p> <p>Court run-off:
 Court run-off areas vary, but do not comply at northern baseline (approximately 700mm short). Oversized run-offs are provided at the southern baseline.</p> <p>Nets and posts:
 Steel net posts in asphalt footings provided.</p> <p>Court line marking:
 Court line marking is barely visible and needs remarking.</p> <p>Maintenance / capital works recommendations:
 Weed removal and algae treatment required, court cleaning and line re-marking.</p> <p>Assessment of pavement and possible tree root invasion should be investigated.</p> |

| | |
|---|---|
| 3. COURT LIGHTING | |
| Number of courts with lights: | No floodlighting |
| 4. DRAINAGE | |
| Please note any comments in regards to site drainage: | A drainage swale runs between the courts. There is no visible outlet with signs of a non-functioning drainage system with water and dirt build-up evident. |
| 5. COURT FENCING | |
| Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided: | 3m high galvanized wire mesh - no top or bottom rails.
Signs of fence curl were evident. |
| 6. CAR PARKING | |
| Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting: | Informal off-street parking provided, shared with a park. |
| 7. COURT SURROUNDS | |
| Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters: | There is an open viewing shed with bench seats, and a wooden bench seat under wattle trees at the northern end.
A stand of trees border the eastern fence line and overhang into court enclosure. |
| 8. CLUB HOUSE | |
| Provision and rating of facilities provided: | No clubhouse facility provided. There is an open viewing shed with bench seats.
Public toilets are provided separately within the adjacent parkland. |
| 9. ADJACENT LAND / FACILITIES | |
| Any comments in regards to adjacent facilities: | Courts are located adjacent to one private residence on the southern boundary.
There are public toilets and a children's playground within adjacent parkland.
The courts are located behind a CFA shed.
There appears some room to expand north and east of the existing enclosure should additional room be required. |
| 10. WATER AVAILABILITY | |
| Is there non-potable water available at the site? | There are multiple water tanks and harvesting on site, as well as a bore. |
| 11. ACCESSABILITY | |
| Are the facilities accessible? | No |

| | |
|---|---|
| Identified <u>Urgent Priorities</u> , please list: | There is a trip hazard at the entry gate that needs to be smoothed out.
Courts should be cleaned and removed of algae. |
|---|---|

OTHER NOTES:

There is an active tennis club on site with directions on how to access courts and current year membership pricing. Its parkland location provides a nice outlook and would promote local use.

Courts mostly appear sound, however some significant depressions on the East Court are cause for concern. These are likely to be the result of pavement failure and/or from tree root invasion and damage. Drainage is also non-functioning and retaining moisture on the court surface, promoting blue green algae growth.

Courts could accommodate an asphalt re-sheet, but pavement failure and tree roots need to be addressed prior to this being undertaken.

Total court enclosure area may be large enough to redevelop to current recommended guidelines, although some expansion to the east and west could be undertaken into adjacent land areas if required. Viewing shed relocation will be required.

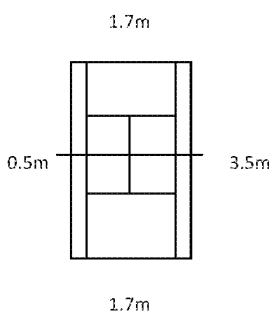
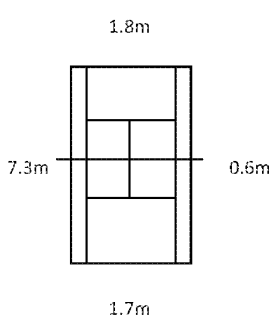
Sourcing engineering advice as the integrity of the pavement and a site survey to identify site levels and available developable area should be undertaken prior to any further development.

TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Beeac Tennis Club

Date: 18/4/11

Site Address: 3 Buchanon Street, Beeac 3251

| 1. SURFACE TYPE | Number of Courts and Comments: |
|---|---|
| Asphalt / concrete | 2 concrete courts |
| 2. GENERAL COURT CONDITION | |
| <p>Court 1: WEST COURT</p>  | <p>Surface type/ condition:
 Concrete court surface that is made of small footpath sized concrete slabs. Small slabs are moving and heaving, creating trip points and some cracking.</p> <p>Court run-off:
 A grass verge surrounds courts and is within the court enclosure area, restricting court run-off areas due to change in surface type.
 Concrete slab tripping points are evident around the viewing area (within 0.5m of court sideline) and fixed seating is within 1.9m of sideline.
 The boundary fence is 5.2m from western sideline and would provide some scope to increase run-off area, assuming removal of the clubroom facility.
 The northern boundary fence is within 5.1m of the baseline, well under the recommended minimum 5.48m required.</p> <p>Nets and posts:
 Steel net posts provided however footings have failed and posts are leaning.</p> <p>Court line marking:
 Court line marking is patchy and glossy – likely to be slippery in wet weather.</p> <p>Maintenance / capital works recommendations:
 Major court replacement works require to rectify base, pavement, net post and court surface related issues.</p> |
| <p>Court 2: EAST COURT</p>  | <p>Surface type/ condition:
 Painted concrete surface that is made of small footpath sized concrete slabs. Paint is worn and patchy and blue green algae is evident. Small slabs are moving and heaving, creating trip points and some cracking.
 A small number of potholes are evident within the court surface.</p> <p>Court run-off:
 A grass verge surrounds courts and is within the court enclosure area, restricting court run-off areas due to change in surface type. Grass surface is within 0.6m of the eastern court sideline.
 The northern boundary fence is within 5.3m of the baseline, well under the recommended minimum 5.48m required.
 The eastern boundary fence is 4.1m from sideline and would provide some scope to increase run-off area.</p> <p>Nets and posts:
 1 x timber and 1 x steel net post with no net. Posts are considered inadequate for use and a safety hazard.</p> |

| | |
|---|--|
| | <p>Court line marking:</p> <p>Court line marking is patchy and glossy – likely to be slippery in wet weather.</p> <p>Maintenance / capital works recommendations:</p> <p>Major court replacement works require to rectify base, pavement, net post and court surface related issues.</p> |
| 3. COURT LIGHTING | |
| Number of courts with lights: | No floodlighting |
| 4. DRAINAGE | |
| Please note any comments in regards to site drainage: | <p>Courts slope inwards toward a drainage swale that runs between the courts.</p> <p>There is no visible outlet, but is assumed that water drains into the grass verge around the court enclosure.</p> |
| 5. COURT FENCING | |
| Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided: | <p>Fencing consists of partially corrugated iron (southern, western and northern sides) and chicken wire on the eastern side. Chicken wire fence is broken and rusted and no top or bottom rails are provided.</p> <p>Corrugated sheeting on the western and southern boundaries is likely to provide wind protection from those directions.</p> |
| 6. CAR PARKING | |
| Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting: | None designated. |
| 7. COURT SURROUNDS | |
| Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters: | <p>A steep embankment from court to fence level is provided at the southern end of the courts and is located within court run-off and potential development area.</p> <p>Four large peppercorn trees are located at the southern end of the court enclosure and trees overhang into court area. Trees are nice specimens.</p> |
| 8. CLUB HOUSE | |
| Provision and rating of facilities provided: | Small Besa Block shed for storage without power. Appears in poor condition. |
| 9. ADJACENT LAND / FACILITIES | |
| Any comments in regards to adjacent facilities: | There is land parcel to the east of the court enclosure that could accommodate development of an additional court. Council owns adjacent land. |
| 10. WATER AVAILABILITY | |
| Is there non-potable water available at the site? | None visible. |

| | |
|--------------------------------|----|
| 11. ACCESSABILITY | |
| Are the facilities accessible? | No |

| | |
|--|--|
| Identified <u>Urgent Priorities</u> , please list: | Grass verge around courts needs to be maintained to minimise player risk injury.

Net posts on East Court should be removed or replaced. |
|--|--|

OTHER NOTES:

Courts are likely to have been originally built in the 1920's and are showing significant signs of pavement failure. Concrete slab technique used is considered inappropriate for tennis court construction

Heavy wind observed from the western side and consideration of fence upgrade in the future will need to consider wind prevention design.

Full reconstruction of existing courts to meet minimum recommended court and run-off dimensions is required in the short-term. A third court could be accommodated on adjacent land area.

A full site survey of existing court enclosure and adjacent land area should be undertaken to ascertain total available developable area. The existence of the embankment and peppercorn trees at the southern end are likely to be within the developable area and will impact cost and design of any redevelopment

It is recommended that geotechnical advice on existing court area and adjacent land area be sought to identify any future design and development issues. If full reconstruction with concrete base be required, a site relocation may be a cost effective alternative.

Outline development costs for three new courts including expanded court enclosure, new drainage, court pavement and fencing may be in the order of \$180,000 to 200,000.

The site is of strategic value to the population living within the north-west of the Shire given the recent demise of facilities at Eurack and Cressy and the multiple defunct sites north of Colac. Beeac also acts as a district hub for education services and could provide for increased tennis services.

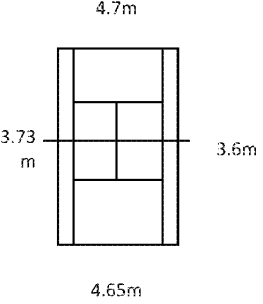
TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Cororooke

Date: 18/4/11

Site Address: 55 Factory Road, Apollo Bay 3233

| 1. SURFACE TYPE | Number of Courts and Comments: |
|---|---|
| Asphalt / concrete | 3 asphalt courts |
| 2. GENERAL COURT CONDITION | |
| <p>Court 1: WEST COURT</p> <p>4.15m</p> <p>2.4m</p> <p>3.8m</p> <p>4.65m</p> | <p>Surface type/ condition:</p> <p>Asphalt surface is cracking and worn and evidence of blue green algae growth is showing.</p> <p>Some areas of the southern end have been patched with concrete, providing a less than desirable result and change in surface texture.</p> <p>Court run-off:</p> <p>Court run-off area is limited by clubhouse shelter within 2.4m of the western sideline. Area from court sideline to fence would provide adequate run-off if clubhouse shelter was removed.</p> <p>Baseline run-offs are more than 1m short at each end and are impacted by asphalt surface not running out to fence line.</p> <p>Nets and posts:</p> <p>Steel net posts with concrete footings -- all leaning indicating evidence of footing failure.</p> <p>Court line marking:</p> <p>Worn and patchy.</p> <p>Maintenance / capital works recommendations:</p> <p>Umpires chairs should be removed if they do not provide a practical purpose.</p> |
| <p>Court 2: CENTRE COURT</p> <p>4.6m</p> <p>3.8m</p> <p>3.73m</p> <p>4.65m</p> | <p>Surface type/ condition:</p> <p>Asphalt surface is cracking and worn and evidence of blue green algae growth is showing.</p> <p>Court run-off:</p> <p>Baseline run-offs are more than 1m short at each end and are impacted by asphalt surface not running out to fence line.</p> <p>Run-off area between courts is considered adequate in width, but steep gradient between courts to accommodate drainage are a potential risk.</p> <p>Nets and posts:</p> <p>Steel net posts with concrete footings -- all leaning indicating evidence of footing failure.</p> <p>Court line marking:</p> <p>Worn and patchy.</p> <p>Maintenance / capital works recommendations:</p> <p>Umpires chairs should be removed if they do not provide a practical purpose.</p> |

| | |
|--|--|
| <p>Court 2: EAST COURT</p>  <p>4.7m</p> <p>3.73 m</p> <p>3.6m</p> <p>4.65m</p> | <p>Surface type/ condition:</p> <p>Asphalt surface is cracking and worn and evidence of blue green algae growth is showing.</p> <p>Grass and weed growth and deteriorating asphalt down to exposed aggregate evident along northern baseline and eastern sideline.</p> <p>Court run-off:</p> <p>Baseline run-offs are more than 1m short at each end and are impacted by asphalt surface not running out to fence line.</p> <p>Sideline run-off distances are considered adequate.</p> <p>Nets and posts:</p> <p>Steel net posts with concrete footings -- all leaning indicating evidence of footing failure.</p> <p>Court line marking:</p> <p>Worn and patchy.</p> <p>Maintenance / capital works recommendations:</p> <p>Umpires chairs should be removed if they do not provide a practical purpose.</p> |
| 3. COURT LIGHTING | |
| <p>Number of courts with lights:</p> | <p>No floodlighting</p> |
| 4. DRAINAGE | |
| <p>Please note any comments in regards to site drainage:</p> | <p>Each court crests in the middle forming a gradient that falls into drainage swales that run between courts. Gradients appear over exaggerated and give a heaving effect to courts.</p> <p>Drainage swales appear to fall towards the southern end. There is a drainage pit at the south-east corner outside the court enclosure area that appears to take storm water away from court area and roadside and under the road way.</p> <p>System is not functioning as designed and water is gathering at the end of courts, creating wet spots and excess moisture build up.</p> |
| 5. COURT FENCING | |
| <p>Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided:</p> | <p>3m high galvanized wire mesh on northern, southern and westerns sides (some top rails provided).</p> <p>No court enclosure fencing is provided on the eastern side. This sideline shares a 1.2m high colorbond fence with the adjacent residential property.</p> |
| 6. CAR PARKING | |
| <p>Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting:</p> | <p>No formal parking provided.</p> |
| 7. COURT SURROUNDS | |
| <p>Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters:</p> | <p>Courts are provided in an open grass and farmland area that is exposed to windy conditions.</p> <p>Courts are on the main road frontage</p> |

| | |
|---|---|
| 8. CLUB HOUSE | |
| Provision and rating of facilities provided: | Small Besa Block brick viewing and maintenance shed provided that appear in poor condition.

There are toilets and an outdoor seating area, plus shade structure. |
| 9. ADJACENT LAND / FACILITIES | |
| Any comments in regards to adjacent facilities: | A residential property borders the eastern fence line. |
| 10. WATER AVAILABILITY | |
| Is there non-potable water available at the site? | None visible. |
| 11. ACCESSABILITY | |
| Are the facilities accessible? | No |

| | |
|---|---|
| Identified <u>Urgent Priorities</u> , please list: | New net posts with collapsible winders and new footings are required. |
|---|---|

OTHER NOTES:

Baseline run-off distances are significantly under-sized (approximately 1m at each end), therefore the overall court enclosure area should be surveyed to define full developable area available. Sideline run-offs will also be limited if clubhouse shelter is to remain within the court enclosure.

Site survey should also shoot site levels along southern boundary and road verge areas to test for drainage conditions. It is likely that full court reconstruction will be required to accommodate any new drainage design. Likely order of cost for full reconstruction would be \$120,000 to \$150,000 (without fence replacement).

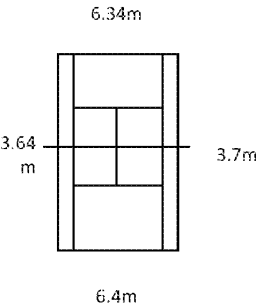
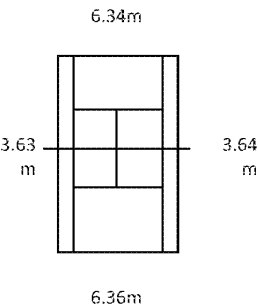
A possible alternative to full reconstruction may be the addition of concrete edging around court enclosure, application of geo-fabric, new net posts and footings and an asphalt re-sheet across the full court enclosure. This however is unlikely to resolve site drainage issues.

Cororooke is a strategically valuable site catering for the north-western population areas of the Shire, and sits amongst multiple defunct sites within the immediate surrounding area. It is also one of few sites that provide more than 2 courts in one location.

TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Forrest Date: 19/4/11

Site Address: 18 Station Street, Forrest 3236

| 1. SURFACE TYPE | Number of Courts and Comments: |
|---|--|
| Asphalt / concrete | 2 asphalt courts |
| 2. GENERAL COURT CONDITION | |
| <p>Court 1: PLAYGROUND SIDE</p>  | <p>Surface type/ condition:</p> <p>Very coarse grade of asphalt used with loose aggregate on top of court surface that has made the court very slippery.</p> <p>Some moss growth evident at the baselines.</p> <p>Some extreme patches of asphalt surface down to the next layer within the court profile is evident and is discoloured.</p> <p>Court run-off:</p> <p>Court run-off areas appear unimpeded and meet minimum recommended guidelines.</p> <p>Nets and posts:</p> <p>Steel net posts (leaning inwards) with older style winders. No net provided.</p> <p>Court line marking:</p> <p>Court line marking is patchy and broken.</p> <p>Maintenance / capital works recommendations:</p> <p>The court is currently considered unsafe due to the spray seal used and loose material on court surface. A re-seal or re-sheeting may be required.</p> |
| <p>Court 2: EAST COURT</p>  | <p>Surface type/ condition:</p> <p>Very coarse grade of asphalt used with loose aggregate on top of court surface that has made the court very slippery.</p> <p>Some moss growth evident at the baselines.</p> <p>Some extreme patches of asphalt surface down to the next layer within the court profile is evident and is discoloured.</p> <p>Court run-off:</p> <p>Court run-off areas appear unimpeded and meet minimum recommended guidelines.</p> <p>Nets and posts:</p> <p>Steel net posts (leaning inwards) with older style winders. No net provided.</p> <p>Court line marking:</p> <p>Court line marking is patchy and broken.</p> <p>Maintenance / capital works recommendations:</p> <p>The court is currently considered unsafe due to the spray seal used and loose material on court surface. A re-seal or re-sheeting may be required.</p> |

| | |
|---|---|
| 3. COURT LIGHTING | |
| Number of courts with lights: | No floodlighting |
| 4. DRAINAGE | |
| Please note any comments in regards to site drainage: | A drainage swale runs between the courts. Drainage is not functional and water and dirt is pooling around drainage outlet at northern end of court enclosure.

The material in the drainage swale is worn and loose surface material is present in the drain. |
| 5. COURT FENCING | |
| Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided: | 3m high galvanized wire mesh - no top or bottom rails. Some bottom fence curl is evident. |
| 6. CAR PARKING | |
| Comments in regards to whether it is a purpose built car parking including: sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting: | Formal and sealed off-street parking for 20 vehicles that is shared with the adjacent park is provided. |
| 7. COURT SURROUNDS | |
| Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters: | There is a large stand of eucalyptus and wattles in close proximity to the court enclosure.

Some leaf litter drop is evident in the drainage channel. |
| 8. CLUB HOUSE | |
| Provision and rating of facilities provided: | The timber clubhouse that appears in poor condition was locked at the time of inspection. |
| 9. ADJACENT LAND / FACILITIES | |
| Any comments in regards to adjacent facilities. | Courts are located nearby to parkland and children's playground and adjacent to a caravan park / camping ground. |
| 10. WATER AVAILABILITY | |
| Is there non-potable water available at the site? | None visible. |
| 11. ACCESSABILITY | |
| Are the facilities accessible? | No |

| | |
|---|--|
| Identified <u>Urgent Priorities</u> , please list: | The courts can be made safe by removing and replacing posts and winders and removing all loose aggregate and re-sheeting with asphalt. |
|---|--|

OTHER NOTES:

The courts have been spray sealed in recent times instead of being re-sheeted with asphalt, causing loose material on the surface and a slippery finish.

The court enclosure area appears of sufficient size to meet minimum requirements and pavement appears generally sound. However, engineering advice on the likelihood of success of asphalt re-sheeting should be sourced and drainage tested to ensure long-term functionality.

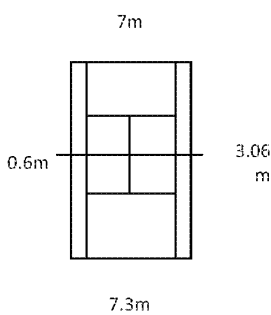
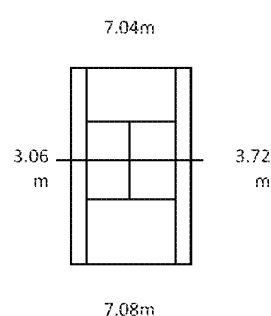
The courts are located in a nice setting given the adjacent park and playground and caravan park. There is opportunity for the courts to be well used for social play by caravan park users.

TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Swan Marsh

Date: 18/4/11

Site Address: 597 Swan Marsh Road, Swan Marsh 3249

| 1. SURFACE TYPE | Number of Courts and Comments: |
|---|--|
| Asphalt / concrete | 2 asphalt courts |
| 2. GENERAL COURT CONDITION | |
| <p>Court 1: WEST COURT</p>  <p>7m</p> <p>0.6m</p> <p>3.06 m</p> <p>7.3m</p> | <p>Surface type/ condition:
 Asphalt court surface is worn and patchy asphalt, and worn down to loose aggregate in places.</p> <p>Court run-off:
 A grass verge is located along the western sideline and is within 0.6m of the court area. All other run-offs appear adequate.</p> <p>Nets and posts:
 Steel net posts provided with concrete footings.</p> <p>Court line marking:
 Court line marking is broken and patchy.</p> <p>Maintenance / capital works recommendations:
 There appears to be significant cracking along the western sideline indicating signs of potential pavement failure.</p> |
| <p>Court 2: EAST COURT</p>  <p>7.04m</p> <p>3.06 m</p> <p>3.72 m</p> <p>7.08m</p> | <p>Surface type/ condition:
 Asphalt court surface is worn and patchy asphalt, and worn down to loose aggregate in places.</p> <p>Weed growth is penetrating the court surface and there is evidence of blue green algae growth.</p> <p>Court run-off:
 All court run-off distances appear adequate, however space between courts is an estimated 0.5m under-sized.</p> <p>Nets and posts:
 Steel net posts provided with concrete footings.</p> <p>Court line marking:
 Court line marking is broken and patchy.</p> <p>Maintenance / capital works recommendations:
 Court requires clearing of weeds and blue green algae requires treatment to avoid further surface degradation.</p> |
| 3. COURT LIGHTING | |
| Number of courts with lights: | No floodlighting |

| | |
|---|---|
| 4. DRAINAGE | |
| Please note any comments in regards to site drainage: | Courts crest in the middle creating a slope between them to form a drainage swale with an outlet at the northern end of the court enclosure. |
| 5. COURT FENCING | |
| Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided: | Rusted chicken wire fence provided without top or bottom rails. |
| 6. CAR PARKING | |
| Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting: | No formal parking -- roadside parking only. |
| 7. COURT SURROUNDS | |
| Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters: | Residential properties border the site.
Cypress trees located in adjacent CFA property are likely to have a root structure that may be impacting the court base.
Coastal rosemary is growing along and through the southern court enclosure boundary and should be removed. |
| 8. CLUB HOUSE | |
| Provision and rating of facilities provided: | The clubhouse facilities are rated poorly.
There is a basic facility with social area, kitchenette facilities and an outdoor seating area plus shade structure (open shade area). |
| 9. ADJACENT LAND / FACILITIES | |
| Any comments in regards to adjacent facilities: | Courts are located very close to residents, which may pose future development issues if additional space is required.
The facility is in a nice location (although very windy) in the town centre with a main road frontage. |
| 10. WATER AVAILABILITY | |
| Is there non-potable water available at the site? | None visible. |
| 11. ACCESSABILITY | |
| Are the facilities accessible? | No |
| Identified Urgent Priorities , please list: | There is a wind screen on the eastern fence that is too heavy for posts and is bringing down the fence. Windscreen should be removed or fence replaced with more appropriate gauged fence and footing design. |

OTHER NOTES:

The western side of the west court is starting to crack, showing evidence of base failure. Understanding the cause of cracking may impact future development potential and cost.

Base failure issues generally require full surface removal, base compaction and asphalt re-sheeting. The overall court enclosure area should be surveyed to define full developable area available as sideline run-offs appear limited, particularly if shelter is to remain within the court enclosure.

Besa Block shelter is only 2.56m from court sideline and is located within minimum run-off area. A concrete step for the shelter is only 900mm from court and it, as well as hand rails installed pose a significant risk issue for players.

Swan Marsh is a strategically valuable site catering for the western population areas of the Shire, particularly with defunct sites at Pirron Yallock and Bungador and the recent demise of the facility at nearby Larpent. It is the only tennis facility west of Colac.

APPENDIX 4b: Colac Otway Shire Tennis Development Plan - Weighted Issues Matrix

| Site Details | Court Usage | | Court Enclosure | | | Court Surface | | Nets / Posts | | Finishing | | | | Court Surrounds | | Lighting | | Parking | | ISSUE SCORING TOTALS | FACILITY IMPROVEMENT PRIORITY | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------|--------------------------|--------------|------------------|------------|-----------------|------------------|---------------------|--------------------------|---------------------|-----------------------|------------------------|--------------------------|---------------------|-----------------|-------------------------|-----------------|---------------|---------|----------------------|----------------------|-------------------------------|-------------------------|-----------------|------------------------|------------------|-------------------|---------------------|-----------------|-----------------|---------------------------|---------------------|-------------------|--------------------|-------------|------|--|--|--|--|--|--|--|--|--|--|
| | Current Usage | Total Courts | Run-off surfaces | Court size | Court condition | Surface cracking | Surface degradation | Regular surface material | Moss / algae growth | Need / require growth | Line marking - quality | Line marking - condition | Net repair / no net | Leaning posts | Regular post / material | Damaged winders | Net hole tops | Macpale | Acrylic roller coils | | | Regular traction tiling | Surface sealing | Regular fence material | Outdriving fence | Overhanging bases | Overhanging pavings | Gravelled paths | Gravelled paths | Regular design for tennis | Regular fence posts | On-street parking | Off-street parking | Unasphalted | | | | | | | | | | | |
| Apple Bay | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25 | | | | | | | | | | | | |
| Borough Park | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | | | | | | | | | | | | |
| Brown Drive | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | | | | | | | | | | | | |
| Brown | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | | | | | | | | | | | | |
| Brown (Eucalyptus) | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | | | | | | | | | | | | |
| Brown | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | | | | | | | | | | | | |
| Crestal River | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | | | | | | | | | | | |
| Colac Central Reserve | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18 | | | | | | | | | | | |
| Colac Lawn | Club | 15 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | | | | | | | | | | | |
| Crowns | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11 | | | | | | | | | | | |
| Cruey | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | | | | | | | | | | | |
| Colac State Reserve | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17 | | | | | | | | | | |
| Eucalypt | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | | | | | | | | | | | |
| Fairport | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19 | | | | | | | | | | | |
| Goldband | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | | | | | | | | | | |
| Geelong State | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21 | | | | | | | | | | |
| Lubana | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | | | | | | | | | | | |
| Riverbank | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17 | | | | | | | | | | | |
| Riverbank | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | | | | | | | | | | |
| Langport | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | | | | | | | | | | | |
| Lower Hill | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | | | | | | | | | | | |
| Peninsula | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | | | | | | | | | | | |
| Shanahan | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9 | | | | | | | | | | | |
| Monocroft | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | | | | | | | | | | | |
| Yoo | Club | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 | | | | | | | | | | | |
| TOTALS | | 79 | 29 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 241* | | | | | | | | | | |
| | PERCENTAGE OF FACILITIES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | WORKS DESCRIPTION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Matrix scoring mechanism:
 0 = No issue identified
 1 = Identified as a general quality issue or an issue impacting at least one court
 2 = Identified as a major quality issue or an issue impacting two or more courts

Colour code:
 Red = Critical issues
 Orange = Medium priority issues and a general policy or legislative
 Green = Low priority issues or no critical priority for rectification

APPENDIX 4c: Colac Otway Shire Tennis Development Plan - Prioritised Maintenance and Capital Works Projects by Site

| Site Details | Current Usage | Court Details | Issue Scoring Totals | Facility Improvement Priority |
|---|---------------|---------------|----------------------|-------------------------------|
| Apple Sky | Club | 3 | 0.73 | 25 |
| Barrington | Club | 2 | 0.80 | 5 |
| Berwick Downs | Club | 2 | 1.89 | 19 |
| Blythe | Club | 2 | 0.73 | 5 |
| Bolton Forest (Programmer) | Public | 1 | 0.73 | 3 |
| Brimbank | Club | 2 | 0.44 | 22 |
| Carlisle River | Public | 2 | 1.30 | 8 |
| Colac Central Reserve | Club | 2 | 0.74 | 16 |
| Chapel Lane | Club | 15 | 0.80 | 24 |
| Colombo | Club | 3 | 1.06 | 11 |
| Cressy | None | 0 | 0.73 | 3 |
| Colac South Reserve | Club | 4 | 0.73 | 17 |
| Curack | None | 0 | 0.73 | 2 |
| Fields | Club | 2 | 0.80 | 19 |
| Gelbord | Club | 3 | 0.80 | 20 |
| Georgiana | Overflow | 2 | 0.98 | 21 |
| Lambton | Public | 2 | 0.73 | 1 |
| Moventer | Club | 2 | 0.73 | 17 |
| Rehbet River | Public | 1 | 0.73 | 22 |
| Lambton | None | 0 | 0.73 | 7 |
| Lewis Hill | Public | 2 | 0.75 | 14 |
| Pennington | Club | 2 | 0.75 | 14 |
| Shan Marsh | Club | 2 | 1.26 | 9 |
| Wynyard | Club | 2 | 0.80 | 13 |
| Yes | Overflow | 2 | 0.89 | 12 |
| TOTALS | | 70 | 24.01 | |
| PERCENTAGE OF FACILITIES WORKS DESCRIPTION | | | | |
| Close court(s) | | | 24% | 10% |
| Depreciation risk | | | 77% | 69% |
| Clean courts | | | 86% | 86% |
| Paints surrounding courts | | | 86% | 86% |
| Clear surrounds / veg | | | 86% | 86% |
| Clear drainage | | | 86% | 86% |
| Remove unpop. chas(es) | | | 86% | 86% |
| Facility renewal | | | 46% | 40% |
| Resurface asphalt / surfaces | | | 46% | 40% |
| Replace net posts | | | 46% | 44% |
| Facility upgrade | | | 24% | 24% |
| New drainage construction | | | 24% | 20% |
| Expand court footprint | | | 24% | 24% |
| Replace net posts | | | 24% | 24% |
| Install floodlighting | | | 24% | 4% |

Appendix B: Colac Otway Tennis Development Plan - Estimated probable maintenance, renewal and redevelopment costs

| Site Details | Court Details | | | | | | | | | | | | BASE SCHEMATA TOTALS | FACILITY IMPROVEMENT PRIORITY | Estimated Probable Maintenance, Renewal and Redevelopment Costs | | | | | | | | | | | | |
|---------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|-------------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Code | Surface | Size | Age | Condition | Priority | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | | | Year 7 | Year 8 | Year 9 | Year 10 | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 |
| Asphalt | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| Concrete | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| Grass | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| Other | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| TOTALS | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |

LAN DRAWING 2/1/2017



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|-------------------------|
| Name of Club | Barongarook Tennis Club |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|---------|-------|---------|-------|---------|-------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | | | | | | |
| Women | | | | | | |
| Junior Boys | 10 | | 7 | | | |
| Junior Girls | 10 | | 9 | | | |
| Masters | | | | | | |
| Total | | 4 | | 3 | | |

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased
 Decreased
 Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time
 Changing interest
 Affordability
 Facility - new
 Competing activities
 Population increase
 Population decrease
 - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100 % Other %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes
 No
 Don't know
 Depends on local interest

IF YES, in what age groups?

- Mens
 Women
 Juniors
 Masters

How?

Word of mouth.

Development of one senior team.

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|----|-----------------|
| Business/Financial plan | | ✓ | |
| Risk management plan | | | unsure |
| Marketing plan | | ✓ | |
| Website | | ✓ | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|------------------------------------|------|--------|-----|
| Volunteer management | ✓ | | |
| Club management | ✓ | | ✓ |
| Membership decline | | | ✓ |
| Junior development | | | ✓ |
| Access to funding | ✓ | | |
| Financial sustainability | ✓ | | |
| Marketing and promotion | | | ✓ |
| Sponsorship | | ✓ | |
| Non traditional competition unsure | | | |
| Insurance | ✓ | | |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

- Yes No

IF YES, how? _____

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

- Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- Ground use advice Capital works funds
 Funding advice Project planning and support
 Community Funding Insurance advice
 Maintenance assistance Clubs and Organisations Information
 Events development advice Other _____

Q10) How would you rate the support you receive from Council?

- Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

Very Good Good Satisfactory Poor
club rooms court surface.

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|-------------------------------------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | 2.5 | | 2.5 | | | | | <input checked="" type="checkbox"/> | | |
| Junior Competition 17.2 | | | | | | 2.5 | | <input checked="" type="checkbox"/> | | |
| Junior Tournament 17.3 | | | | | | | | | | |
| Senior Training 17.4 | | | | | | | | | | |
| Senior Competition 17.5 | | | | | | | | | | |
| Senior Tournament 17.6 | | | | | | | | | | |
| Club Administration 17.7
(e.g. committee meetings) | .5 | | | | | | | <input checked="" type="checkbox"/> | | |
| Club Functions 17.8 | | | | | | | | | | |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10 | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment _____

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained . maintained by volunteers.

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No Unsure .

IF YES what type of works and when? court resurfacing, disabled toilet

What is the estimated cost of the project? 40,000 ?

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport? 350 per person.

| | Cost |
|--|------|
| Senior seasonal membership fee (include any weekly fees) | |
| Junior seasonal membership fee (include any weekly fees) | 350. |
| Senior seasonal Association affiliation and insurance fees (Peak body) | |
| Junior seasonal Association affiliation and insurance fees (Peak body) | |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

- Maintain / increase membership
- Maintain or improve current court surface
- Encourage high level of volunteers assistance.

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 10 DECEMBER 2010

Thank you for taking the time to complete this important survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|--------------------------|
| Name of Club | BARLON Downs Tennis Club |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|---------|-------|---------|-------|---------|-------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | | | | | | |
| Women | | | | | | |
| Junior Boys | | | | | | |
| Junior Girls | | | | | | |
| Masters | | | | | | |
| Total | | | | | | |

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased Decreased Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time Changing interest Affordability Facility - new
 Competing activities Population increase Population decrease - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100 % Other %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes No Don't know

IF YES, in what age groups?

- Mens Women Juniors Masters

How?

We hope to be able to upgrade our facilities which
 will attract new members.

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|----|-----------------|
| Business/Financial plan | | ✓ | ✓ |
| Risk management plan | | ✓ | |
| Marketing plan | | ✓ | |
| Website | | ✓ | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|------|--------|-----|
| Volunteer management | | | ✓ |
| Club management | | | ✓ |
| Membership decline | | ✓ | |
| Junior development | ✓ | | |
| Access to funding | ✓ | | |
| Financial sustainability | ✓ | | |
| Marketing and promotion | ✓ | | |
| Sponsorship | ✓ | | |
| Non traditional competition | | ✓ | |
| Insurance | | | ✓ |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

Yes No

IF YES, how? _____

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- | | |
|---|--|
| <input type="checkbox"/> Ground use advice | <input type="checkbox"/> Capital works funds |
| <input type="checkbox"/> Funding advice | <input type="checkbox"/> Project planning and support |
| <input checked="" type="checkbox"/> Community Funding | <input type="checkbox"/> Insurance advice |
| <input type="checkbox"/> Maintenance assistance | <input type="checkbox"/> Clubs and Organisations Information |
| <input type="checkbox"/> Events development advice | <input type="checkbox"/> Other _____ |

Q10) How would you rate the support you receive from Council?

Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|------------|------------|----------------------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | | | | | | | | | |
| Junior Competition 17.2 | | | | | | | | | | |
| Junior Tournament 17.3 | | | | | | | | | | |
| Senior Training 17.4 | | | ✓ | | ✓ | | | ✓
2 hrs | | |
| Senior Competition 17.5 | | | | | | ✓ | | | ✓
4 hrs | |
| Senior Tournament 17.6 | | | | | | | | | | |
| Club Administration 17.7
(e.g. committee meetings) | | ✓ | | | | | | | | Sortly.
✓
2 hr |
| Club Functions 17.8 | | | | | | | ✓ | | | 1/2 wly
4 hrs. |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10
_____ | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment _____

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

NA

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when? Courts resurfaced & new club rooms when funding permits.

What is the estimated cost of the project? \$80,000 - \$100,000.

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|---------------|
| Senior seasonal membership fee (include any weekly fees) | \$55 per year |
| Junior seasonal membership fee (include any weekly fees) | |
| Senior seasonal Association affiliation and insurance fees (Peak body) | |
| Junior seasonal Association affiliation and insurance fees (Peak body) | |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

- Club rooms
- Re-surface courts
- Membership drive.

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|-------------------|
| Name of Club | BEEAC TENNIS CLUB |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|-----------|----------------|-----------|----------------|-----------------|----------------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | 12 | 2 senior teams | 7 | 2 senior teams | 12 9 | 1 senior team |
| Women | 12 | | 9 | | 10 | |
| Junior Boys | 14 | | 9 | 4 Junior teams | 12 | 4 Junior teams |
| Junior Girls | 19 | 5 Junior teams | 15 | | 16 | |
| Masters | | | | | | |
| Total | 57 | 7 | 40 | 6 | 47 | 5 |

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased
 Decreased
 Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time
 Changing interest
 Affordability
 Facility - new
 Competing activities
 Population increase
 Population decrease
 - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100 % Other %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes
 No
 Don't know

IF YES, in what age groups?

- Mens
 Women
 Juniors
 Masters

How?

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|-------------------------------------|-------------------------------------|
| Business/Financial plan | | | <input checked="" type="checkbox"/> |
| Risk management plan | | <input checked="" type="checkbox"/> | |
| Marketing plan | | <input checked="" type="checkbox"/> | |
| Website | | <input checked="" type="checkbox"/> | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Volunteer management | | | <input checked="" type="checkbox"/> |
| Club management | | | <input checked="" type="checkbox"/> |
| Membership decline | | | <input checked="" type="checkbox"/> |
| Junior development | | | |
| Access to funding | <input checked="" type="checkbox"/> | | |
| Financial sustainability | | <input checked="" type="checkbox"/> | |
| Marketing and promotion | | <input checked="" type="checkbox"/> | |
| Sponsorship | | <input checked="" type="checkbox"/> | |
| Non traditional competition | | | |
| Insurance | <input checked="" type="checkbox"/> | | |
| Other | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

Yes No

IF YES, how? _____

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- Ground use advice
- Funding advice
- Community Funding
- Maintenance assistance
- Events development advice
- Capital works funds
- Project planning and support
- Insurance advice
- Clubs and Organisations Information
- Other

Q10) How would you rate the support you receive from Council?

Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|-----------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | | | ✓ | | | | ✓
2hrs | | |
| Junior Competition 17.2 | | | | | | ✓ | | ✓
3hrs | | |
| Junior Tournament 17.3 | | | | | | | | | | |
| Senior Training 17.4 | | | | | | | | | | |
| Senior Competition 17.5 | | | | | | ✓ | | 4hrs | | |
| Senior Tournament 17.6 | | | | | | | | | | |
| Club Administration 17.7
(e.g. committee meetings) | | | | | | | | | | |
| Club Functions 17.8 | | | | | | | | | | |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10
_____ | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment _____

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when? NEW COURTS ASAP.

What is the estimated cost of the project? \$90,000

What resources would your Club contribute to the project?

- Cash In Kind Other GOVERNMENT SUPPORT

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|--------------|
| Senior seasonal membership fee (include any weekly fees) | \$104.00 pa. |
| Junior seasonal membership fee (include any weekly fees) | \$52.00 pa. |
| Senior seasonal Association affiliation and insurance fees (Peak body) | \$24.00 pa. |
| Junior seasonal Association affiliation and insurance fees (Peak body) | \$24.00 pa. |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

1. NEW COURTS
2. FENCING
3. CLUB ROOMS

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|------------------------|
| Name of Club | COLAC LAWN TENNIS CLUB |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|---------|-------|---------|-------|---------|-------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | | | | | | |
| Women | | | | | | |
| Junior Boys | | | | | | |
| Junior Girls | | | | | | |
| Masters | | | | | | |
| Total | | | | | | |

Handwritten notes:
 Total: - 140
 - 180

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased Decreased Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time Changing interest Affordability Facility - new
 Competing activities Population increase Population decrease - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 90 % Other 10 %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes No Don't know

IF YES, in what age groups?

- Mens Women Juniors Masters

How?

OFFERING TOURNAMENTS AND SPECIAL
EVENTS (LADIES DAY COMP)

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-------------------------------------|--------------------------|--------------------------|
| Business/Financial plan | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Risk management plan | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Marketing plan | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Website | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|---|--------------------------|-------------------------------------|-------------------------------------|
| Volunteer management | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Club management | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Membership decline | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Junior development | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Access to funding | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Financial sustainability | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Marketing and promotion | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Sponsorship | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Non traditional competition | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Other <u>Climate Conditions (due to high rainfalls we have not played 6 out of the last 10 weeks)</u> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)? *Week*

Yes No

IF YES, how? OUR CLUBHOUSE HAS RAMP ACCESS.

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- Ground use advice
- Capital works funds
- Funding advice
- Project planning and support
- Community Funding
- Insurance advice
- Maintenance assistance
- Clubs and Organisations Information
- Events development advice
- Other _____

Q10) How would you rate the support you receive from Council?

Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

- Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

- Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

- Direct mail *OR* Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

- Direct mail *OR* Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

- Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

- Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | | Frequency | | |
|---|-------------|--------------------|---------------------|---------------------------|-----|--------------------------------|-----|--------|-----------|--------------------------|--|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly | |
| Junior Training 17.1 | | | | 2 | | | | | | 8 ^{MRS} | |
| Junior Competition 17.2 | | | | | | 5 | | | | 20 | |
| Junior Tournament 17.3 | | OPT LIS TOURNAMENT | | | | 8 | | | | 40-60 | |
| Senior Training 17.4 | | PALIS | | IN JAN CLUB CHAMPIONSHIPS | | | | | | DURING TOURNAMENTS | |
| Senior Competition 17.5 | | | | | | 4 | | | | | |
| Senior Tournament 17.6 | | | | | | 8 | | | | 40-60 DURING TOURNAMENTS | |
| Club Administration 17.7 (e.g. committee meetings) | | 2HR EACH MONTH | | | | | | | | → | |
| Club Functions 17.8 | | | | | | | | | | | |
| Events 17.9 (e.g. Birthday parties, Inter League Matches) | | | | | | DEPENDING ON HIRE OF CLUBHOUSE | | | | → | |
| Other 17.10 | PLUS | | SOCIAL TENNIS DAILY | | | | | | | | |

MEMBERS WANTING TO PLAY ON COURTS.

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment SHIRE AWARE ON CURRENT CONCERNS.

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when? Renew / Install new fencing

What is the estimated cost of the project? Applied to Council in 2010.

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|---------|
| Senior seasonal membership fee (include any weekly fees) | \$ 230. |
| Junior seasonal membership fee (include any weekly fees) | \$ 115. |
| Senior seasonal Association affiliation and insurance fees (Peak body) | \$ 24 |
| Junior seasonal Association affiliation and insurance fees (Peak body) | \$ 24 |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

1. Fencing.
2. Improve Court Surface.
3. General Beaut within the Club.
paving around tournament box.

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



Colac Otway
SHIRE

**COLAC OTWAY SHIRE
 TENNIS CLUB SURVEY**

Lisa

| | |
|---------------------------------------|-----------|
| Name of Club | COROROOKE |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 Nil | |
|--------------|-----------|-------------|-----------|-------------|-------------|-------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | 8 | | 7 | | | |
| Women | 7 | | 7 | | | |
| Junior Boys | 9 | Mixed teams | 8 | Mixed teams | | |
| Junior Girls | 18 | | 13 | | | |
| Masters | | | | | | |
| Total | 42 | | 35 | | | |

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased Decreased Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time Changing interest Affordability Facility - new
 Competing activities Population increase Population decrease - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100 % Other %

Q4) Is your Club planning to increase participation in tennis in the future?

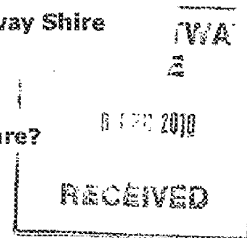
- Yes No Don't know

IF YES, in what age groups?

- Mens Women Juniors Masters

How?

By taking part in the Polwarth & District Tennis Association competition



CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|----|-----------------|
| Business/Financial plan | | ✓ | |
| Risk management plan | | ✓ | |
| Marketing plan | | ✓ | |
| Website | | ✓ | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|------|--------|-----|
| Volunteer management | | ✓ | |
| Club management | | ✓ | |
| Membership decline | | | ✓ |
| Junior development | | ✓ | |
| Access to funding | ✓ | | |
| Financial sustainability | ✓ | | |
| Marketing and promotion | | ✓ | |
| Sponsorship | | ✓ | |
| Non traditional competition | | ✓ | |
| Insurance | | ✓ | |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

- Yes No

IF YES, how? _____

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

- Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- | | |
|---|---|
| <input type="checkbox"/> Ground use advice | <input type="checkbox"/> Capital works funds |
| <input type="checkbox"/> Funding advice | <input type="checkbox"/> Project planning and support |
| <input checked="" type="checkbox"/> Community Funding | <input type="checkbox"/> Insurance advice |
| <input type="checkbox"/> Maintenance assistance | <input checked="" type="checkbox"/> Clubs and Organisations Information |
| <input type="checkbox"/> Events development advice | <input type="checkbox"/> Other _____ |

Q10) How would you rate the support you receive from Council?

- Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

- Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

- Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

- Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

- Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

- Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

- Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|-----------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | ✓ | | | | | | ✓ | | |
| Junior Competition 17.2 | | | | | | ✓ | | ✓ | | |
| Junior Tournament 17.3 | | | | | | | | | | |
| Senior Training 17.4 | | | | | | | | | | |
| Senior Competition 17.5 | | | | | | ✓ | | ✓ | | |
| Senior Tournament 17.6 | | | | | | | | | | |
| Club Administration 17.7
(e.g. committee meetings) | | | | | | | | | | |
| Club Functions 17.8 | | | | | | | | | | |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10
_____ | | | | | | | | | | |

Q18) Does your Club share the use of this facility?
 Yes No

IF YES, what is the nature of the Clubs use?

Formal basis Casual hire informal community use

Q19) Does your Club have any issues or concerns arising from the shared use?
 Yes No

IF YES please comment Safety of court surface

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?
 Yes No

IF YES what type of works and when? Resurfacing of court surface

What is the estimated cost of the project? \$35,000

What resources would your Club contribute to the project?

Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|------|
| Senior seasonal membership fee (include any weekly fees) | |
| Junior seasonal membership fee (include any weekly fees) | |
| Senior seasonal Association affiliation and insurance fees (Peak body) | |
| Junior seasonal Association affiliation and insurance fees (Peak body) | |

PRIORITIES (refer attachment)

Q25) What are your Club's three highest priority areas over the next three to five years?

- Resurfacing the courts (3 courts)
- Maintaining/increasing membership - Training juniors.
- Improving club facilities for sporting and recreational use (Kitchen facilities)

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



**COLAC OTWAY SHIRE
 TENNIS CLUB SURVEY**

COLAC OTWAY
 SHIRE
 17 DEC 2010

| | |
|---------------------------------------|---------------------------|
| Name of Club | ELLIMINYT TENNIS CLUB INC |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|-------------------------|-----------|----------|-----------|----------|-----------|----------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | 12 | 3 | 12 | 3 | 12 | 3 |
| Women | 12 | | 12 | | 12 | |
| Junior Boys | 15 | 5 | 13 | 4 | 9 | 3 |
| Junior Girls | 10 | | 7 | | 6 | |
| Masters
Life Members | 3 | - | 3 | - | 3 | - |
| Total | 52 | 8 | 47 | 7 | 42 | 6 |

Q1) Has the trend of membership participation changed over the past 5 years?
 Increased Decreased Remained the same

Q2) If your membership has changed please indicate the reasons below
 Lack of time Changing interest Affordability Facility - new
 Competing activities Population increase Population decrease - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100 % Other _____ %

Q4) Is your Club planning to increase participation in tennis in the future?
 Yes No Don't know

IF YES, in what age groups?
 Mens Women Juniors Masters

How?
By PROMOTION AND ENCOURAGING JUNIOR PLAYERS
INCREASE SENIOR TEAMS THROUGH PROMOTION OF JUNIOR
PLAYERS

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|----|-----------------|
| Business/Financial plan | | ✓ | |
| Risk management plan | | ✓ | |
| Marketing plan | | ✓ | |
| Website | | ✓ | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|---|------|--------|---|
| Volunteer management | | | ✓ |
| Club management | | | ✓ |
| Membership decline | | | ✓ |
| Junior development | | | ✓ |
| Access to funding | | ✓ | |
| Financial sustainability | | ✓ | |
| Marketing and promotion | | | ✓ |
| Sponsorship | | | ✓ |
| Non traditional competition | | | ✓ |
| Insurance | | | ✓ |
| Other <u>RENTAL COST A MAJOR PROBLEM.</u> | ✓ | | |
| | | | <u>\$435 PER ANNUM FOR A SMALL CLUB</u> |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

Yes No
 IF YES, how? FACILITIES AVAILABLE TO ALL

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- Ground use advice
- Funding advice
- Community Funding
- Maintenance assistance
- Events development advice
- Capital works funds
- Project planning and support
- Insurance advice
- Clubs and Organisations Information
- Other _____

Q10) How would you rate the support you receive from Council?

Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

- Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

- Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

- Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

- Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

- Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

- Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|---|-------------------|--------------|--------------|--------------|-----|------------------------|-----|-------------------------------------|-----------|-------------------------------------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | 3:30
5:30 | 3:30
5:30 | 2:30
5:30 | | | | <input checked="" type="checkbox"/> | | |
| Junior Competition 17.2 | | | | | | 8:00
10:00
12:00 | | <input checked="" type="checkbox"/> | | |
| Junior Tournament 17.3 | | | | | | | | | | |
| Senior Training 17.4 | | | 6:00
7:30 | 6:00
7:30 | | | | <input checked="" type="checkbox"/> | | |
| Senior Competition 17.5 | | | | | | 1:00
5:30 | | <input checked="" type="checkbox"/> | | |
| Senior Tournament 17.6 | | | | | | | | | | |
| Club Administration 17.7
(e.g. committee meetings) | 8:00am
10:00am | | | | | | | | | <input checked="" type="checkbox"/> |
| Club Functions 17.8 | | | | | | 5:00pm
10:00pm | | | | 2 per season |
| Events 17.9
(e.g. Birthday parties, Inter League Matches)
ASSOCIATION FINALS PLAYED THERE | | | | | | 1:00
3:00
5:30 | | | | 3 Services |
| Other 17.10 | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when?

Replacement of CARPET

What is the estimated cost of the project?

\$3500

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|-------|
| Senior seasonal membership fee (include any weekly fees) | \$ 90 |
| Junior seasonal membership fee (include any weekly fees) | \$ 52 |
| Senior seasonal Association affiliation and insurance fees (Peak body) | \$ 24 |
| Junior seasonal Association affiliation and insurance fees (Peak body) | \$ 24 |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

1. Replacement of CARPET
2. Improvement to the surfaces of courts 1+2 (SLIPPERY WHEN WET)
3. IMPROVED EXTERIOR SEATING

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|---------------------|
| Name of Club | FORREST TENNIS CLUB |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|----------------------|---------|-------|---------|-------|---------|-------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | 5 | | 5 | | 5 | |
| Women | 5 | | 5 | | 5 | |
| Junior Boys | | | | | | |
| Junior Girls | | | | | | |
| Masters Senior Mixed | | 1 | | 1 | | 1 |
| Total | | 1 | | 1 | | 1 |

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased
 Decreased
 Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time
 Changing interest
 Affordability
 Facility - new
 Competing activities
 Population increase
 Population decrease
 - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 80 % Other 20 %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes
 No
 Don't know

IF YES, in what age groups?

- Mens
 Women
 Juniors
 Masters

How?

*By actively promoting the sport at junior level.

*Hoping to improve court playing surface to attract more members.

*Hoping to improve club facilities, to make it a more pleasant experience.

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|-------------------------------------|-----------------|
| Business/Financial plan | | <input checked="" type="checkbox"/> | |
| Risk management plan | | <input checked="" type="checkbox"/> | |
| Marketing plan | | <input checked="" type="checkbox"/> | |
| Website | | <input checked="" type="checkbox"/> | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Volunteer management | <input checked="" type="checkbox"/> | | |
| Club management | | <input checked="" type="checkbox"/> | |
| Membership decline | | <input checked="" type="checkbox"/> | |
| Junior development | <input checked="" type="checkbox"/> | | |
| Access to funding | <input checked="" type="checkbox"/> | | |
| Financial sustainability | <input checked="" type="checkbox"/> | | |
| Marketing and promotion | <input checked="" type="checkbox"/> | | |
| Sponsorship | <input checked="" type="checkbox"/> | | |
| Non traditional competition | | | <input checked="" type="checkbox"/> |
| Insurance | <input checked="" type="checkbox"/> | | |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

Yes No
IF YES, how? No Steps or Stairs / Good parking - access to Courts.

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- | | |
|--|---|
| <input type="checkbox"/> Ground use advice | <input type="checkbox"/> Capital works funds |
| <input type="checkbox"/> Funding advice | <input type="checkbox"/> Project planning and support |
| <input checked="" type="checkbox"/> Community Funding | <input type="checkbox"/> Insurance advice |
| <input checked="" type="checkbox"/> Maintenance assistance | <input checked="" type="checkbox"/> Clubs and Organisations Information |
| <input type="checkbox"/> Events development advice | <input type="checkbox"/> Other _____ |

Q10) How would you rate the support you receive from Council?

Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

- Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

- Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

- Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

- Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

- Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

- Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|-----------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | | | | | | | | | |
| Junior Competition 17.2 | | | | | | | | | | |
| Junior Tournament 17.3 | | | | | | | | | | |
| Senior Training 17.4 | | | | | | | | | | |
| Senior Competition 17.5 | | | | | | 5 | | | ✓ | |
| Senior Tournament 17.6 | | | | | | | | | | |
| Club Administration 17.7
(e.g. committee meetings) | | | | | | | | | | |
| Club Functions 17.8 | | | | | | | | | | |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10
_____ | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment The 10 Club members, pay for everything i.e. nets etc + maintain the facility. The townspeople + holiday makers then wear everything out again.

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when? Re surface of courts - ~~Peak~~ ^{within 12 mont}

What is the estimated cost of the project? \$ 35,000.00

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|------------------------|
| Senior seasonal membership fee (include any weekly fees) | \$55.00 |
| Junior seasonal membership fee (include any weekly fees) | |
| Senior seasonal Association affiliation and insurance fees (Peak body) | included in membership |
| Junior seasonal Association affiliation and insurance fees (Peak body) | |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

- Re Surface Playing Surface
- Improve Clubhouse Facilities
- Increase number of playing teams

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|------------------------|
| Name of Club | GELLIBRAND TENNIS CLUB |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|---------|-------|---------|-------|---------|-------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | 1 | | | | | |
| Women | 2 | | | | | |
| Junior Boys | | | | | | |
| Junior Girls | | | | | | |
| Masters | | | | | | |
| Total | | | | | | |

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased
 Decreased
 Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time
 Changing interest
 Affordability
 Facility - new
 Competing activities
 Population increase
 Population decrease
 - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100 % Other %

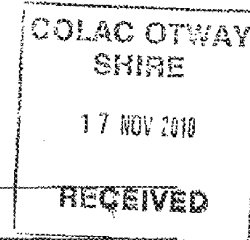
Q4) Is your Club planning to increase participation in tennis in the future?

- Yes
 No
 Don't know

IF YES, in what age groups?

- Mens
 Women
 Juniors
 Masters

How?



CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|----|-----------------|
| Business/Financial plan | | ✓ | |
| Risk management plan | | ✓ | |
| Marketing plan | | ✓ | |
| Website | | ✓ | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|------|--------|-----|
| Volunteer management | ✓ | | |
| Club management | ✓ | | |
| Membership decline | ✓ | | |
| Junior development | ✓ | | |
| Access to funding | | | |
| Financial sustainability | | | |
| Marketing and promotion | | | |
| Sponsorship | | | |
| Non traditional competition | | | |
| Insurance | | | |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

- Yes No

IF YES, how? _____

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

- Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- Ground use advice Capital works funds
 Funding advice Project planning and support
 Community Funding Insurance advice
 Maintenance assistance Clubs and Organisations Information
 Events development advice Other _____

Q10) How would you rate the support you receive from Council?

- Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

- Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

- Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

- Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

- Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

- Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

- Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|-----------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | | | | | | | | | |
| Junior Competition 17.2 | | | | | | | | | | |
| Junior Tournament 17.3 | | | | | | | | | | |
| Senior Training 17.4 | | ✓ | | ✓ | | | | ✓ | | |
| Senior Competition 17.5 | | | | | | | | | | |
| Senior Tournament 17.6 | | | | | | | | | | |
| Club Administration 17.7
(e.g. committee meetings) | | | | | | | | | | |
| Club Functions 17.8 | | | | | | | | | | |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10
_____ | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment They don't remove netball poles.

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when? _____

What is the estimated cost of the project? _____

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|------|
| Senior seasonal membership fee (include any weekly fees) | 55 |
| Junior seasonal membership fee (include any weekly fees) | 35 |
| Senior seasonal Association affiliation and insurance fees (Peak body) | |
| Junior seasonal Association affiliation and insurance fees (Peak body) | |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

- More members so can compete.
- Junior coaching clinic
- _____

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 10 DECEMBER 2010

Thank you for taking the time to complete this important survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|----------------------|
| Name of Club | Kanawana Tennis Club |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|---------|-------|---------|-------|---------|-------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | | | | | | |
| Women | | | | | | |
| Junior Boys | | | | | | |
| Junior Girls | | | | | | |
| Masters | | | | | | |
| Total | | | | | | |

provided by PDFA secretary

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased
 Decreased
 Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time
 Changing interest
 Affordability
 Facility - ^{upgraded} ~~new~~
 Competing activities
 Population increase
 Population decrease
 - poor community connections

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100% Other %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes
 No
 Don't know
 we are always trying

IF YES, in what age groups?

- Mens
 Women
 Juniors
 Masters
 ALL

How?

Active in PDFA committee + promoting tennis
 Participating in programs that ↑ community wellbeing
 eg GoodSports, Leisure Networks

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-------------------------------------|-------------------------------------|-----------------|
| Business/Financial plan | <input checked="" type="checkbox"/> | | |
| Risk management plan | <input checked="" type="checkbox"/> | | |
| Marketing plan | | | |
| Website | | <input checked="" type="checkbox"/> | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|-------------------------------------|-------------------------------------|-----|
| Volunteer management | <input checked="" type="checkbox"/> | | |
| Club management | <input checked="" type="checkbox"/> | | |
| Membership decline | <input checked="" type="checkbox"/> | | |
| Junior development | <input checked="" type="checkbox"/> | | |
| Access to funding | <input checked="" type="checkbox"/> | | |
| Financial sustainability | <input checked="" type="checkbox"/> | | |
| Marketing and promotion | <input checked="" type="checkbox"/> | | |
| Sponsorship | | <input checked="" type="checkbox"/> | |
| Non traditional competition | ? not sure what you mean | | |
| Insurance | <input checked="" type="checkbox"/> | | |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

Yes

No

IF YES, how?

participate in Leisure Networks related Community's project 2010-12

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

Yes

No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

Ground use advice

Capital works funds

Funding advice

Project planning and support

Community Funding

Insurance advice

Maintenance assistance

Clubs and Organisations Information

Events development advice

Other

Receive mail outs from Council about events/projects.

Q10) How would you rate the support you receive from Council?

Very Good

Good

Satisfactory

Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

- Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

- Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

- Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

- Direct mail Email Website

Meetings with PDFA

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

- Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

- Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|-----------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | | | ✓ | | | | | | |
| Junior Competition 17.2 | | | | | | ✓ | | | | |
| Junior Tournament 17.3 | | | | | | ✓ | ✓ | | | |
| Senior Training 17.4 | | | | ✓ | | ✓ | | | | |
| Senior Competition 17.5 | | | | | | ✓ | | | | |
| Senior Tournament 17.6 | | | | | | ✓ | ✓ | | | |
| Club Administration 17.7
(e.g. committee meetings) | | | | | | | | | | ✓ |
| Club Functions 17.8 | | | | | | | | | | ✓ |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | ✓ |
| Other 17.10 | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

for community development + access purposes.

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

sharing essential in isolated communities

IF YES please comment

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Council have never been involved

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

(COURT)

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

CLUBrooms, SunShelter

IF YES what type of works and when?

What is the estimated cost of the project?

NOT costed as yet

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|---------------|
| Senior seasonal membership fee (include any weekly fees) | 80 |
| Junior seasonal membership fee (include any weekly fees) | 55 |
| Senior seasonal Association affiliation and insurance fees (Peak body) | 55 |
| Junior seasonal Association affiliation and insurance fees (Peak body) | 55 |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

- Ensure isolated communities do not lose courts*
- Appropriate funding to maintain courts*
- Maximise opportunities for all ages/abilities to be involved in sport*

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|------------------------|
| Name of Club | SWAN MARSH TENNIS CLUB |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP Competitive tennis members

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|-----------|--------------|-----------|-----------------------------|-----------|--------------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | 12 | seniors
1 | 11 | seniors
2 | 9 | seniors
2 |
| Women | 8 | | 11 | | 7 | |
| Junior Boys | 6 | Juniors
2 | 3 | Juniors
1 | 8 | Juniors
2 |
| Junior Girls | 7 | | 5 | plus
1 combined | 5 | |
| Masters | | | | Swan Marsh/
Kewarra team | | |
| Total | 33 | | 30 | | 29 | |

* social memberships will increase as they are for the calendar year while competitive tennis is 1/11 through to 31/10

Q1) Has the trend of membership participation changed over the past 5 years?
 Increased Decreased Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time Changing interest Affordability Facility - new
 Competing activities Population increase Population decrease - poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway (minus one member) 100 % Other %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes No Don't know

IF YES, in what age groups?

- Mens Women Juniors Masters

How?

* Run a program for mothers of preschools (Tennis Victoria funded)

* promote social tennis * run a junior 'Hot Shots' program (subject to availability of equipment; Pkwarth Tennis Association have 2 sets for loan to association affiliated clubs)

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|------------------------------------|----|-----------------|
| Business/Financial plan | currently working on both of these | | |
| Risk management plan | | | |
| Marketing plan | | ✓ | |
| Website | | ✓ | ✓ |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|------|--------|-----|
| Volunteer management | ✓ | | |
| Club management | ✓ | | |
| Membership decline | | ✓ | |
| Junior development | ✓ | | |
| Access to funding | | ✓ | |
| Financial sustainability | | ✓ | |
| Marketing and promotion | | ✓ | |
| Sponsorship | | ✓ | |
| Non traditional competition | | ✓ | |
| Insurance | | ✓ | |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

Yes No

IF YES, how? Club is open to all abilities

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- Ground use advice
- Funding advice
- Community Funding
- Maintenance assistance
- Events development advice
- Capital works funds
- Project planning and support
- Insurance advice
- Clubs and Organisations Information
- Other _____

Q10) How would you rate the support you receive from Council?

Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|------------------------------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | | | | | | | ✓ | | |
| Junior Competition 17.2 | | | | | | ✓ | | ✓ | | |
| Junior Tournament 17.3 | | | | | | | | annually | | |
| Senior Training 17.4 | | | | | | | | ✓ | | |
| Senior Competition 17.5 | | | | | | ✓ | | ✓ | | |
| Senior Tournament 17.6 | | | | | | | | annually | | |
| Club Administration 17.7
(e.g. committee meetings) | | | | | | | | AGM plus
2/3 meetings | | |
| Club Functions 17.8 | | | | | | | | per season
2/3 per season | | |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10 | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment _____

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when? resurfacing & refencing of new clubroom

What is the estimated cost of the project? \$30,000 (commitment from Terry Mulder during election campaign)

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|-----------------------------|
| Senior seasonal membership fee (include any weekly fees) | \$66 |
| Junior seasonal membership fee (include any weekly fees) | \$36-Div2 \$46-Div1 |
| Senior seasonal Association affiliation and insurance fees (Peak body) | \$35 per team \$75 per club |
| Junior seasonal Association affiliation and insurance fees (Peak body) | \$ |

\$24 per individual ~ Tennis Vic
\$72 per family ~ Tennis Vic

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

- resurfacing of courts to meet safety standards
- promotion of membership, both competition and social
- developing the courts usage; e.g. training sessions for alternative cricket club

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 17 DECEMBER 2010

Thank you for taking the time to complete this survey



COLAC OTWAY SHIRE TENNIS CLUB SURVEY

| | |
|---------------------------------------|-----------------------|
| Name of Club | Warracoot Tennis Club |
| Name of person completing this survey | |
| Position in the Club | |
| Preferred telephone contact number | |
| Email address | |

MEMBERSHIP

| | 2010/11 | | 2009/10 | | 2008/09 | |
|--------------|-----------|----------|-----------|-----------|-----------|-----------|
| | Members | Teams | Members | Teams | Members | Teams |
| Men | 10 | {1} | 14 | {3} | 14 | {2} |
| Women | 9 | {1} | 17 | {3} | 16 | {2} |
| Junior Boys | 20 | {7} | 23 | {8} | 17 | {8} |
| Junior Girls | 15 | {7} | 16 | {8} | 11 | {8} |
| Masters | | | | | | |
| Total | 54 | 8 | 70 | 11 | 58 | 10 |

Q1) Has the trend of membership participation changed over the past 5 years?

- Increased
 Decreased
 Remained the same

Q2) If your membership has changed please indicate the reasons below

- Lack of time
 Changing interest
 Affordability
 Facility - new
 Competing activities
 Population increase
 Population decrease
 Club is poor

Q3) What percentage of your members come from within the Colac Otway Shire boundaries? Please estimate the percentage.

Colac Otway 100 % Other %

Q4) Is your Club planning to increase participation in tennis in the future?

- Yes
 No
 Don't know

IF YES, in what age groups?

- Mens
 Women
 Juniors
 Masters

How?

Mostly families (existing) talking to their friends
 and other families + arranging joining the club.

CLUB DEVELOPMENT

Q6) Does your Club have the following? (Tick box)

| | Yes | No | Need assistance |
|-------------------------|-----|-------------------------------------|-----------------|
| Business/Financial plan | | <input checked="" type="checkbox"/> | |
| Risk management plan | | <input checked="" type="checkbox"/> | |
| Marketing plan | | <input checked="" type="checkbox"/> | |
| Website | | <input checked="" type="checkbox"/> | |

Q7) Listed below is a number of issues identified that impact on sport and recreation clubs. Please indicate if they are an issue for your Club? (Tick box)

| | High | Medium | Low |
|-----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Volunteer management | | <input checked="" type="checkbox"/> | |
| Club management | <input checked="" type="checkbox"/> | | |
| Membership decline | | | <input checked="" type="checkbox"/> |
| Junior development | | <input checked="" type="checkbox"/> | |
| Access to funding | <input checked="" type="checkbox"/> | | |
| Financial sustainability | <input checked="" type="checkbox"/> | | |
| Marketing and promotion | | <input checked="" type="checkbox"/> | |
| Sponsorship | | <input checked="" type="checkbox"/> | |
| Non traditional competition | | | <input checked="" type="checkbox"/> |
| Insurance | | | <input checked="" type="checkbox"/> |
| Other _____ | | | |

Q8) Does your Club cater for people with access issues (ie. People with a Disability)?

- Yes No

IF YES, how? _____

IF NO, would you like more information on how to cater and support people with regards to access issues (disabilities)?

- Yes No

COUNCIL SUPPORT

Q9) What resources has your Club accessed from Council in the past three years?

- | | |
|---|---|
| <input checked="" type="checkbox"/> Ground use advice | <input checked="" type="checkbox"/> Capital works funds |
| <input checked="" type="checkbox"/> Funding advice | <input type="checkbox"/> Project planning and support |
| <input checked="" type="checkbox"/> Community Funding | <input type="checkbox"/> Insurance advice |
| <input type="checkbox"/> Maintenance assistance | <input checked="" type="checkbox"/> Clubs and Organisations Information |
| <input type="checkbox"/> Events development advice | <input type="checkbox"/> Other _____ |

Q10) How would you rate the support you receive from Council?

- Very Good Good Satisfactory Poor

Q11) Is your Club aware of Council's Community Funding Grants Program?

- Yes No

Q12) Is your Club aware of Council's Clubs and Organisations Database?

- Yes No

Q13) If yes, what is the best way for your Club to update the directory information?

- Direct mail Website Other _____

Q14) How would you like Council to communicate with your Club in the future?

- Direct mail Email Website

FACILITIES

Q15) How satisfied is your Club with the provision of tennis facilities and programs across Colac Otway Shire?

- Very satisfied Satisfied Not satisfied Do not know

Q16) How would you rate the facility that your Club uses?

- Very Good Good Satisfactory Poor

Q17) What activities does your Club do at the facility listed ? (Please tick the boxes to indicate when and how often (i.e. hours) your club performs the activities listed)

| | Day / Hours | | | | | | | Frequency | | |
|--|-------------|------|-----|-------|-----|-----|-----|-----------|-----------|---------|
| | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Weekly | Bi Weekly | Monthly |
| Junior Training 17.1 | | | | ✓ | | | | | | |
| Junior Competition 17.2 | | | | | | ✓ | | | | |
| Junior Tournament 17.3 | | | | | | ✓ | | | | |
| Senior Training 17.4 | | | | ✓ | | | | | | |
| Senior Competition 17.5 | | | | | | ✓ | | | | |
| Senior Tournament 17.6 | | | | | | | ✓ | | | |
| Club Administration 17.7
(e.g. committee meetings) | | | | | | | | | | ✓ |
| Club Functions 17.8 | | | | | | | | | | ✓ |
| Events 17.9
(e.g. Birthday parties, Inter League Matches) | | | | | | | | | | |
| Other 17.10
_____ | | | | | | | | | | |

Q18) Does your Club share the use of this facility?

- Yes No

IF YES, what is the nature of the Clubs use?

- Formal basis Casual hire

Q19) Does your Club have any issues or concerns arising from the shared use?

- Yes No

IF YES please comment

Q20) If your Club does not share the use of a facility what sport could possibly share the facility in the future?

N/A

Q21) If Council is responsible for maintaining the facility that your Club uses, is it?

- Very well maintained Well maintained Not Applicable
 Satisfactorily maintained Poorly maintained

Q22) Facility Improvements

If the facility requires improvements to meet your Club's needs, please indicate the nature of these improvements:

- Additional space Kitchen/catering facilities Increased storage Social rooms/space
 Improved car parking Improved surface conditions Access for people with disabilities

Q23) Is your Club planning to undertake capital works at the facility in the next five years?

- Yes No

IF YES what type of works and when?

Rebuild Clubrooms

What is the estimated cost of the project?

\$ 50,000

What resources would your Club contribute to the project?

- Cash In Kind Other

Q24) What is the cost for people to participate in your sport?

| | Cost |
|--|------|
| Senior seasonal membership fee (include any weekly fees) | |
| Junior seasonal membership fee (include any weekly fees) | |
| Senior seasonal Association affiliation and insurance fees (Peak body) | |
| Junior seasonal Association affiliation and insurance fees (Peak body) | |

PRIORITIES

Q25) What are your Club's three highest priority areas over the next three to five years?

1. Replace derelict clubrooms
2. Replace existing sewage tank
3. Build another tennis court

SURVEYS MUST BE RETURNED TO COUNCIL BY FRIDAY 10 DECEMBER 2010

Thank you for taking the time to complete this important survey

Colac Otway Shire Tennis Forum



Consultation exercise (World Café)

Participants from tennis clubs located in the Colac Otway Shire were seated at four tables with each table given a topic (affiliation, facilities, insurance and grants) to discuss. Participants were asked to discuss why each topic was important for them and provide a solution to each issue.

AFFILIATION

| ISSUES | WHY | SOLUTION |
|--------------------------|---|---|
| My Tennis | Initial set up is difficult. Work is done by volunteers who are all on other committee's. | Clubs to give all information on member numbers. |
| Information on ball kids | Clubs require information earlier and not the day before the closing date. | Club secretary to pass on information to all members and not keep info to themselves. |

FACILITIES

| ISSUES | WHY | SOLUTION |
|-----------------------|--|---|
| Lack of court numbers | Especially for juniors. They have to start early to get through games and often overflow on other clubs courts | Funding
Too many small grants and not enough grants for facilities.
Lighting courts to extend play. |
| Age of facilities | Surfaces worn and degraded and now slippery (moss).
Some sheds are structurally dangerous.
Can't play finals on good courts.
Can only keep kids so long before they move to other sports. | Funding
Root barriers around courts where tree's are present.
Tennis Australia to fund asphalt courts |
| Court layout | Run off not adequate especially at side of court. Dangerous running for balls onto another doubles court.
Camber and fall of court excessive causing footing uncertainty | Tennis court audits and include all clubs and courts. |
| Fencing | Rundown
No top or bottom poles | Install top and bottom poles |
| Health & Safety | No running water and no power. | Funding for club house and storage. |

INSURANCE

| | | |
|-------------------------------------|---|--------------------------|
| Individual | Cover for public and members | |
| Unsafe courts.
Risk of liability | Courts not maintained through lack of funding | Fix courts or not play |
| Fun run | Is the club covered | Get individual insurance |
| Personal injury form | | |

GRANTS

| | | |
|---|--|--|
| Safe playable courts | Average facilities | |
| Accessibility to grants (rural areas) | Importance of community hubs | bringing communities together |
| Conditions/restrictions of funding | Tennis Australia requirement that no asphalt courts can be funded | Junior development |
| Small grants | Support to committees (families) | Hard to attract sponsors |
| Timing of council grants | Limited (programs) Budget constraints | in-depth criteria, streamline application process, expressions of interest, twice annually make it easier for applicants. |
| Hire of courts (grass) | Rising fee's | Council CFP/grant (community project)
DPCD/SRV funding (CFFP, CAGS, SEG, Vic health) |
| Lack of funds | for facility improvements | Budget implementation -partnership
Grant resurface (1 per year) =20 year life cycle (asphalt)
Resources to improve facilities
Maintenance asset renewal |
| Where to for clubs from here? | Funding not accessible, tennis audit to justify funding opportunities. | Grants/funding. Lobby Tennis Australia/Fed/local/state Gov't |
| Competing with regional tennis/other sports | | |
| Criteria for grant application process | Streamline process
Competitive | Encourage clubs to apply |



BENCHMARKING/ PERFORMANCE INDICATORS

APRIL 2012

INDEX

Benchmarking/Performance Indicators

| | |
|----------------------------|----|
| Introduction | 3 |
| 1 Assets | 6 |
| 2 Capital | 10 |
| 3 Cash | 12 |
| 4 Indebtedness/Liabilities | 14 |
| 5 Operating | 17 |
| 6 Rating | 21 |

BENCHMARKING/PERFORMANCE INDICATORS

INTRODUCTION

Over the past few years there has been a lot of information on benchmarking and Key Performance Indicators within Local Government.

This includes:

- Department of Victorian Communities "Local Government in Victoria"
- Annual Report analysis of Large Rural Councils
- MAV – "Viability Index"
- MAV – Standard & Poors
- Strategy Plus
- Auditor General Victoria

The data in this paper is taken from information supplied by Strategy Plus for the financial year 2010/2011. Strategy Plus analyse the data from all 79 Victorian Councils.

This paper, groups the various indicators under the following headings:

- 1 - Assets
- 2 - Capital
- 3 - Cash
- 4 - Indebtedness/Liabilities
- 5 - Operating
- 6 - Rating

and provides further analysis, as well as more detailed information on each of the above.

Comparisons

This report provides a picture of the financial situation of the Colac Otway Shire and how the Shire compares with other Councils of similar size ie. Large Rural Shire grouping.

Strategy Plus include the following Councils in the Large Rural Shire grouping:

- Baw Baw
 - Campaspe
 - Colac Otway
 - Corangamite
 - East Gippsland
 - Glenelg
 - Horsham
 - Macedon Ranges
 - Mitchell
 - Moira
 - Moorabool
 - Moyne
 - Murrindindi
 - South Gippsland
 - Southern Grampians
 - Surfcoast
 - Swan Hill
 - Wangaratta
 - Wellington
- 19 in total

Strategy Plus have used the following figures in the calculation of a number of the indicators.

| <i>Council</i> | <i>Population per
ABS</i> | <i>No of
Assessments</i> | <i>Median Weekly
Household Income *</i> |
|----------------------|-------------------------------|------------------------------|---|
| Baw Baw | 42,921 | 21,933 | \$987 |
| Campaspe | 38,983 | 19,868 | \$870 |
| Colac Otway | 22,097 | 14,699 | \$855 |
| Corangamite | 17,514 | 9,495 | \$901 |
| East Gippsland | 44,262 | 29,406 | \$718 |
| Glenelg | 21,249 | 13,872 | \$914 |
| Horsham | 20,232 | 11,624 | \$915 |
| Macedon Ranges | 42,645 | 21,628 | \$1,225 |
| Mitchell | 35,044 | 16,911 | \$1,110 |
| Moira | 29,385 | 16,740 | \$814 |
| Moorabool | 28,606 | 14,381 | \$1,129 |
| Moyne | 16,856 | 11,453 | \$981 |
| Murrindindi | 13,505 | 9,457 | \$915 |
| South Gippsland | 28,079 | 18,755 | \$854 |
| Southern Grampians | 17,531 | 10,729 | \$871 |
| Surf Coast | 26,173 | 19,543 | \$1,161 |
| Swan Hill | 22,231 | 11,640 | \$839 |
| Wangaratta | 28,938 | 14,508 | \$884 |
| Wellington | 43,610 | 34,152 | \$850 |
| Average | 28,414 | 16,884 | \$937 |
| State Average | 69,854 | 32,814 | \$1,002 |

*The information is calculated from the ABS Census 2006 for the 2005/06 financial year plus increases for inflation using CPI for subsequent years.

Summary

The data that is available indicates that Colac Otway compares well against the Average of Large Rural Councils in most categories/key performance indicators.

The main areas for ongoing review that require consistent monitoring are:

- The underlying operating deficit;
- Liquidity levels;
- The level of depreciation; and
- The level of capital expenditure.

The continued emphasis on these aspects will continue to ensure that Colac Otway secures its financial future.

The information available also indicates that Colac Otway Shire is addressing a number of the challenges that face Council. Over the last 5 years there has been an emphasis on improving Council's financial position.

There has been an increased emphasis on key challenges to ensure that Colac Otway achieves certain targets as soon as possible, these include:

- Increased asset renewal and maintenance spending;
- Moving from operating deficits to operating surpluses;
- Eliminating underlying deficits.

It is also critical that levels of liquidity and debt are continually reviewed and managed responsibly.

The need to continue to improve Council's financial position has been supported by greater levels of better quality data and information from both internal and external sources, such as Infrastructure Renewal analysis, MAV, Price Waterhouse etc.

Even though different organisations use different measures the messages are consistent with respect to Infrastructure Renewal, Underlying Operating Deficits and liquidity.

1. ASSETS

(a) Total Assets (27)

Total Assets as per Balance Sheet as at 30 June 2011.

| | |
|--------------------------------|--------------------------------|
| - Average Large Shire Grouping | \$408.01m |
| - Median Large Shire Grouping | \$363.34m |
| - State Average (excl Melb) | \$811.70m |
| - Colac Otway | \$253.96m (lowest in grouping) |

Large Shire Grouping

Range from \$253.96 m to \$688.22 m

Colac Otway Total Assets

| | |
|---------|-----------|
| 2006/07 | \$208.01m |
| 2007/08 | \$237.19m |
| 2008/09 | \$247.93m |
| 2009/10 | \$253.85m |
| 2010/11 | \$253.96m |

(b) Total Assets per Assessment (27)

For 2010/11

| | |
|--------------------------------|-------------------------------|
| - Average Large Shire Grouping | \$25,104 |
| - Median Large Shire Grouping | \$23,779 |
| - State Average (excl Melb) | \$25,078 |
| - Colac Otway | \$17,277 (lowest in grouping) |

Colac Otway - Total Assets per Assessment \$

| | |
|---------|----------|
| 2007/08 | \$16,690 |
| 2008/09 | \$17,323 |
| 2009/10 | \$17,631 |
| 2010/11 | \$17,277 |

(c) Total Assets per Capita (28)

For 2010/11

| | |
|--------------------------------|---|
| - Average Large Shire Grouping | \$14,956 |
| - Median Large Shire Grouping | \$14,727 |
| - State Average (excl Melb) | \$14,056 |
| - Colac Otway | \$11,493 (2 nd lowest in grouping) |

Colac Otway - Total Assets per Capita \$

| | |
|---------|----------|
| 2007/08 | \$11,278 |
| 2008/09 | \$11,559 |
| 2009/10 | \$11,807 |
| 2010/11 | \$11,493 |

(d) **Depreciation (30)**

Level of Depreciation as per Income Statement for 2010/11

| | |
|--------------------------------|-----------|
| - Average Large Shire Grouping | \$ 9.83m |
| - Median Large Shire Grouping | \$ 8.68m |
| - State Average | \$12.88 m |
| - Colac Otway | \$ 7.78m |

Large Shire Grouping

Range from \$4.94 m to \$ 17.90 m

Colac Otway Depreciation

| | |
|---------|---------|
| 2006/07 | \$7.44m |
| 2007/08 | \$7.51m |
| 2008/09 | \$8.90m |
| 2009/10 | \$8.41m |
| 2010/11 | \$7.78m |

(e) **Total Depreciation/Total Assets (30)**

This ratio compares the total amount of depreciation charged as a percentage of the Total Assets base.

For 2010/11

| | |
|--------------------------------|------|
| - Average Large Shire Grouping | 2.3% |
| - Median Large Shire Grouping | 2.4% |
| - State Average | 2.0% |
| - Colac Otway | 3.1% |

Colac Otway has the 2nd highest % of the Large Shire grouping.

Colac Otway

| | |
|---------|-------|
| 2006/07 | 3.57% |
| 2007/08 | 3.17% |
| 2008/09 | 3.59% |
| 2009/10 | 3.31% |
| 2010/11 | 3.06% |

Council's ratio is significantly higher than the average for the Large Shire Grouping.

The assumptions made by each Council on useful lives of assets and therefore depreciation rates used will influence outcomes. It is important that Council continues to thoroughly consider local conditions that impact on local outcomes.

The level of Depreciation and the useful lives of some categories of assets were reviewed in 2010/11 which resulted in a reduced depreciation figure.

(f) **Depreciation on Infrastructure/Total Infrastructure Assets (31)**

This ratio compares the total amount of depreciation charged on infrastructure assets as a percentage of the Total Infrastructure Assets base.

For 2010/11

| | |
|--------------------------------|------|
| - Average Large Shire Grouping | 2.4% |
| - Median Large Shire Grouping | 2.4% |
| - State Average | 2.5% |
| - Colac Otway | 3.2% |

Colac Otway has the 2nd highest % of the Large Shire Grouping.

Colac Otway

| | |
|---------|-------|
| 2006/07 | 4% |
| 2007/08 | 3.27% |
| 2008/09 | 3.8% |
| 2009/10 | 3.6% |
| 2010/11 | 3.2% |

Even though Council has reviewed depreciation and useful lives, Council is well above the average in terms of its depreciation on its infrastructure assets. Further work still needs to be undertaken. Council is part of the STEPS review which is considering a number of aspects concerning infrastructure assets.

This implies that Council's estimates of useful lives for its infrastructure assets are less than the average for both the group and the State.

It is not essential to perform at the average but rather it is important that the useful life assumptions reflect accurately the local conditions. The roads in the Otways and road construction standards are having impacts on the figures.

(g) **Liquidity Alert (37)**

Cash Assets minus Reserve Funds and LSL Provision = Liquidity Alert

For 2010/11

| | |
|--------------------------------|----------|
| - Average Large Shire Grouping | \$9.02m |
| - Median Large Shire Grouping | \$8.99m |
| - State Average | \$13.18m |
| - Colac Otway | \$3.78m |

Colac Otway is the 3rd lowest in the Large Shire Grouping. Colac Otway has funds set aside in Reserve Funds for specific purposes.

Colac Otway for 2010/11

| | |
|--------------------|--------------------|
| Cash Assets | \$10,775,000 |
| Less Reserve Funds | (4,809,000) |
| Less LSL Provision | <u>(2,182,000)</u> |
| Liquidity Alert | \$3,784,000 |
| 2007/08 | \$2.4m |
| 2008/09 | \$2.4m |
| 2009/10 | \$2.3m |
| 2010/11 | \$3.8m |

The calculated figure shows funds available after cash backed LSL and reserves.

Does not take account of funds received in advance and works that are incomplete that need to be funded in the following year

(h) Cash Assets (37)

Cash and Investments per Balance Sheet

For 2009/10

| | |
|--------------------------------|----------|
| - Average Large Shire Grouping | \$16.08m |
| - Median Large Shire Grouping | \$14.92m |
| - State Average | \$27.29m |
| - Colac Otway | \$10.78m |

Colac Otway's Cash Assets are the 2nd lowest out of the 19 Councils.

Colac Otway

| | |
|---------|----------|
| 2006/07 | \$6.99m |
| 2007/08 | \$6.41m |
| 2008/09 | \$9.65m |
| 2009/10 | \$9.76m |
| 2010/11 | \$10.78m |

Summary - Assets

Depreciation

Colac Otway is one of the smaller Councils in size, area, population and has one of the lowest total kilometres in local road network.

The total amount of depreciation as a % of Assets is well above the average for the Large Shire grouping.

It is important that the data is regularly reviewed to ensure that the useful life assumptions accurately reflect the local conditions.

This not only has an impact on the level of depreciation but the level of total assets which is lower than that of like Councils.

Liquidity

The level of liquidity has been raised a number of times. Council needs to closely monitor the funds that are available.

A report is provided to Council and the Audit Committee at the end of each Financial Year assessing the funds held and the various commitments that Council has.

As noted Colac Otway has established Reserves for specific purposes where required or where funds will be required in the future. Council ensures that the Reserves are fully backed with cash at the end of each financial year. This is in accordance with the Strategic Direction set in the Strategic Resource Plan.

2. CAPITAL

(a) Capital Expenditure per Assessment (33)

Amount of Council's expenditure capitalised to the statement of financial position and contributions to major assets not owned by Council divided by the number of assessments.

For 2009/2010

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | \$811 |
| - Median Large Shire Grouping | \$712 |
| - State Average | \$724 |
| - Colac Otway | \$776 |

Colac Otway

| | |
|---------|---|
| 2006/07 | \$594 |
| 2007/08 | \$631 |
| 2008/09 | \$564 |
| 2009/10 | \$895 (incl. CCLLC and AB Transfer Station) |
| 2010/11 | \$776 |

Colac Otway – Capital Expenditure

| | |
|---------|----------|
| 2005/06 | \$8.54m |
| 2006/07 | \$8.29m |
| 2007/08 | \$8.97m |
| 2008/09 | \$8.03m |
| 2009/10 | \$12.89m |
| 2010/11 | \$11.40m |

(b) Capital Expenditure on Renewal and Upgrade as % of Depreciation (35)

For 2010/2011

| | |
|--------------------------------|--------|
| - Average Large Shire Grouping | 90.5% |
| - Median Large Shire Grouping | 87.5% |
| - State Average | 94.4% |
| - Colac Otway | 118.8% |

Colac Otway

| | |
|---------|--------|
| 2007/08 | 116.7% |
| 2008/09 | 84.0% |
| 2009/10 | 116.9% |
| 2010/11 | 118.8% |

(c) **Total Capital Expenditure as % of Rate Revenue (36)**

For 2010/2011

| | |
|--------------------------------|--------|
| - Average Large Shire Grouping | 58.1% |
| - Median Large Shire Grouping | 54.8% |
| - State Average | 52.9% |
| - Colac Otway | 55.7 % |

Colac Otway

| | |
|---------|---|
| 2007/08 | 55% |
| 2008/09 | 45.6% |
| 2009/10 | 69.5% (incl. CCLLC & AB Transfer Station) |
| 2010/11 | 55.7% |

Summary

Over the past few years the level of capital expenditure has increased significantly. This has been necessary to address the Infrastructure Renewal Gap and to provide necessary infrastructure across the Shire.

3. CASH

(a) Cash and Investments at End of Year (37)

Total cash as per Balance Sheet as at 30 June 2011

| | |
|--------------------------------|--|
| - Average Large Shire Grouping | \$16.08m |
| - Median Large Shire Grouping | \$14.92m |
| - State Average | \$27.29m |
| - Colac Otway | \$10.78m (2 nd lowest in group) |

Range from \$9.74m to \$28.9 m.

Colac Otway – Cash at End of Year

| | |
|---------|----------|
| 2006/07 | \$6.99m |
| 2007/08 | \$6.42m |
| 2008/09 | \$9.65m |
| 2009/10 | \$9.76m |
| 2010/11 | \$10.78m |

(b) Working Capital Ratio - Liquidity

Current assets as a ratio of Current Liabilities as at 30 June 2011.

This is a mandatory performance measurement for Local Government and is also used by the Auditor General in assessment of financial viability.

| | |
|--------------------------------|------|
| - Average Large Shire Grouping | 2.29 |
| - Median Large Shire Grouping | 2.21 |
| - State Average | 2.33 |
| - Colac Otway | 2.41 |

The level of cash funds held in Reserve and for other purposes influences this ratio.

Colac Otway Working Capital Ratio

| | |
|---------|------|
| 2006/07 | 2.67 |
| 2007/08 | 2.26 |
| 2008/09 | 2.27 |
| 2009/10 | 2.18 |
| 2010/11 | 2.41 |

(c) **Self-Financing Ratio**

Net operation of cash flows as a % of underlying revenue as at 30 June 2011

This is a measure used by the Auditor General to assess Financial Viability. A measure of local government's ability to fund the replacement of assets from cash generated by their operations: the higher the percentage, the more able they are to do so.

| Colac Otway | |
|--------------------|-------|
| 2006/07 | 24.2% |
| 2007/08 | 25.8% |
| 2008/09 | 31.8% |
| 2009/10 | 31.9% |
| 2010/11 | 30.8% |

(Comparisons of large Rural Councils not available)

Summary

The aim is to maintain a strong liquidity position (working capital ratio of at least 150%).

Over the last few years Council has had an improved cash position at the end of the financial year. This has been as a result of receiving significant grants in advance or works in progress on at year end.

Even though there has been an increase in the level of cash and investments over the last 5 years, Colac Otway still has the second lowest level of the Large Shire Grouping and is well under the Average and Median of the Group.

It is important that there is regular monitoring of the level of cash, taking into account the required level of operating funds, the level of financial reserves and other commitments.

A report is provided to Council at the end of each financial year which provides details on the cash position of Council taking into account:

- Cash at Bank
- Long Service Leave
- Trust Deposits
- Reserve Funds
- Carried Forward Value
- Grants Received in Advance

4. INDEBTEDNESS/LIABILITIES

(a) **Liabilities per Assessment \$ (25)**

Total liabilities as per the statement of financial position less items held in trust divided by the number of assessments.

For 2010/11

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$1,144 |
| - Median Large Shire Grouping | \$1,101 |
| - State Average | \$976 |
| - Colac Otway | \$972 |

Colac Otway – Average Liabilities per Assessment \$

| | |
|---------|-------|
| 2006/07 | \$690 |
| 2007/08 | \$620 |
| 2008/09 | \$695 |
| 2009/10 | \$888 |
| 2010/11 | \$972 |

(b) **Total Debt (21)**

Total debt as per the Balance Sheet as at 30 June 2011

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$6.93m |
| - Median Large Shire Grouping | \$4.82m |
| - State Average | \$9.53m |
| - Colac Otway | \$4.85m |

Range from \$1.58m to \$17.31m.

Colac Otway – Total Loans Outstanding

| | |
|---------|---------|
| 2005/06 | \$3.92m |
| 2006/07 | \$3.51m |
| 2007/08 | \$3.01m |
| 2008/09 | \$2.46m |
| 2009/10 | \$4.85m |

(c) **Debt Servicing Ratio %**

Debt Servicing Costs (interest) as a % of adjusted total Revenue as at 30 June 2011

| | |
|--------------------------------|------|
| - Average Large Shire Grouping | 0.8% |
| - Median Large Shire Grouping | 0.7% |
| - State Average | 0.7% |
| - Colac Otway | 0.5% |

Range 0.1% to 1.7%

Colac Otway – Debt Servicing Ratio

| | |
|---------|------|
| 2007/08 | 0.8% |
| 2008/09 | 0.6% |
| 2009/10 | 0.4% |
| 2010/11 | 0.5% |

Council is well under the prudential limit of 5% set by the State Government.

(d) **Debt Commitment Ratio %**

Debt Servicing and Redemption Costs as a % of Rate Revenue as at 30 June 2011

| | |
|--------------------------------|------|
| - Average Large Shire Grouping | 5.8% |
| - Median Large Shire Grouping | 5.4% |
| - State Average | 4.6% |
| - Colac Otway | 3.5% |

Range 1.6% to 10.5%

Colac Otway – Debt Commitment Ratio %

| | |
|---------|------|
| 2006/07 | 5.0% |
| 2007/08 | 4.4% |
| 2008/09 | 4.0% |
| 2009/10 | 2.4% |
| 2010/11 | 3.5% |

(e) **Debt Exposure Ratio %**

Total Liabilities as a % of Total Realisable Assets as at 30 June 2011

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | 13.9% |
| - Median Large Shire Grouping | 12.3% |
| - State Average | 11.5% |
| - Colac Otway | 12.3% |

Range 0.1% to 22.9%

Colac Otway – Debt Exposure Ratio %

| | |
|---------|-------|
| 2006/07 | 12% |
| 2007/08 | 11.2% |
| 2008/09 | 10.7% |
| 2009/10 | 14.0% |
| 2010/11 | 12.3% |

(f) Debt/Rate Revenue (16)

Total Debt as a % of Rate Revenue for 2010/11

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | 29.6% |
| - Median Large Shire Grouping | 28.4% |
| - State Average | 24.5% |
| - Colac Otway | 23.7% |

Colac Otway – Debt/Rate Revenue

| | |
|---------|-------|
| 2007/08 | 18.4% |
| 2008/09 | 14.0% |
| 2009/10 | 22.4% |
| 2010/11 | 23.7% |

(g) Debt per Capita (21)

For 2010/11

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | \$249 |
| - Median Large Shire Grouping | \$238 |
| - State Average | \$191 |
| - Colac Otway | \$219 |

Colac Otway – Debt per Capita

| | |
|---------|-------|
| 2007/08 | \$143 |
| 2008/09 | \$115 |
| 2009/10 | \$193 |
| 2010/11 | \$219 |

(h) Debt Commitment per Assessment (23)

For 2010/11

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | \$115 |
| - Median Large Shire Grouping | \$105 |
| - State Average | \$99 |
| - Colac Otway | \$88 |

Colac Otway – Debt Commitment per Assessment

| | |
|---------|------|
| 2007/08 | \$51 |
| 2008/09 | \$51 |
| 2009/10 | \$31 |
| 2010/11 | \$88 |

Summary

The above figures and indicators indicate that Council is generally lower than the average of the Large Shire Grouping and well under the prudential limits set by the State Government.

5. OPERATING

(a) Adjusted Expenditure per Assessment (9)

Adjusted expenditure as per the statement of financial performance divided by the number of assessments.

For 2010/2011

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$2,945 |
| - Median Large Shire Grouping | \$2,670 |
| - State Average | \$2,616 |
| - Colac Otway | \$2,507 |

Colac Otway – Adjusted Expenditure per Assessment \$

| | |
|---------|---------|
| 2005/06 | \$2,141 |
| 2006/07 | \$2,209 |
| 2007/08 | \$2,249 |
| 2008/09 | \$2,442 |
| 2010/11 | \$2,507 |

(b) Adjusted Total Revenue (8)

Total revenue for 2010/11 as per Income Statement

| | |
|--------------------------------|----------|
| - Average Large Shire Grouping | \$43.29m |
| - Median Large Shire Grouping | \$38.88m |
| - State Average | \$74.72m |
| - Colac Otway | \$34.78m |

Colac Otway – Adjusted Total Revenue

| | |
|---------|----------|
| 2007/08 | \$28.41m |
| 2008/09 | \$31.39m |
| 2009/10 | \$36.26m |
| 2010/11 | \$34.78m |

(c) Expenditure (12)

Adjusted total expenditure for 2010/11 as per Income Statement

| | |
|--------------------------------|----------|
| - Average Large Shire Grouping | \$46.17m |
| - Median Large Shire Grouping | \$43.38m |
| - State Average | \$75.00m |
| - Colac Otway | \$36.85m |

Colac Otway – Adjusted Operating Expenditure

| | |
|---------|----------|
| 2007/08 | \$31.95m |
| 2008/09 | \$34.95m |
| 2009/10 | \$36.41m |
| 2010/11 | \$36.85m |

(d) **Revenue Ratio %**

Total Rate Revenue as a percentage of the total revenue of Council

For 2010/11

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | 42.3% |
| - Median Large Shire Grouping | 44.2% |
| - State Average | 46.9% |
| - Colac Otway | 36.2% |

Colac Otway – Revenue Ratio

| | |
|---------|--|
| 2006/07 | 46.4% |
| 2007/08 | 49.7% |
| 2008/09 | 48.5% |
| 2009/10 | 47.4% |
| 2010/11 | 36.2% (50% if Port of Apollo Bay excluded) |

Rate income is a secure and predictable source of revenue. A low ratio can warn of undue reliance on other forms of revenue, which may or may not be sustainable – such as Government grants. Equally, a high ratio can indicate an over reliance on rate income.

(e) **Recurrent/Operating Grants (6)**

Recurrent/Operating Grant Income as a percentage of the adjusted total revenue of Council

For 2010/11

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | 27.8% |
| - Median Large Shire Grouping | 26.8% |
| - State Average | 23.3% |
| - Colac Otway | 30.4% |

Colac Otway – Recurrent/Operating Grants %

| | |
|---------|-------|
| 2007/08 | 25.4% |
| 2008/09 | 28.5% |
| 2009/10 | 27.7% |
| 2010/11 | 30.4% |

(f) **Fees and Charges (7)**

Fees and charges as a percentage of the adjusted total revenue of Council

For 2010/11

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | 13.9% |
| - Median Large Shire Grouping | 13.2% |
| - State Average | 14.4% |
| - Colac Otway | 10.8% |

Colac Otway – Fees and Charges %

| | |
|---------|-------|
| 2007/08 | 12.7% |
| 2008/09 | 12.3% |
| 2009/10 | 11.9% |
| 2010/11 | 10.8% |

(g) **Adjusted Total Revenue per Assessment (8)**

For 2010/11

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$2,688 |
| - Median Large Shire Grouping | \$2,433 |
| - State Average | \$2,498 |
| - Colac Otway | \$2,366 |

Colac Otway –Adjusted Total Revenue per Assessment \$

| | |
|---------|---------|
| 2007/08 | \$1,999 |
| 2008/09 | \$2,194 |
| 2009/10 | \$2,518 |
| 2010/11 | \$2,366 |

(h) **Adjusted Total Expenses (ex depreciation) per Assessment (10)**

For 2010/11

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$2,365 |
| - Median Large Shire Grouping | \$2,156 |
| - State Average | \$2,125 |
| - Colac Otway | \$1,978 |

Colac Otway –Adjusted total Expenses (ex depreciation) per Assessment \$

| | |
|---------|---------|
| 2007/08 | \$1,720 |
| 2008/09 | \$1,820 |
| 2009/10 | \$1,945 |
| 2010/11 | \$1,978 |

(i) **Adjusted Total Expenses per Capita (12)**

For 2010/11

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$1,759 |
| - Median Large Shire Grouping | \$1,626 |
| - State Average | \$1,509 |
| - Colac Otway | \$1,668 |

Colac Otway –Adjusted Total Expenses per Capita \$

| | |
|---------|---------|
| 2007/08 | \$1,519 |
| 2008/09 | \$1,630 |
| 2009/10 | \$1,694 |
| 2010/11 | \$1,668 |

(j) **Employee Costs (13)**

Employee costs as % of Adjusted Total Expenses

For 2010/11

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | 35.9% |
| - Median Large Shire Grouping | 35.9% |
| - State Average | 38.2% |
| - Colac Otway | 38.8% |

Colac Otway – Employee Costs as % of Adjusted Total. Expenses

| | |
|---------|-------|
| 2007/08 | 31.5% |
| 2008/09 | 32.2% |
| 2009/10 | 34.0% |
| 2010/11 | 38.8% |

(k) **Underlying Result Ratio**

This is a measure used by the Auditor General to assess Financial Viability

Adjusted net surplus as a % of total underlying revenue 2010/11.

| | |
|--------------------|--------|
| Colac Otway | |
| 2006/07 | (5.0%) |
| 2007/08 | 0.8% |
| 2008/09 | 1.1% |
| 2009/10 | 5.6% |
| 2010/11 | 6.2% |

For surpluses, the higher the percentage the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the longer term and deficits by their nature shift the burden of today's costs to future ratepayers.

(Comparisons of Large Rural Councils not available).

Summary

In summary the various indicators show:

- Colac Otway's bottom line is still worse than the average and median of the Large Shire Grouping.
- The level of Council's depreciation continues to impact on the Operating Expenditure per assessment.
- Council's Revenue Ratio % of 50% is at a reasonable level.

6. RATING

(a) Rates and Charges per Assessment (3)

Rates revenue divided by the number of assessments

For 2010/11

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$1,407 |
| - Median Large Shire Grouping | \$1,405 |
| - State Average | \$1,397 |
| - Colac Otway | \$1,392 |

Colac Otway – Rates and Charges per Assessment \$

| | |
|---------|---------|
| 2006/07 | \$1,069 |
| 2007/08 | \$1,153 |
| 2008/09 | \$1,230 |
| 2009/10 | \$1,289 |
| 2010/11 | \$1,392 |

(b) Rates and Charges per Capita (2)

Rate revenue divided by the total population

For 2010/2011

| | |
|--------------------------------|-------|
| - Average Large Shire Grouping | \$840 |
| - Median Large Shire Grouping | \$818 |
| - State Average | \$776 |
| - Colac Otway | \$926 |

Colac Otway – Rates and Charges per Capita \$

| | |
|---------|-------|
| 2007/08 | \$779 |
| 2008/09 | \$821 |
| 2009/10 | \$863 |
| 2010/11 | \$926 |

(c) Rate and Charges Revenue (3)

Total Rate Revenue as per Income Statement for 2010/11

| | |
|--------------------------------|----------|
| - Average Large Shire Grouping | \$23.39m |
| - Median Large Shire Grouping | \$21.00m |
| - State Average | \$45.47m |
| - Colac Otway | \$20.47m |

Range from \$12.48m to \$38.4m

Colac Otway – Rates and Charges \$

| | |
|---------|----------|
| 2006/07 | \$14.75m |
| 2007/08 | \$16.38m |
| 2008/09 | \$17.60m |
| 2009/10 | \$18.56m |
| 2010/11 | \$20.47m |

(d) **Rates Outstanding (4)**

Total rates outstanding as per balance sheet as at 30 June 2011

| | |
|--------------------------------|---------|
| - Average Large Shire Grouping | \$1.09m |
| - Median Large Shire Grouping | \$1.02m |
| - State Average | \$2.02m |
| - Colac Otway | \$1.05m |

Range from \$223,635 to \$ 3.97m

Colac Otway – Rates Outstanding \$

| | |
|---------|-------------|
| 2006/07 | \$505,000 |
| 2007/08 | \$648,000 |
| 2008/09 | \$393,000 |
| 2009/10 | \$1,086,000 |
| 2010/11 | \$1,051,000 |

(e) **Rates Outstanding as a % of Total Rates (4)**

For 2010/11

| | |
|--------------------------------|------|
| - Average Large Shire Grouping | 4.4% |
| - Median Large Shire Grouping | 4.2% |
| - State Average | 4.6% |
| - Colac Otway | 5.1% |

Range from 1.4% to 10.3%

Colac Otway – Rates Outstanding %

| | |
|---------|-------|
| 2006/07 | 3.42% |
| 2007/08 | 4.0 % |
| 2008/09 | 2.2% |
| 2009/10 | 5.9% |
| 2010/11 | 5.1% |

Summary

The various Rating Indicators indicate:

- Council's rates and charges per assessment \$ are slightly less than the average and median for the Large Shire Grouping.
- Council's rate collection efficiency needs to be closely monitored in light of the factors that impact on the ability of ratepayers to pay their rates.



**VICTORIAN AUDITOR GENERAL
FINANCIAL SUSTAINABILITY
INDICATORS**

APRIL 2012

INDEX

| | |
|-----------------------------------|----|
| Introduction | 3 |
| Overall Sustainability Assessment | 5 |
| <u>Indicators</u> | |
| No 1 - Underlying Result | 9 |
| No 2 - Liquidity | 11 |
| No 3 - Indebtedness | 13 |
| No 4 - Self-Financing | 16 |
| No 5 - Capital Replacement | 18 |
| No 6 - Renewal Gap | 20 |

INTRODUCTION

The Victorian Auditor-General (VAG) provides an annual report to the Parliament on the results of financial audits within the Local Government sector.

The report includes details of Financial Sustainability indicators for Local Government.

The following information is taken from the VAG Report – November 2011 “Local Government Results of the 2010-11 Audits”.

“4.1 Introduction

To be financially sustainable, entities need the capacity to meet current and future expenditure as it falls due. They should also be able to absorb foreseeable changes and materializing risks, without significantly changing their revenue and expenditure policies.”

“4.2 Financial Sustainability – Councils

Financial Sustainability should be viewed from both a short and long term perspective. Short-term indicators relate to the Council’s ability to maintain a positive operating cash flow and adequate cash holdings, and to generate an operating surplus over time. The indicators of this are the underlying result and liquidity indicators.

Long-term indicators signify whether there is adequate funding available to cover long-term debt and for spending on asset replacement to enable the entity to maintain the quality of service delivery, meet community expectations and the demand for services. The long-term indicators used in our analysis are indebtedness, self-financing, capital replacement and renewal gap.”

“4.2.1 Overall Assessment

Analysis of the six indicators shows that Councils as a whole had a low financial sustainability assessment risk, but they face an ongoing challenge to maintain spending on capital works and existing assets at sufficient levels.”

p.24

The VAG Report includes details on:

- Overall Sustainability Assessment

and the following Indicators:

- Underlying Result
- Liquidity
- Indebtedness
- Self-Financing
- Capital Replacement
- Renewal Gap

3 | Page

The Indicators have been analysed for Councils as a whole.

In addition the VAG analyses them for each of the five categories of Councils:

- inner metropolitan
- out metropolitan
- regional cities
- large cities
- small shires

This provides a more detailed trend and comparative analysis for individual Councils.

Colac Otway is part of the Large Shire Grouping.

The Auditor-General includes the following Councils in the Large Shire Group

- | | |
|------------------|----------------------|
| - Baw Baw | - Moira |
| - Campaspe | - Moorabool |
| - Colac Otway | - Moyne |
| - Corangamite | - South Gippsland |
| - East Gippsland | - Southern Grampians |
| - Glenelg | - Surfcoast |
| - Macedon Ranges | - Wellington |
| - Mitchell | |

Colac Otway Annual Report

Colac Otway has incorporated information on the VAG Financial Sustainability Indicators since 2007/2008.

The 2010/11 Annual Report included the following:

“Financial sustainability is defined in a number of different ways. A generally accepted definition is whether local governments have sufficient current and prospective financial capacity (inflows) to meet their current and prospective financial requirements (outflows).

To be sustainable, local governments need to have some excess capacity at any point in time to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies.”

p.99

The information in the following sections provides details on the overall assessment and each of the indicators.

The information has been taken from the VAG reports on the results of the Audit processes for Local Government.

OVERALL SUSTAINABILITY ASSESSMENT

The VAG 2010/11 report indicates that:

“Analysis of the six indicators show that Councils as a whole had a low financial sustainability assessment risk, but they face an ongoing challenge to maintain spending on capital works and existing assets at sufficient levels.”

p.24

Risk Assessment Criteria

The following table indicates the risk assessment criteria for financial sustainability indicators as well as Colac Otway’s results for the 2010/11 Financial Year.

| Indicators | Colac Otway Result | Risk Levels | | |
|---------------------|--------------------|---------------------------|-------------------------------|-------------------|
| | | High | Medium | Low |
| Underlying Result | 1.85% | Negative 10% or less | Between negative 10% and zero | Greater than zero |
| Liquidity | 2.41 | Equal to or less than 1.0 | Between 1.0 and 1.5 | Greater than 1.5 |
| Indebtedness | 33.81% | Greater than 60% | Between 40% and 60% | Less than 40% |
| Self-Financing | 30.27% | Less than 10% | Between 10% and 20% | Greater than 20% |
| Capital Replacement | 1.30 | Equal to or less than 1.0 | Between 1.0 and 1.5 | Greater than 1.5 |
| Renewal Gap | 1.09 | Equal to or less than 0.5 | Between 0.5 and 1.0 | Greater than 1.0 |

Overall Result Green - Low Risk

The overall financial sustainability risk assessment is calculated using the ratings determined for each indicator as shown in Figure D3.

Figure D3 – Overall financial sustainability risk assessment

| | |
|---|--|
| ● | High risk of short-term and immediate sustainability concerns indicated by either: |
| ● | Red underlying result indicator or |
| ● | Red liquidity indicator |
| ● | Medium risk of longer-term sustainability concerns indicated by either: |
| ● | Red self-financing indicator or |
| ● | Red indebtedness indicator or |
| ● | Red capital replacement indicator or |
| ● | Red renewal gap indicator |
| ● | Low risk of financial sustainability concerns – there are no high-risk indicators |

Source: Victorian Auditor-General’s Office
p.86 Report

A trend analysis uses actual figures for the previous five years and a trend analysis using forecast figures for the following three years. The sustainability indicators are colour coded in line with the risk assessment criteria. The legend in Figure D4 is used in presenting the results of our assessments.

Figure D4 Legend for financial sustainability tables

| | |
|---|-----------------------|
| ■ | A deteriorating trend |
| ■ | No substantial trend |
| ■ | An improved trend |

Source: Victorian Auditor General's Office
p.86

Colac Otway Overall Results – Sustainability Assessment

| | |
|-----------------|-------------|
| 2006/07 - Red | High Risk |
| 2007/08 - Amber | Medium Risk |
| 2008/09 - Green | Low Risk |
| 2009/10 - Green | Low Risk |
| 2010/11 - Green | Low Risk |

Comments from Previous Auditor-General Reports

“Local Government Results of the 2006/07 Audits

The 3 Councils rated as high risk, Colac Otway, Central Goldfields and Moorabool have experienced recent persistent operating deficits. There are also indications that their investment in infrastructure asset renewals has not keep pace with the rate at which they are using up their assets.

The moderate risk ratings achieved by a number of Councils relates primarily to their widening infrastructure asset renewal gaps and their limited capacity to increase own-sourced revenues to address this issue.”

p.3

“RESPONSE provided by the Chief Executive Officer of the Colac Otway Shire

Colac Otway Shire has been rated as high risk based on trend data over the past 5 years. However, trend data over the past 2 years and forecasts for the next 3 years clearly indicates that Colac Otway has met and will meet all targets related to the 5 viability measures as a result of strong financial decisions Council has made over the past 3 years.”

p.4

"Within the large shire group, only Colac Otway exhibited immediate liquidity concerns.

Colac Otway has reported mixed results over the past 5 financial years making it difficult to identify a pattern of performance. Colac Otway has, on average over 5 years, underspent on asset renewal, as well as reporting an average negative underlying result for the same period."

p. 48

"RESPONSE provided by the Chief Executive Officer of the Colac Otway Shire Council

Colac Otway Shire has been rated as high risk based on trend data over the past 5 years. However, trend data over the past 2 years and forecasts for the next 3 years clearly indicates that Colac Otway has met and will meet all targets related to the 5 viability measures as a result of strong financial decisions Colac has made over the past 3 years.

Council's underlying result over the past 5 years has been significantly influenced by one off extraordinary factors such as recognition of landfill rehabilitation costs.

Our Strategic Resource Plan indicates that Council will achieve ongoing operational surpluses, achieve asset renewal expenditure targets and continuing reduction in loan liability which ensures the Shire's long term financial viability.

Council acknowledges that over the past five years it has operated with a constrained ability to meet the required level of infrastructure spending. With significant growth occurring within urban areas of the Shire, there has been a need to develop new and upgraded community infrastructure whilst trying to maintain existing infrastructure."

p.49

"Local Government Results of the 2007/08 Audits"

"In our last report, Colac Otway and Moorabool received high risk sustainability assessments due to large underlying deficits. Both Councils have shown improvement in 2007/08."

p.47

"In 2007/08 Colac Otway achieved an underlying surplus that continues its trend of improvement in this area. Colac Otway needs to focus on addressing its investment gap, which did improve in 2007/08, but remains at medium risk when averaged over the past five years. Budget forecasts for the next three financial years indicate Council plans to continue the trend of improved financial performance."

p.48

"Local Government Results of the 2008/09 Audits"

"Colac Otway has continued to achieve an underlying surplus in 2008/09. This continues a trend of improvement in this area demonstrated by close to halving the mean in underlying result from a -4.94 to a -2.62 in 2008/09.

Colac Otway investment gap has continued to improve in 2008/09 but remains at medium risk when averaged over the past five years. Budget forecasts for the next three financial years indicate Council plans to continue improving financial performance."

p.44

719306

Summary

The comments from previous Auditor-General Reports highlight the significant improvements that have been made in the overall financial sustainability risk assessment since 2006/07 and the period prior to that.

As indicated by the Overall Results Colac Otway has had a Low Risk of financial sustainability concerns for the past 3 financial years.

2008/09
2009/10
2010/11

The improvements were as a result of significant decisions made by Council including:

- Addressing the operating deficit; and
- Increasing infrastructure renewal expenditure to address the asset renewal gap.

No 1 UNDERLYING RESULT (%)

Formula

Adjusted net surplus/total underlying revenue.

Description

“A positive result indicates a surplus. The larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits, cannot be sustained in the long term.

Underlying revenue does not take into account non-cash developer contributions and other one-off (non-recurring) adjustments.”

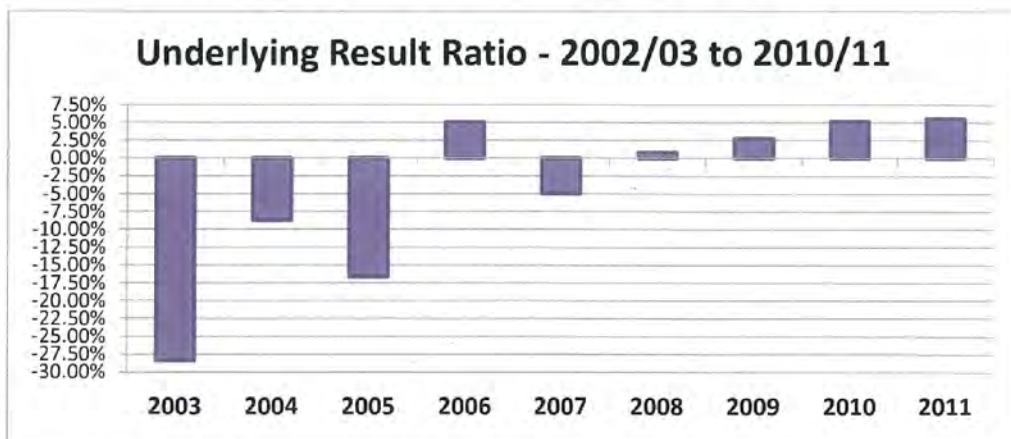
VAG Report 2010/11 (p.84)

Results (%) 5 Year Period 2006/07 to 2010/11

| | | |
|------|--------|----------|
| 2007 | (5.03) | (Medium) |
| 2008 | 0.77 | (Low) |
| 2009 | 2.79 | (Low) |
| 2010 | 5.16 | (Low) |
| 2011 | 5.54 | (Low) |
| Mean | 1.85 | (Low) |

Previous Results (%) 2002/03 to 2005/06

| | | |
|------|---------|----------|
| 2003 | (28.43) | (High) |
| 2004 | (8.79) | (Medium) |
| 2005 | (16.66) | (High) |
| 2006 | 5.02 | (Low) |



Large Shire Councils

The five year average underlying result risk assessment 2006/07 to 2010/11

Underlying Result (%)

| | |
|------------------------------------|--------------|
| Colac Otway Mean | 1.85% |
| Large Shires Mean | 5.84% |
| Large Shires Risk Assessment (Low) | |

Summary

The figures in the period 2002/03 to 2005/06 were influenced by one off extraordinary factors such as recognition of landfill rehabilitation costs.

Even taking this into account the results have shown significant improvement as reflected in the 2009/10 and 2010/11 results.

No 2 - LIQUIDITY

Formula

Current Assets/Current Liabilities

Description

" Measures the ability to pay existing liabilities in the next 12 months. A ratio higher than 1:1 means there is more cash and liquid assets than short-term liabilities."

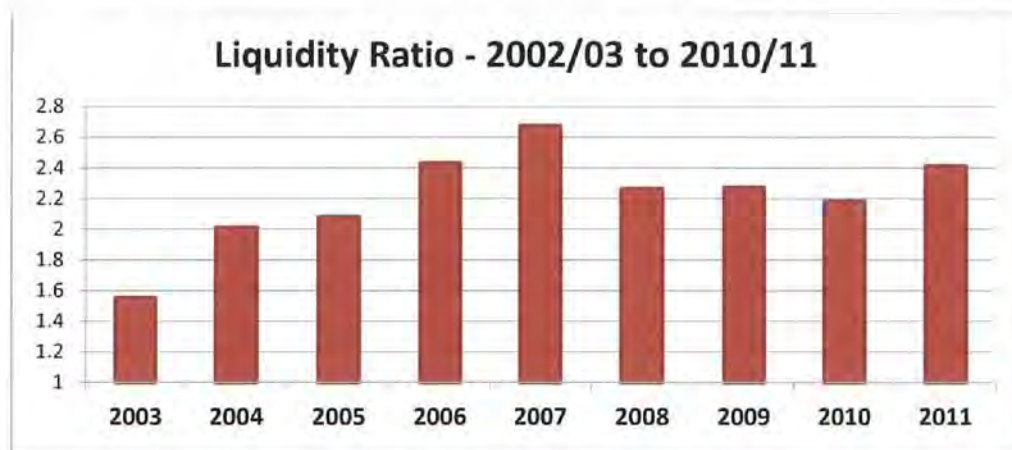
VAG Report 2010/11 (p.84)

Results (Ratio) 5 Year Period 2006/07 to 2010/11

| | | |
|------|------|-------|
| 2007 | 2.67 | (Low) |
| 2008 | 2.26 | (Low) |
| 2009 | 2.27 | (Low) |
| 2010 | 2.18 | (Low) |
| 2011 | 2.41 | (Low) |
| Mean | 2.36 | (Low) |

Previous Results (Ratio) 2002/03 to 2005/06

| | | |
|------|------|-------|
| 2003 | 1.55 | (Low) |
| 2004 | 2.01 | (Low) |
| 2005 | 2.08 | (Low) |
| 2006 | 2.43 | (Low) |



Large Shire Councils

The five year average liquidity assessment 2006/07 to 2010/11.

Liquidity (Ratio)

| | |
|------------------------------------|-------------|
| Colac Otway Mean | 2.36 |
| Large Shires Mean | 2.22 |
| Large Shires Risk Assessment (Low) | |

Summary

Council has had a Low Risk assessment for liquidity for the periods indicated.

This needs to be closely monitored as the liquidity figure is affected by:

- grants received in advance; and
- works incomplete as at the end of the financial year.

No 3 - INDEBTEDNESS (%)

Formula

Non-current liabilities/own sourced revenue.

Description

“Comparison of non-current liabilities (mainly comprised of borrowings) to own-sourced revenue. The higher the percentage, the less able to cover non-current liabilities from the revenues the entity generates itself.

Own-sourced revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects.”

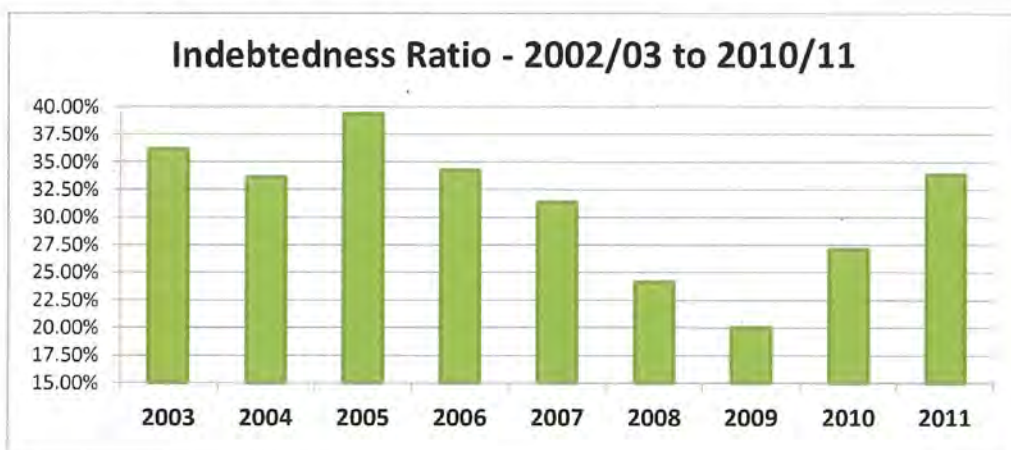
VAG Report 2010/11 (p.84)

Results (%) 5 Year Period 2006/07 to 2010/11

| | | |
|------|-------|-------|
| 2007 | 31.30 | (Low) |
| 2008 | 24.11 | (Low) |
| 2009 | 20.03 | (Low) |
| 2010 | 27.07 | (Low) |
| 2011 | 33.81 | (Low) |
| Mean | 27.26 | (Low) |

Previous Results (%) 2002/03 to 2005/06

| | | |
|------|-------|-------|
| 2003 | 37.40 | (Low) |
| 2004 | 33.60 | (Low) |
| 2005 | 39.30 | (Low) |
| 2006 | 34.20 | (Low) |



Large Shire Councils

The five year average indebtedness assessment 2006/07 to 2010/11.

Indebtedness (%)

| | |
|------------------------------------|---------------|
| Colac Otway Mean | 27.26% |
| Large Shires Mean | 27.20% |
| Large Shires Risk Assessment (Low) | |

Summary

For the 2010/11 financial year Colac Otway's indebtedness ratio was higher than the 2001 average for large shires.

The Indebtedness Indicator is based on non-current liabilities/own sourced revenue.

Non-current liabilities is made up of 2 items:

| | |
|---------------------------------------|----------------|
| Provisions | \$4.20m |
| Interest-bearing loans and borrowings | <u>\$4.38m</u> |
| TOTAL | \$8.58m |

It is worth noting that of the \$4.20m figure for provisions, \$3.69m is for Landfill Rehabilitation which represents 43.0% of the total non-current liabilities figure.

The provision is calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works at the various sites is estimated on the current understanding of work required to reinstate the sites to a suitable standard and budgeted costs for that work.

The figure for landfill rehabilitation increased from \$2.87m to \$3.69m in 2010/11 which impacted on Colac Otway's average for 2010/11.

Council is required to have a provision for landfill restoration for the following sites:

- Marengo
- Gellibrand
- Forrest
- Birregurra
- Barwon Downs
- Alvie

The average of the Provision for Landfill Rehabilitation for the 15 Large Rural Shires is \$2.25m which is considerably less than Colac Otway's of \$3.69m. Colac Otway's amount is the second highest of the 15 Councils.

Each year Council puts funds aside in reserves to assist in the future funding of the Landfill Rehabilitation.

At 30 June 2011 the funds set aside were:

| | |
|---------------------------------|------------------|
| Landfill Rehabilitation (Alvie) | \$467,000 |
| Rehabilitation Reserve (Other) | <u>\$160,000</u> |
| TOTAL | \$627,000 |

It should be noted that the Indebtedness % has been rated as a low risk since 2002/03.

No 4 - SELF - FINANCING (%)

Formula

Net operating cash flows/underlying revenue.

Description

“Measures the ability to replace assets using cash generated by the entity’s operations.

The higher the percentage, the more effectively this can be done.”

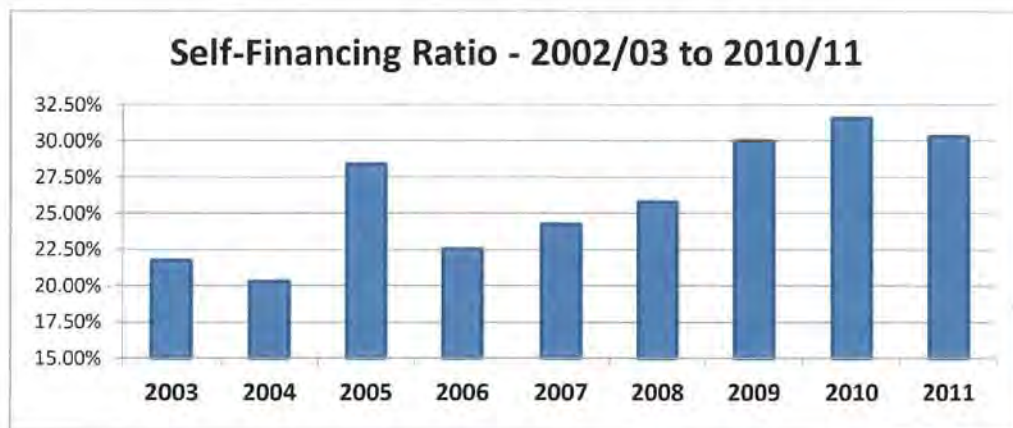
VAG Report 2010./11 (p.84)

Results (%) 5 Year Period 2006/07 to 2010/11

| | | |
|------|-------|-------|
| 2007 | 24.20 | (Low) |
| 2008 | 25.76 | (Low) |
| 2009 | 29.99 | (Low) |
| 2010 | 31.53 | (Low) |
| 2011 | 30.27 | (Low) |
| Mean | 28.35 | (Low) |

Previous Results (%) 2002/03 to 2005/06

| | | |
|------|-------|-------|
| 2003 | 21.73 | (Low) |
| 2004 | 20.28 | (Low) |
| 2005 | 28.33 | (Low) |
| 2006 | 22.49 | (Low) |



Large Shire Councils

The five year average self-financing assessment 2006/07 to 2010/11.

Self-Financing (%)

| | |
|------------------------------------|---------------|
| Colac Otway Mean | 28.35% |
| Large Shires Mean | 28.39% |
| Large Shires Risk Assessment (Low) | |

Summary

The figures for the period 2002/03 to 2010/11 indicate a gradual improvement in the self-financing indicator.

The self-financing indicator has rated low since 2002/03.

No 5 – CAPITAL REPLACEMENT (RATIO)

Previously Investment Gap Ratio

Formula

Capital Expenditure/Depreciation

Description

“Comparison of the rate of spending on infrastructure with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciation rate.

This is a long-term indicator, as capital expenditure can be deferred in the short-term if there are insufficient funds available from operations and borrowing is not an option.”

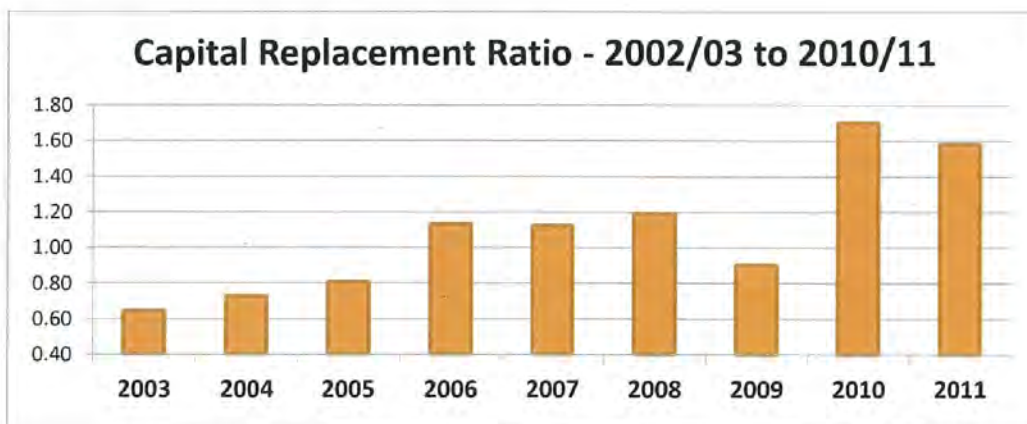
VAG Report 2010/11 (p.84)

Results (Ratio) – 5 Year Period 2006/07 to 2010/11

| | | |
|------|------|----------|
| 2007 | 1.12 | (Medium) |
| 2008 | 1.19 | (Medium) |
| 2009 | 0.90 | (High) |
| 2010 | 1.70 | (Low) |
| 2011 | 1.58 | (Low) |
| Mean | 1.30 | (Medium) |

Previous Results (Ratio) – 2002/03 to 2005/06

| | | |
|------|------|----------|
| 2003 | 0.64 | (High) |
| 2004 | 0.73 | (High) |
| 2005 | 0.81 | (High) |
| 2006 | 1.13 | (Medium) |



Large Shire Councils

For period 2002/03 to 2010/11

Capital Replacement (Ratio)

| | |
|---------------------------------------|-------------|
| Colac Otway Mean | 1.30 |
| Large Shires Mean | 1.40 |
| Large Shires Risk Assessment (Medium) | |

Summary

The figures below indicate the level of capital expenditure during the period 2002/03 to 2010/11.

| | |
|---------|--------|
| 2002/03 | 5.19m |
| 2003/04 | 5.16m |
| 2004/05 | 5.78m |
| 2005/06 | 8.54m |
| 2006/07 | 8.29m |
| 2007/08 | 8.97m |
| 2008/09 | 8.03m |
| 2009/10 | 12.89m |
| 2010/11 | 11.40m |

Council over the past 6 years has made significant funding available to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible.

Out of the \$11.40m capital expenditure in 2010/11, approximately 75% was expended on Renewal of Assets.

Colac Otway has had a Low Capital Replacement ratio for the past 2 financial years 2009/10 and 2010/11.

No 6 – RENEWAL GAP (RATIO)

Formula

Renewal and upgrade expenditure/depreciation.

Description

“Comparison of the rate of spending on existing assets through renewing, restoring and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is greater than the depreciation rate.

Similar to the investment gap, this is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations and borrowing is not an option.”

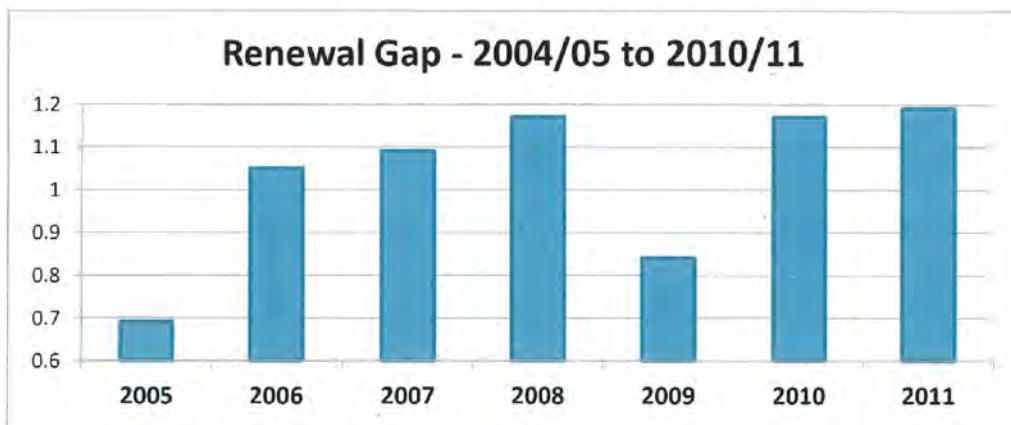
VAG Report 2010/11 (p.84)

Results (Ratio) – 5 Year Period 2006/07 to 2010/11

| | | |
|------|------|----------|
| 2007 | 1.09 | (Low) |
| 2008 | 1.17 | (Low) |
| 2009 | 0.84 | (Medium) |
| 2010 | 1.17 | (Low) |
| 2011 | 1.19 | (Low) |
| Mean | 1.09 | (Low) |

Previous Results (Ratio) 2004/05 to 2005/06

| | | |
|------|------|----------|
| 2005 | 0.69 | (Medium) |
| 2006 | 1.05 | (Low) |



Large Shire Councils

The five years average Renewal Gap assessment 2006/07 to 2010/11.

Renewal Gap (Ratio)

| | |
|------------------------------|-------------|
| Colac Otway Mean | 1.09 |
| Large Shires Mean | 1.00 |
| Large Shires risk Assessment | (Low) |

Summary

The figures indicate a significant improvement between 2005/06 to 2006/07 and then an evening out of the ratio.

The Renewal Gap ratio was rated low for 2009/10 and 2010/11.

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

Third Quarter Financial Performance Report 2011-2012

March 2012



Contents

| | |
|------------------------------------|----|
| About the report..... | 2 |
| Overview | 2 |
| Operational Budget..... | 3 |
| Major Projects Budget | 3 |
| Capital Budget | 3 |
| Significant budget variations..... | 4 |
| Carry Forward Projects..... | 4 |
| Forecast Changes | 5 |
| Cash Balance | 6 |
| Investment Report..... | 8 |
| Operating Statement | 9 |
| Capital Works Statement..... | 10 |
| Audit Committee..... | 11 |
| Service Summary..... | 11 |

ABOUT THE REPORT

In accordance with the Local Government Act 1989, Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management.

In line with our commitment to sound financial management, Council is provided with an analysis of financial and non-financial information each quarter. This information will include at a minimum a comparison of budgeted income and expenditure and actual income and expenditure.

This report covers the period from 1 July 2011 to 31 March 2012 and reports on:

- Significant variations from the adopted budget;
- Council's cash balance and forecast;
- Council's investment performance;
- Council's financial statements;
- Council's Audit Committee; and
- Income and expenditure for the services provided by Council.

This quarterly report examines Council's financial performance as at the third quarter of 2011-2012.

OVERVIEW

At the time the budget for 2011-2012 was prepared, it was expected that Council would see an operating surplus of \$3.825 million. Council continues to revise estimates for the 2011-2012 activities as more accurate information comes to hand, with the current operating surplus forecast to be \$0.938 million. The main reason for the reduction is as a result of Capital Grants now not being received this financial year e.g. Bluewater Fitness Centre Redevelopment.

The achievement of an operating surplus for the 2011-2012 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2011-2012 financial year.

Council currently has a cash at bank balance of \$14.127 million, which is higher than for the same time in 2010-2011.

Rate notices have been issued to rate payers and reminders for instalments continue to be sent each quarter.

We are continuing to monitor the status of Council's financial position with the following aims in mind:

- An operating surplus achieved for the fifth consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance our community;
- Delivery of a responsible capital works programme; and
- An improved positive financial position.

In light of this, we are undertaking several important projects over the coming months in the areas of:

- Continued development of improved monthly reporting to management and Council;
- Review of Council's assets and the development of Council's Corporate Asset Management System;
- Implementation of Investment strategy and policy (see Investment Report);
- Review of Council's financial management policies, procedures and practices;
- Review of the Strategic Resource Plan with closer linkages to various Council action plans;
- Review of the Long Term Financial Plan with closer linkages to various Council strategies;
- Initiation of a review of Council's Fees and Charges Strategy; and
- Review of the new community focussed budget document.

The forecast indicates that the financial viability of Council will continue to improve, provided balanced decisions are made with financial sustainability considerations built into all decision making processes. Key information concerning the position of Council at the end of March is included in this report.

Operational Budget

The operational income budget is projected to remain at \$34.851 million which is consistent with the adopted budget, while the operational expenditure budget is projected to increase slightly by \$0.214 million to \$36.172 million, resulting in a net projected increase in the operational budget deficit of \$0.214 million (19.3%)

Major Projects Budget

The major projects expenditure is projected to increase by \$1.803 million from the adopted budget to \$2.50 million, with income increasing by \$0.592 million to \$0.782 million, resulting in a net projected increase in the major project deficit of \$1.211 million (227.7%). This variance is a reflection of the major projects carried forward from the 2010-2011 financial year.

Capital Budget

Capital expenditure is projected to increase by \$0.429 million to \$13.0 million. This increase is a combination of recognising carried forward works projects and the expectation that no major

works will occur in this financial year on the redevelopment of the Blue Water Fitness Centre. Capital income is projected to decrease by \$1.422 million to \$4.017 million, primarily as a result of an expectation that there will be reduced grant funding provided for the Blue Water Fitness Centre redevelopment in the current financial year due to the delay in works commencing. Combined, these changes result in a net projected increase of \$1.891 million (26.5%).

SIGNIFICANT BUDGET VARIATIONS

Following the third quarter review, the following significant variations to Council's original adopted budget for 2011-2012 have been recognised.

Carry Forward Projects

Those projects and activities that were incomplete at the end of the 2010-2011 financial year and where a commitment exists for the expenditure and/or income to be incurred/raised have been listed below.

In summary, the value of carried forward items from 2010-2011 is:

| | Expenditure | Income | Net Result |
|--------------|------------------|------------------|------------------|
| Total | 4,024,083 | (956,420) | 3,067,663 |

| | | | |
|---|---------|----------|---------|
| Colac & Apollo Bay Car parking Study | 9,989 | 0 | 9,989 |
| Colac CBD & Entrances Project | 68,496 | 0 | 68,496 |
| Rural Living Strategy | 15,686 | 0 | 15,686 |
| Cressy-Shelford Road Restitution Package | 115,703 | 0 | 115,703 |
| Auspice Neighbourhood Renewal | 14,900 | 0 | 14,900 |
| Lake Colac Stage 2 | 70,000 | 0 | 70,000 |
| Stoddart St Pathway | 55,000 | (65,000) | -10,000 |
| Botanic Gardens Pathway | 57,700 | 0 | 57,700 |
| Gellibrand Landfill Rehabilitation | 233,949 | 0 | 233,949 |
| Birregurra Structure Plan & Forrest Structure Plan | 34,121 | 0 | 34,121 |
| Heathfield estate river restoration | 3,550 | 0 | 3,550 |
| Apollo Bay Harbour Master Plan Implementation | 255,000 | (38,000) | 217,000 |
| Refurbishment of the Enhanced Library Service and Accommodation | 161,541 | 0 | 161,541 |
| Refurbishment of the Enhanced Accommodation Rae Street Existing Offices | 68,268 | 0 | 68,268 |
| Beech Forest Hall | 180,855 | 0 | 180,855 |
| Youth Club Hall | 200,000 | 0 | 200,000 |

| | | | |
|--|------------------|------------------|------------------|
| Apollo Bay Customer Service Centre | 19,443 | 0 | 19,443 |
| Apollo Bay Transfer Station - sealing of car park and associated works | 255,000 | 0 | 255,000 |
| Pascoe Street Car park | 330,000 | (247,380) | 82,620 |
| Road safety program | 16,000 | (1,000) | 15,000 |
| Public Open Space Strategy | 19,919 | (3,000) | 16,919 |
| Lake Colac CHMP | 10,302 | 0 | 10,302 |
| Upgrades to Colac Youth & Recreation Centre | 280,701 | 0 | 280,701 |
| Birregurra and Forrest Master Plans (STIP) | 68,570 | (20,000) | 48,570 |
| Cressy Upgrade (STIP) | 62,328 | (40,000) | 22,328 |
| Beeac Street Lighting | 13,334 | 0 | 13,334 |
| Bridge Rehab Program - Upper Gellibrand Road | 177,738 | 0 | 177,738 |
| Apollo Bay Settlement Boundary & Urban Design Review | 34,256 | (8,000) | 26,256 |
| Colac Commercial Strategy | 80,000 | (40,000) | 40,000 |
| Colac Heavy Truck Study | 112,310 | 0 | 112,310 |
| Apollo Bay Trails Feasibility Study | 83,722 | 0 | 83,722 |
| Main Drainage Review - Apollo Bay | 49,317 | 0 | 49,317 |
| Colac City Band Hall Disabled Access Improvement | 3,865 | 0 | 3,865 |
| Cororooke Hall | 36,770 | 0 | 36,770 |
| Stonyford Hall Kitchen | 0 | (42,000) | -42,000 |
| RLCIP Round 3 - Upgrade to Energy Efficient Hot Water Services | 50,000 | 0 | 50,000 |
| Lions Park | 86,170 | (27,040) | 59,130 |
| Old Beechy Rail Trail (OBRT) Project | 419,426 | (400,000) | 19,426 |
| Colac Litter Bins and Surrounds | 10,589 | 0 | 10,589 |
| Volunteering Portal | 16,123 | (2,500) | 13,623 |
| Colac Marketing Strategy | 22,728 | 0 | 22,728 |
| Active Service Model | 38,533 | 0 | 38,533 |
| Beech Forest War Memorial | 10,000 | 0 | 10,000 |
| Internet Training 4 People With a Disability (Phase 2) | 14,856 | 0 | 14,856 |
| Marengo Landfill Rehabilitation | 94,825 | 0 | 94,825 |
| Universal Access - Capacity Assessment Planning | 20,000 | (10,000) | 10,000 |
| Universal Access - Action Plan for 2013 | 27,500 | (12,500) | 15,000 |
| Solar PV system installation - Old Library | 15,000 | 0 | 15,000 |
| Total | 4,024,083 | (956,420) | 3,067,663 |

Forecast Changes

In addition to the annual carry forward project process, adjustments to Council's budget (forecast changes), occur throughout the financial year. These changes include projects that are deferred or cancelled, projects that are adjusted due to additional funding (or reductions in funding), and projects that are new projects that were not known at the time of preparing the annual budget.

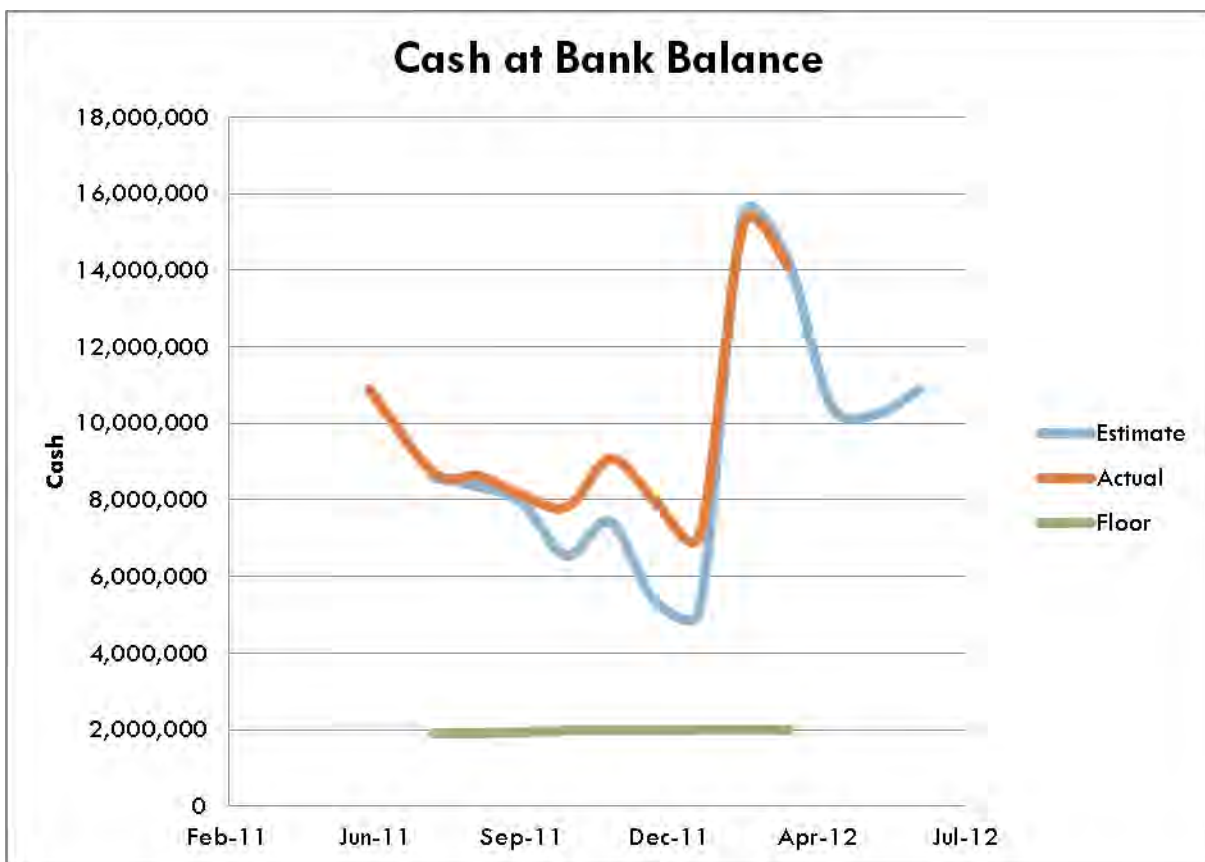
The table below indicates the forecast changes that have been made during the 2011-2012 year to date.

| | | | |
|--|--|-------------------------|-------------------------|
| Blue Water Fitness Centre Redevelopment | The redevelopment of the Blue Water Fitness Centre is not expected to be completed during the financial year. As a result funding for the project in the 2011-2012 financial year has been reduced to reflect expectations | Original
\$2,000,000 | Original
\$2,000,000 |
| | | Revised
\$200,000 | Revised
\$200,000 |
| Timber Roads Program - Old Beech Forest Road Resheet | Council was unsuccessful in obtaining funding from the Better Roads Program for this project. The project was contingent on funding being received. | Original
\$301,589 | Original
\$351,854 |
| | | Revised
\$0 | Revised
\$0 |
| Contribution to Apollo Bay Library Project | Additional grant funding has been obtained enabling additional funds to be contributed to the Apollo Bay Library project. There is no net change to Council contributions. | Original
\$100,000 | Original
\$200,000 |
| | | Revised
\$387,500 | Revised
\$487,500 |
| Timber Roads Program - Pipeline Road Resheet | Council was unsuccessful in obtaining funding from the Better Roads Program for this project. The project was contingent on funding being received. | Original
\$142,416 | Original
\$166,152 |
| | | Revised
\$0 | Revised
\$0 |
| Improving Liveability for Older People (ILOP) | Funding was received for the purpose of improving liveability for older people in the Colac Otway Shire. This two (2) year project will develop action plan and then implement that plan. This project is fully funded from external grants. | Original
\$0 | Original
\$0 |
| | | Revised
\$100,000 | Revised
\$100,000 |
| Municipal Fire and Emergency Management Resourcing Programme | As a result of the Victorian Royal Commission into the bushfires funding has been provided for 12 months from DPCD to fund Emergency Management position. | Original
\$0 | Original
\$0 |
| | | Revised
\$110,000 | Revised
\$110,000 |
| COPACC Fire Protection Systems Compliance Upgrade | Emergency upgrade required of COPACC Fire Systems to remain compliant with Building and Fire Codes. Funding provided from existing maintenance budgets and by not proceeding with other building works. | Original
\$0 | Original
\$0 |
| | | Revised
\$0 | Revised
\$75,000 |
| Eastern Reserve Court Resurfacing | Resurfacing work on two (2) courts at the Eastern Reserve. To be funded from savings within the capital works programme (such as cancellation of Timber Roads Programme) | Original
\$0 | Original
\$0 |
| | | Revised
\$0 | Revised
\$25,000 |

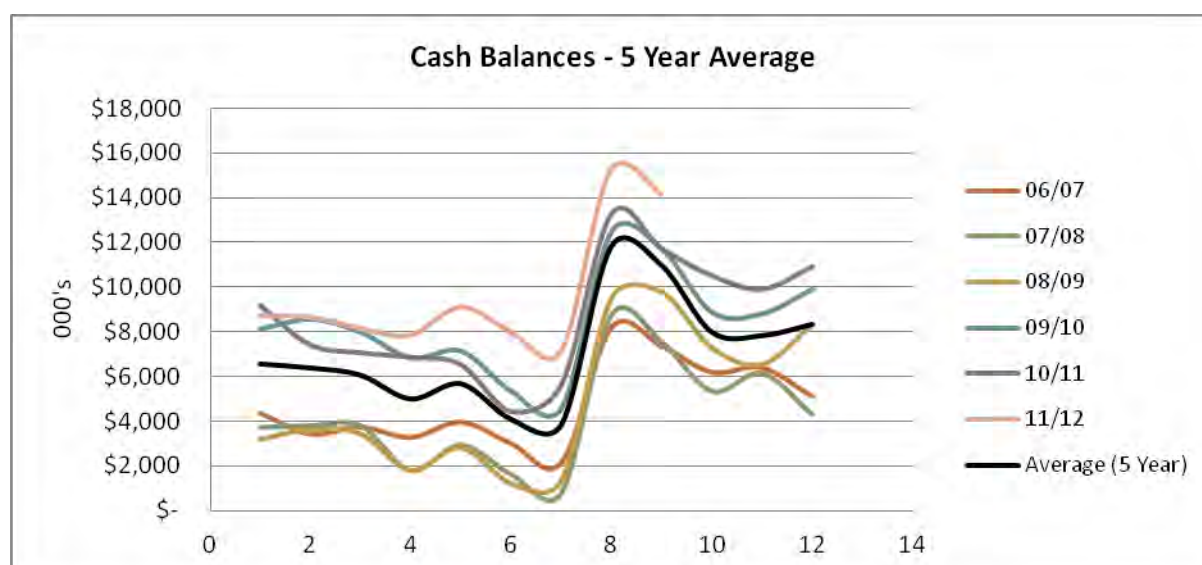
CASH BALANCE

The charts below gives an indication of how the cash balances of Council may perform over the course of the 2011-2012 financial year. The first chart, Cash at Bank Balance, portrays:

- The Estimate – which is an estimation of what the cash balance may be at the end of each month based entirely upon historical averages.
- The Actual – which is the actual balance at the end of each month of the year up to and including March 2012.
- The Floor – which is the value of Council cash balance at which point Council’s operating funds are zero (0). With cash balances below the “Floor”, Council would be using its overdraft facility.



The following chart provides details on the cash balances at month end for the five (5) years prior to the 2011-2012 financial year. The chart also includes the five (5) year average of those cash balances.



Council's overall position, although appearing strong in the financial statements, remains susceptible to shocks and is limited in its ability to take advantage of opportunities as they arise. Council can be more sustainable in the longer term provided it:

- Ensures it is in a position to undertake the necessary changes to make business more efficient;
- Seeks other and opportunistic revenue generation, such as grants funding, structured borrowing strategies, charge schemes and other entrepreneurial activities.

Given the level of expected future demands on Council and the level of current reserves, Council must critically evaluate its resource capability before any commitment is made to additional works or projects, regardless of the opportunity it may offer. Council needs to vigilantly adhere to the principles of planning before committing to funding any new or expanded activities.

INVESTMENT REPORT

| Deposit | Minimum Rate | Maximum Rate | Average |
|--|--------------|--------------|---------|
| TOTAL PORTFOLIO | | | |
| Total | 4.25% | 4.25% | 4.25% |
| GENERAL INVESTMENTS | | | |
| At-Call Deposits | 4.25% | 4.25% | 4.25% |
| Total | 4.25% | 4.25% | 4.25% |
| LONG SERVICE LEAVE INVESTMENT | | | |
| Total | 4.25% | 4.75% | 4.50% |
| PERFORMANCE BENCHMARK | | | |
| Reserve Bank of Australia Cash Rate | 4.25% | 4.25% | 4.25% |
| 90-Day Bank Bill Index | 4.28% | 4.52% | 4.41% |

Due to the implementation of Council’s Investment Policy, funds have been held At-Call for the duration of this quarter. This has led to a decrease in performance of the portfolio compared to the first quarter of 2011-2012.

Subsequently the portfolio has performed at the same level as the RBA cash rate (4.25%) but 0.16% below the average 90-day bank bill index (4.41%). Total interest paid to council during Quarter 3 was \$85,844 (total interest paid for the year to date was \$229,459) with next interest payable in April.

The balance of Council’s Investment Portfolio at the end of the quarter was approximately \$13.167 million.

UNDERLYING RESULT

The underlying operating result is a measure of the capacity of a municipality to finance recurrent services, pay debt interest and meet the cost of asset use (depreciation). Continuing deficits indicate that the asset base is being eroded and that insufficient resources are being allocated to meeting current service demands.

The model utilised by Colac Otway Shire to calculate the underlying operating result is to deduct from the operating surplus/deficit shown in the Income Statement: capital grants, cash contributions (e.g. developer contributions) contributed non-cash assets; asset revaluations and other “once off” adjustments.

The underlying result for the Colac Otway Shire is displayed below.

| | March
Actual YTD | March
Budget YTD | Forecast
Budget | Original Budget |
|-------------------------------------|---------------------|---------------------|--------------------|-----------------|
| Underlying result (surplus)/deficit | (5,704,618) | (2,646,086) | 3,163,701 | 1,698,228 |

OPERATING STATEMENT

The information portrayed below provides an operating statement as per the data at 31 March 2012. The four (4) columns of data provide actual year to date results as compared to the budget year to date, the revised budget or forecast position as at 31 March 2012 and the original budget as it was adopted by Council. The forecast budget includes the value of all adjustments made since the adoption of the budget for 2011-2012 and takes account of carried forward projects.

Colac Otway Shire Council

Operating Statement

March 2012



| Category | March
Actual YTD | March
Budget YTD | Forecast
Budget | Original
Budget |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Income | | | | |
| Contributions - cash | (86,991) | (258,369) | (511,680) | (264,300) |
| Finance revenue | (304,194) | (271,042) | (474,000) | (474,000) |
| Grants - capital | (1,882,021) | (2,239,278) | (2,985,040) | (4,654,005) |
| Grants - operating | (6,468,380) | (6,266,859) | (8,424,548) | (7,834,548) |
| Net gain / loss on disposal of assets | (276,226) | (528,750) | (605,000) | (605,000) |
| Other revenue | (200,223) | (37,350) | (52,800) | (49,400) |
| Rates and charges | (21,581,411) | (21,442,668) | (21,370,549) | (21,370,549) |
| Reimbursements | (233,740) | (162,417) | (215,660) | (215,660) |
| Statutory fees and charges | (415,077) | (397,258) | (515,167) | (515,167) |
| User fees and charges | (2,577,517) | (3,276,524) | (4,495,911) | (4,497,411) |
| Total Income | (34,025,781) | (34,880,515) | (39,650,355) | (40,480,040) |
| Expense | | | | |
| Contracts | 4,793,224 | 5,779,052 | 7,908,742 | 6,746,477 |
| Depreciation | 6,606,750 | 6,606,747 | 8,809,000 | 8,809,000 |
| Employee benefits | 10,214,768 | 10,839,524 | 14,303,711 | 13,955,172 |
| Finance expenses | 235,143 | 257,626 | 345,976 | 345,976 |
| Materials and services | 3,483,087 | 4,296,608 | 5,586,718 | 5,370,849 |
| Other expenses | 742,952 | 1,428,475 | 1,758,189 | 1,427,489 |
| Total Expenses | 26,075,925 | 29,208,032 | 38,712,336 | 36,654,963 |

| | | | | |
|------------------|-------------|-------------|-----------|-------------|
| Operating Result | (7,949,856) | (5,672,483) | (938,019) | (3,825,077) |
|------------------|-------------|-------------|-----------|-------------|

CAPITAL WORKS STATEMENT

The information below provides details on the capital works expenditure as at 31 March 2012.

Colac Otway Shire Council

Capital Works

March 2012



| Category | March Actual YTD | March Budget YTD | Forecast Budget | Original Budget |
|-------------------------------|------------------|------------------|-------------------|-------------------|
| Bridge & Culvert | 148,249 | 508,239 | 677,738 | 500,000 |
| Building Habitable Structures | 1,259,101 | 872,898 | 2,113,578 | 2,836,000 |
| Drainage | 291,645 | 557,467 | 753,000 | 665,000 |
| Footpath and Cycleways | 181,819 | 649,323 | 865,991 | 300,000 |
| Kerb & Channelling | - | 80,991 | 108,000 | 75,000 |
| Land | 802,425 | 813,509 | 803,000 | 845,000 |
| Land Improvements - Parks | 140,581 | 268,711 | 305,000 | 160,000 |
| Off Street Car Parking | - | 149,949 | 200,000 | 50,000 |
| Other Structures | 262,001 | 276,743 | 347,421 | 90,000 |
| Plant & Equipment | 1,695,186 | 1,869,483 | 2,312,100 | 2,256,800 |
| Roads | 3,002,243 | 2,739,725 | 4,514,200 | 4,793,206 |
| Capital Works Total | 7,783,249 | 8,787,038 | 13,000,028 | 12,571,006 |

AUDIT COMMITTEE

The purpose of the committee is to “assist the Council in its oversight responsibilities by monitoring, reviewing and advising accounting, auditing, compliance and risk management related matters as well as to provide a forum for communication between the Council, management and the internal and external auditors.

The audit committee meets four (4) times per annum and as at 31 March 2012 has met for the third time this financial year.

Council’s internal audit function reports to the audit committee and conducts regular audits on activities such as those related to the purchasing of goods and services, various risks to Council and the quality and effectiveness of Council’s services. In addition four (4) major

audits are conducted by external auditors each year. As at the completion of the third quarter, the external contract auditors have conducted audits and reported on Council's treatment of rates debtors and Council's Maternal and Children's Health Services. Audit fieldwork has also been conducted for "Accounting for Non-infrastructure Assets" and "Contract Tendering". These reports are expected to be provided to the May 2012 Audit Committee meeting.

SERVICE SUMMARY

The information in the following pages provides an indication of the income and expense attributed to each department, business unit and section of Council as at 31 March 2012.

| Department | Business Unit | March Actual YTD | March Budget YTD | Forecast Budget | Original Budget |
|---|--|------------------|------------------|------------------|------------------|
| Information Services | | 983,030 | 1,036,351 | 1,387,701 | 1,334,901 |
| | <i>Information Communications & Technology Section</i> | 14,983 | 12,000 | 12,000 | 12,000 |
| | Expense | 14,983 | 12,000 | 12,000 | 12,000 |
| | <i>Information Management Section</i> | 204,990 | 207,199 | 282,794 | 282,794 |
| | Expense | 204,990 | 208,699 | 284,294 | 284,294 |
| | Income | 0 | (1,500) | (1,500) | (1,500) |
| | <i>Information Services Unit Section</i> | 763,057 | 817,152 | 1,092,907 | 1,040,107 |
| | Expense | 766,993 | 823,152 | 1,098,907 | 1,046,107 |
| | Income | (3,936) | (6,000) | (6,000) | (6,000) |
| Organisation Support & Development | | 867,980 | 988,728 | 1,230,799 | 1,254,774 |
| | <i>Human Resources Section</i> | 252,485 | 314,759 | 429,180 | 429,180 |
| | Expense | 256,978 | 314,759 | 429,180 | 429,180 |
| | Income | (4,493) | 0 | 0 | 0 |
| | <i>Organisational Development Section</i> | 178,736 | 252,028 | 332,289 | 332,289 |
| | Expense | 178,736 | 252,028 | 332,289 | 332,289 |
| | <i>Risk Management Section</i> | 436,759 | 421,941 | 469,330 | 493,305 |
| | Expense | 459,501 | 444,441 | 499,330 | 523,305 |
| | Income | (22,742) | (22,500) | (30,000) | (30,000) |
| Recreation Arts & Culture | | 1,214,005 | 1,352,726 | 1,791,782 | 1,744,924 |
| | <i>Bluewater Fitness Centre Section</i> | 286,213 | 344,003 | 502,932 | 502,932 |
| | Expense | 829,739 | 889,241 | 1,229,932 | 1,229,932 |
| | Income | (543,526) | (545,238) | (727,000) | (727,000) |
| | <i>COPACC Section</i> | 267,335 | 244,599 | 331,603 | 350,603 |
| | Expense | 674,605 | 644,106 | 864,306 | 883,306 |
| | Income | (407,270) | (399,507) | (532,703) | (532,703) |
| | <i>Other Leisure & Fitness Centres Section</i> | 19,525 | 44,500 | 42,500 | 42,500 |
| | Expense | 27,312 | 55,500 | 55,500 | 55,500 |
| | Income | (7,786) | (11,000) | (13,000) | (13,000) |
| | <i>Recreation & Events Section</i> | 401,238 | 450,894 | 553,048 | 587,831 |
| | Expense | 475,644 | 476,488 | 579,898 | 614,681 |
| | Income | (74,405) | (25,594) | (26,850) | (26,850) |
| | <i>Recreation, Arts & Culture Management Section</i> | 239,693 | 268,730 | 361,699 | 261,058 |
| | Expense | 242,693 | 270,980 | 364,699 | 261,058 |
| | Income | (3,000) | (2,250) | (3,000) | 0 |
| Infrastructure & Services | | 2,559,691 | 4,029,879 | 6,425,590 | 5,626,123 |
| Capital Works Management | | 547,506 | 797,012 | 1,083,809 | 746,619 |
| | <i>Capital Works Management Section</i> | 515,891 | 703,295 | 958,809 | 746,619 |
| | Expense | 526,906 | 711,170 | 969,309 | 757,119 |
| | Income | (11,015) | (7,875) | (10,500) | (10,500) |
| | <i>Footpath K&C Program Section</i> | 652 | 0 | 0 | 0 |
| | Expense | 652 | 0 | 0 | 0 |
| | <i>Parks & Reserves Program Section</i> | 30,963 | 93,717 | 125,000 | 0 |
| | Expense | 30,963 | 93,717 | 125,000 | 0 |
| COSWORKS | | 2,476,880 | 3,088,344 | 4,202,555 | 3,961,552 |
| | <i>COSWORKS Management Section</i> | 477,874 | 635,255 | 912,245 | 732,642 |
| | Expense | 687,936 | 635,255 | 912,245 | 732,642 |
| | | (210,062) | 0 | 0 | 0 |
| | <i>Drainage Maintenance Section</i> | 202,471 | 366,385 | 463,072 | 463,072 |
| | Expense | 202,471 | 366,385 | 463,072 | 463,072 |
| | <i>Livestock Selling Centre Operations Section</i> | (174,285) | (143,591) | (182,370) | (182,370) |
| | Expense | 318,445 | 376,897 | 511,630 | 511,630 |
| | Income | (492,730) | (520,488) | (694,000) | (694,000) |
| | <i>Parks & Reserves Maintenance Section</i> | 673,793 | 684,334 | 934,511 | 934,511 |
| | Expense | 733,150 | 695,834 | 946,011 | 946,011 |
| | Income | (59,358) | (11,500) | (11,500) | (11,500) |
| | <i>Private Works Section</i> | (8,338) | (4,225) | (5,000) | (5,000) |
| | Expense | 14,723 | 10,778 | 15,000 | 15,000 |
| | Income | (23,060) | (15,003) | (20,000) | (20,000) |
| | <i>Road Maintenance Section</i> | 1,305,365 | 1,550,186 | 2,080,097 | 2,018,697 |
| | Expense | 1,305,365 | 1,550,186 | 2,080,097 | 2,018,697 |
| Infrastructure Services Management | | 258,580 | 200,257 | 274,871 | 274,871 |
| | <i>Infrastructure Services Management Section</i> | 258,580 | 200,257 | 274,871 | 274,871 |
| | Expense | 258,580 | 200,257 | 274,871 | 274,871 |

| Department | Business Unit | | March Actual YTD | March Budget YTD | Forecast Budget | Original Budget |
|--|--|---------|---------------------|--------------------|--------------------|--------------------|
| Major Contracts | | | (292,975) | 84,340 | 1,155,162 | 826,388 |
| | <i>Aerodrome Section</i> | | 11,898 | 14,202 | 18,950 | 18,950 |
| | | Expense | 11,953 | 16,155 | 21,550 | 21,550 |
| | | Income | (54) | (1,953) | (2,600) | (2,600) |
| | <i>Contract Management Section</i> | | 187,141 | 159,279 | 217,009 | 217,009 |
| | | Expense | 198,368 | 190,779 | 259,009 | 259,009 |
| | | Income | (11,227) | (31,500) | (42,000) | (42,000) |
| | <i>Waste Management Section</i> | | (492,015) | (89,141) | 919,203 | 590,429 |
| | | Expense | 2,259,378 | 2,693,255 | 3,791,939 | 3,463,165 |
| | | Income | (2,751,392) | (2,782,396) | (2,872,736) | (2,872,736) |
| Plant Operations | | | (1,077,586) | (889,428) | (1,297,175) | (1,319,175) |
| | <i>Heavy Plant</i> | | (743,093) | (557,045) | (835,155) | (835,155) |
| | | Expense | (716,397) | (516,545) | (781,155) | (781,155) |
| | | Income | (26,696) | (40,500) | (54,000) | (54,000) |
| | <i>Light Plant</i> | | (334,493) | (332,383) | (462,020) | (484,020) |
| | | Expense | (334,493) | (332,383) | (462,020) | (484,020) |
| Sustainable Assets | | | 647,286 | 749,354 | 1,006,368 | 1,135,868 |
| | <i>Council Facilities Section</i> | | 269,271 | 310,327 | 421,231 | 470,081 |
| | | Expense | 269,271 | 310,327 | 421,231 | 470,081 |
| | <i>Sustainable Assets Management Section</i> | | 378,015 | 439,027 | 585,137 | 665,787 |
| | | Expense | 378,015 | 439,027 | 585,137 | 665,787 |
| Sustainable Planning & Development Services | | | 2,123,344 | 3,182,100 | 4,148,039 | 3,550,821 |
| Economic Development | | | 777,789 | 969,376 | 1,261,929 | 962,933 |
| | <i>Business Section</i> | | 380,913 | 480,575 | 600,643 | 346,647 |
| | | Expense | 442,009 | 497,069 | 677,143 | 403,147 |
| | | Income | (61,095) | (16,494) | (76,500) | (56,500) |
| | <i>Tourism Section</i> | | 396,876 | 488,801 | 661,286 | 616,286 |
| | | Expense | 717,140 | 717,914 | 966,786 | 921,786 |
| | | Income | (320,264) | (229,113) | (305,500) | (305,500) |
| Environment & Community Safety | | | 580,523 | 910,405 | 1,113,355 | 1,116,385 |
| | <i>Emergency Management Section</i> | | (10,144) | 211,907 | 273,341 | 285,341 |
| | | Expense | 261,953 | 312,449 | 445,025 | 347,025 |
| | | Income | (272,097) | (100,542) | (171,684) | (61,684) |
| | <i>Environment Section</i> | | 304,459 | 383,279 | 517,147 | 515,497 |
| | | Expense | 344,112 | 383,279 | 517,147 | 515,497 |
| | | Income | (39,653) | 0 | 0 | 0 |
| | <i>Local Laws Section</i> | | 286,208 | 315,219 | 322,867 | 315,547 |
| | | Expense | 461,371 | 451,988 | 608,567 | 601,247 |
| | | Income | (175,163) | (136,769) | (285,700) | (285,700) |
| Planning & Building | | | 849,125 | 1,105,228 | 1,504,136 | 1,202,884 |
| | <i>Building Control Section</i> | | 81,027 | 106,923 | 146,758 | 146,758 |
| | | Expense | 178,757 | 216,264 | 292,558 | 292,558 |
| | | Income | (97,731) | (109,341) | (145,800) | (145,800) |
| | <i>Statutory Planning Section</i> | | 524,385 | 502,654 | 688,955 | 688,955 |
| | | Expense | 668,526 | 651,132 | 885,255 | 885,255 |
| | | Income | (144,141) | (148,478) | (196,300) | (196,300) |
| | <i>Strategic Planning Section</i> | | 243,713 | 495,651 | 668,423 | 367,171 |
| | | Expense | 243,713 | 530,886 | 715,423 | 368,171 |
| | | Income | 0 | (35,235) | (47,000) | (1,000) |
| Sustainable Planning & Development Management | | | (84,093) | 197,091 | 268,619 | 268,619 |
| | <i>Sustainable Planning & Developpt Management Section</i> | | (84,093) | 197,091 | 268,619 | 268,619 |
| | | Expense | 259,907 | 197,091 | 268,619 | 268,619 |
| | | Income | (344,000) | 0 | 0 | 0 |
| Grand Total | | | (12,174,547) | (2,655,641) | 3,163,901 | 1,613,928 |

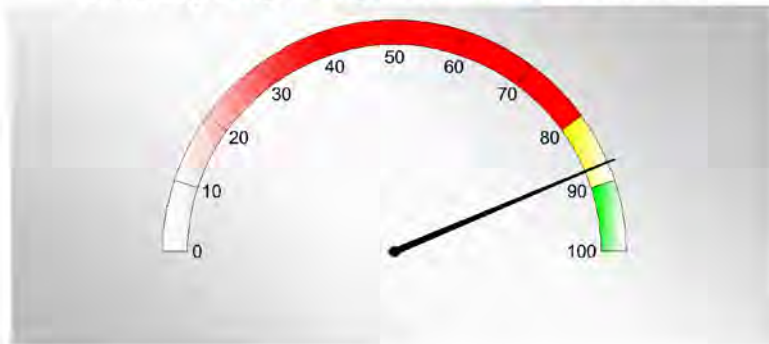


Quarterly Council Plan Progress Report

Period: 01/01/12 - 31/03/12



Quarterly Progress against Council Plan Actions



| Description | Indicator |
|--|---------------------------------------|
| 131 Council Plan Actions reported on | ■ |
| 98 Council Plan Actions at least 90% of target | ■ |
| 9 Council Plan Actions between 70% and 90% of target | ■ |
| 24 Council Plan Actions less than 70% of target | ■ |
| 0 Council Plan Actions with no target set & ongoing | ■ |

Overall Progress against Key Result Areas in Council Plan



| KEY RESULT AREA | NO. OF COUNCIL PLAN ACTIONS REPORTED | NO. OF ACTIONS AT LEAST 90% OF TARGET | NO. OF ACTIONS BETWEEN 70 & 90% OF TARGET | NO. OF ACTIONS LESS THAN 70% OF TARGET | NUMBER OF ONGOING ACTIONS | ACTIONS WITH NO TARGET |
|---------------------------------------|--------------------------------------|---------------------------------------|---|--|---------------------------|------------------------|
| 1. Leadership and Governance | 31 | 26 | 3 | 2 | 0 | 0 |
| 2. Physical Infrastructure and Assets | 19 | 11 | 0 | 8 | 0 | 0 |
| 3. Land Use and Development | 20 | 18 | 0 | 2 | 0 | 0 |
| 4. Environmental Management | 17 | 12 | 2 | 3 | 0 | 0 |
| 5. Economic Development | 20 | 18 | 0 | 2 | 0 | 0 |
| 6. Community Health and Wellbeing | 24 | 13 | 4 | 7 | 0 | 0 |

Top 12 Council Plan Actions



Less than 70% of Action target achieved






Between 70% and 90% of Action target achieved



At least 90% of Action target achieved


| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|---|--|------------|----------|
| Key Result Area: 1 Leadership and Governance | | | | |
| Council Plan Objective: 1.1 Fulfil leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. | | | | |
| Council Plan Strategy: 1.1.3 Provide responsible financial management. | | | | |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy. | The development of the Long Term Financial Plan has been completed. The annual review of the Plan will be completed in April 2012. | Corporate & Community Services GM's Office | 30/06/2012 | |
| Council Plan Strategy: 1.1.7 Provide a fair, safe and healthy work environment. | | | | |
| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff. | Review is complete. Sustainable Planning and Development staff are currently moving into the new facilities and the Rae Street office plans have been accepted. | Chief Executive Office | 30/06/2012 | |
| Key Result Area: 2 Physical Infrastructure and Assets | | | | |
| Council Plan Objective: 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future. | | | | |
| Council Plan Strategy: 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs. | | | | |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities. | A 10 year program system has been developed. A review of current projects and new projects is nearing completion in line with this year's budget preparation. | Capital Works | 30/06/2012 | |
| Council Plan Strategy: 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan. | | | | |
| 2.1.2.3 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Last formal STEP Program visit was in March 2012. Performance against National Asset Management Assessment Framework measured. Council is making steady progress towards obtaining a core level of maturity with respect to asset management practices. Key improvements required include finalisation of Asset Management Plans for major infrastructure categories. | Sustainable Assets | 30/06/2012 | |
| Key Result Area: 3 Land Use and Development | | | | |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|--|--------------------------------|------------|---|
| Council Plan Objective: | 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future | | | |
| Council Plan Strategy: | 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community. | | | |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings. | The Strategy was adopted by Council at its December meeting. Officers have prepared a planning scheme amendment C69 and sought authorisation from the Planning Minister for exhibition. | Planning & Building Services | 30/06/2012 |  |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay. | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition in 2012 in conjunction with the amendment to implement the Colac CBD and Entrances Project (when it is adopted). | Planning & Building Services | 30/06/2012 |  |
| Key Result Area: | 4 Environmental Management | | | |
| Council Plan Objective: | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts. | | | |
| Council Plan Strategy: | 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities. | | | |
| 4.1.1.2 Implementation of the Environment Strategy. | Council continues to undertake activities in accordance with the objectives and targets set in the Environment Strategy. A number of new initiatives that have recently started include assessments of conservation values of Council Managed Land and development of a Carbon Neutral Plan. | Environment & Community Safety | 30/06/2012 |  |
| Key Result Area: | 5 Economic Development | | | |
| Council Plan Objective: | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. | | | |
| Council Plan Strategy: | 5.1.3 Support local business to develop and succeed. | | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape and city entrances. | Budget bids submitted to facilitate the next stage of the project, being detailed construction plans and an Urban Forest Study. This project has received strong community support and is proceeding extremely well. Additional work commissioned to further explore the section of Murray Street between Queen and Corangamite Streets. A revised final draft version of the Plan distributed to the Community Reference Group prior to one additional, and final, meeting of that group before the draft Plan is presented to Council for adoption. | Sustainable Planning & Development
GM's Office | 30/06/2012 | |
| Council Plan Strategy: | 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region. | | | |
| 5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism. | Implemented the plan to manage direct delivery of tourism marketing and industry development. Employed a new Tourism Development Officer. Completed restructure of staffing at the Colac Visitor Information Centre, with employment of two new part-time Tourism Assistant Officers. | Economic Development | 30/06/2012 | |
| Key Result Area: | 6 Community Health and Wellbeing | | | |
| Council Plan Objective: | 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities | | | |
| Council Plan Strategy: | 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities. | | | |
| 6.1.1.20 Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals. | Expression of Interest to Regional Development Australia Fund for upgrade to Central Reserve was unsuccessful. Beechy Precinct project now considered a G21 Priority Project. Waiting on outcomes of previous applications for Central Reserve and Bluewater Fitness Centre. | Recreation, Arts and Culture | 30/06/2012 | |
| Council Plan Strategy: | 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. | | | |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|--|-------------------------------|------------|---|
| 6.1.3.22 Implement and promote the Municipal Public Health Plan. | A hard copy of the Plan has been printed. Waiting for the Department of Health review process to be completed by PDF Consulting. An update of the Plan will be provided in the next quarter. | Health and Community Services | 30/06/2012 |  |



Council Plan Actions



Less than 70% of Action target achieved




Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|---|--|------------|----------|
| Key Result Area: 1 Leadership and Governance | | | | |
| Council Plan Objective: 1.1 Fulfil leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. | | | | |
| Council Plan Strategy: 1.1.1 Lead the community in responding to the current and long term sustainability challenges facing the municipality. | | | | |
| 1.1.1.2 Review and where possible, simplify Council's Local Laws. | Governance Local Law has been reviewed. Other local laws are in the process of being reviewed and simplified where possible. Internal meetings of the committee have been held. Timelines have been developed for the review. | Corporate & Community Services GM's Office | 30/06/2012 | |
| 1.1.1.3 Pursue the development of a collaboratively developed Sustainable Population Strategy that takes into account the demographic, social, environment, economic, land use and leadership factors that make a great municipality. Participate in the G21 Regional Land Use Plan. | Actively involved in the G21 Regional Growth Plan (formerly the Regional Land Use Plan). The draft Plan is currently out for public comment. | Chief Executive Office | 30/06/2012 | |
| 1.1.1.3 Review of Council's Policies. | Council Policies are reviewed on an ongoing basis. A number of policies are in the process of being reviewed. | Corporate & Community Services GM's Office | 30/06/2012 | |
| Council Plan Strategy: 1.1.2 Improve community engagement to ensure open, accessible, transparent planning and decision making. | | | | |
| 1.1.2.2 Review Council's Community Engagement Policy, Procedure and Toolkit to improve current processes of direct engagement with the community. | Communications strategy completed by Warne marketing. | Chief Executive Office | 30/06/2012 | |
| 1.1.2.3 Conduct community forums throughout the Shire. | Regularly conducted forums on specific issues and attended community rate payer groups. | Chief Executive Office | 30/06/2012 | |
| Council Plan Strategy: 1.1.3 Provide responsible financial management. | | | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|--|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.3.1 Facilitate a strategic and integrated approach for grants applications to reduce Council's matching contribution from other than rate revenue. | Meeting of relevant managers to discuss grants process and cooperation amongst departments. Grants administration transferred to Economic Development Administration Officer. Grants newsletter distributed monthly. | Economic Development | 30/06/2012 | |
| 1.1.3.3 Support the Audit Committee and maintain an internal audit program ensuring an Audit Plan is developed and implemented annually based on the outcomes of the Risk Profiling project. | Three Audit Committee meetings have been held, which included the acceptance by the committee of the revised Memorandum of Audit Planning for each internal audit for the year and 2010-2011 Financial Statements. | Finance & Customer Service | 30/06/2012 | |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy. | The development of the Long Term Financial Plan has been completed. The annual review of the Plan will be completed in April 2012. | Corporate & Community Services GM's Office | 30/06/2012 | |
| 1.1.3.9 Ensure Council's asset and financial systems meet the National Financial Reporting Framework standards required by the Federal Government by June 2012. | Project has commenced to prepare specifications for Council's Corporate Asset Management System (CAMS), and to review and prepare Council's existing asset data. Council has also committed to active participation in a national asset management special interest group. | Finance & Customer Service | 30/06/2012 | |
| Council Plan Strategy: | | 1.4 Continuously improve the services directly provided by Council. | | |
| 1.1.4.1 Improve Council's Customer Service capability to increase customer satisfaction. | Customer Service activities of the organisation continue to be reviewed against the accepted Customer Service policies and frameworks. Further benchmarking activities on best practice in customer service are also being undertaken. | Finance & Customer Service | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|--|---|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.4.2 Actively promote the delivery of responsive customer service across the organisation. | Customer Service activities of the organisation continue to be reviewed against the accepted Customer Service standards. The significant upgrade of Council's Customer Request Management system, MERIT, the implementation of Council's Information Management System, TRIM, and the replacement of Council's telephony system have the potential to significantly improve the responsiveness of customer service across the organisation. | Finance & Customer Service | 30/06/2012 |  |
| 1.1.4.3 Carry out continuous improvement reviews on Council operations and implement the prescribed actions. | The Business Excellence organisational self-assessment exercise has been completed, with the 7 Categories teams presenting their findings prioritised into their top 2-5 issues. The management group will now discuss and select 4-6 issues as projects to work on over the next 12 months. Work also continues by the Organisational Systems Improvement Committee on the development and cataloguing of Service Levels within the organisation. | Organisational Support and Development | 30/06/2012 |  |
| Council Plan Strategy: | 1.1.5 Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government. | | | |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**




| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|---|--|------------|----------|
| 1.1.5.1 Advocate and influence the development of water authorities' water supply demand policies and strategies. | A meeting has been scheduled with Department of Sustainability and Environment (DSE), Environmental Protection Authority (EPA), Barwon Water and Council in the Barwon Water Offices in Geelong to discuss a longer term solution to the waste water problems along the coast. The previous meeting scheduled for February was cancelled by DSE due to the inability of EPA to attend. This will be an ongoing advocacy process as a solution is not immediately evident. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 1.1.5.1 Advocate for appropriate fire prevention activities in the Great Otway National park and other public land. | Council continues to actively participate in regional and local emergency management initiatives and provide overall direction for Council's emergency management responsibilities. This includes ongoing advocacy with state government and fire services organisations. Invited the Fire Services Commissioner to attend Regional Integrated Emergency management Committee meeting in Colac. | Sustainable Planning & Development GM's Office | 30/06/2012 | |
| 1.1.5.2 Advocate for increased State Government recognition and funding as compensation for the Shire's larger than average area of non-rateable land. Actively support Australian Rural Roads Group. | Continued advocacy through the Australian Rural Roads Group, and representation to local Ministers and Members of Parliament at the Federal and State level. | Chief Executive Office | 30/06/2012 | |
| 1.1.5.3 Advocate for appropriate State and Federal Government funding for community priorities. | Actively promoting Council project priorities through G21 and the Great South Coast (GSC) group of Councils. Regular meetings held with State and Federal Ministers on key issues affecting the Shire. | Chief Executive Office | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|--|--|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.5.4 Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives. | Council has full participation on the G21 Board and its Pillars. The Chief Executive Officer chairs the Sport and Recreation Pillar. Active participation in Great South Coast regional strategic issues. | Chief Executive Office | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.6 Attract and retain quality staff. | | |
| 1.1.6.5 Work in partnership with local and industry groups on employment branding initiatives that enhance the profile and appeal of local government as an "employer of choice". | Council continues to actively promote employment with Local Government. In this quarter we hosted four Deakin students in work placement with Council as part of degree courses to further promote the employment opportunities available in Local Government. | Organisational Support and Development | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.7 Provide a fair, safe and healthy work environment. | | |
| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff. | Review is complete. Sustainable Planning and Development staff are currently moving into the new facilities and the Rae Street office plans have been accepted. | Chief Executive Office | 30/06/2012 | |
| 1.1.7.4 Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations. | Corrective actions required out of the SafetyMap audit are progressing. 56% of observations have been completed. Work will continue on the outstanding items in preparation for the next surveillance audit due in November. | Organisational Support and Development | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.8 Continuously improve operational systems, processes and minimise risk. | | |
| 1.1.8.2 Develop and implement Council's Information Services disaster recovery environment. | This is an ongoing program. Work has commenced on the telephone upgrade, with consideration being given to the disaster recovery services required for the telephone system. | Information Services | 30/06/2012 | |
| 1.1.8.2 Seek opportunities for sharing of resources and expertise across the region. | Active participation and collaboration with G21 and the Great South Coast (GSC) group of Councils on regional initiatives. Municipal Association of Victoria (MAV) collaboration initiatives include STEP programs. | Chief Executive Office | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.8.3 Implement Council's Information Communication Technology strategic plan. | The strategic plan has been reviewed to ensure the activities programmed for the 2012/13 financial year are correct in terms of both timing and the expected outcomes. The initiatives requiring project funding in 2012/13 have had budget bids submitted as part of the budget process. With the exception of the telephone upgrade, all activities are on track. The telephone system replacement is behind schedule, with work programmed to commence in June 2012. | Information Services | 30/06/2012 | |
| 1.1.8.3 Review and update Council's Risk Management Policy and Procedures Manual including compliance audits. | The annual review of Council's Risk Management Policy nears completion and will be submitted to the May Audit Committee meeting prior to endorsement by Council. The Risk Management Procedure requires review to align with the Business Case process. | Organisational Support and Development | 30/06/2012 | |
| 1.1.8.5 Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk. | The Prince2® Project Management Methodology Project is progressing as scheduled and implementation products are well along in their development. | Organisational Support and Development | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.9 Communicate regularly, effectively and honestly with the community. | | |
| 1.1.9.5 Provide relevant, timely and accurate information to the community using print, radio and web media, as well as non-media channels such as newsletters and the Colac Otway Shire website. | Good communication continues with all media. Website kept up-to-date but needs funding for redevelopment. Business Case presented to the 2012/2013 budget process. | Chief Executive Office | 30/06/2012 | |
| 1.1.9.6 Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information. | Council's website is maintained but is in need of redevelopment. Business Case for staffing and technical work lodged at part of the 2012/2013 budget process. | Chief Executive Office | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.10 Meet our statutory obligations for community safety, security and responses to emergency situations. | | |




| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|---|---|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.10.1 Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff. | Municipal Emergency Management Plan presented to Council for endorsement for community consultation at February Council Meeting and will be presented for adoption at the May meeting following consideration of community input. | Sustainable Planning & Development GM's Office | 30/06/2012 |  |
| 1.1.10.6 Implement the Domestic Animal Management Plan. | The Animal Registration process has been undertaken in a timely and professional manner. At this time there are 1,565 cat registered and 5,031 dog registered for a total of 6,596 registered animals. Council will continue to try and register more animals next year but this increase is a significant improvement that fulfils the expectations of the Domestic Animal Management Plan. | Environment & Community Safety | 30/06/2012 |  |
| 1.1.10.7 Implement the Municipal Fire Prevention Plan. | In accordance with the Municipal Fire Prevention Plan Council has finished 3 rounds of inspections for our Annual Fire Prevention Inspection Program. As of 19 March 2012, 763 properties have been issued with a Schedule 15 Fire Prevention Notice (FPN), with 58 properties failing to comply. Enforcement works have been carried out by Council on 28 of these properties. The owners of these properties were issued a fine and sent an invoice for the cost of the works. The rest of the 58 properties issued with an FPN had works carried out before the Council's contractor could begin. Although these land owners ultimately carried out the works themselves they will still receive a fine for failing to comply with an FPN. | Environment & Community Safety | 30/06/2012 |  |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|---|---|-------------------|---|
| <p>1.1.10.8 Establish integrated fire management practices and endorse Township Protection Plans and Neighbourhood Safer Places where appropriate.</p> | <p>Council continues to work closely with relevant agencies to enable integrated fire management practices to be realised. Although no Neighbourhood Safer Places (NSP) have been designated in the region to date, a number of sites are expected to be designated in 2012. The focus areas are Carlisle River, Forrest, Barwon Downs, Gellibrand, Apollo Bay and Birregurra. Council is working with VicRoads to progress the potential NSP site at Gellibrand, some issues have arisen in relation to ownership of the site which Council is working to resolve. Council is also working with the Apollo Bay Foreshore Committee and the Department of Sustainability and Environment to progress the potential NSP site at Apollo Bay. In respect to the potential Taskforce 23 NSP sites at Forrest, Barwon Downs and Carlisle River, contract briefs have been developed to assist in obtaining the information required to complete recommendation reports for Council and the Fire Services Commissioner.</p> | <p>Environment & Community Safety</p> | <p>30/06/2012</p> |  |
| <p>Key Result Area:</p> | | <p>2 Physical Infrastructure and Assets</p> | | |
| <p>Council Plan Objective:</p> | | <p>2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.</p> | | |
| <p>Council Plan Strategy:</p> | | <p>2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.</p> | | |
| <p>2.1.1.1 Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening.</p> | <p>Small Town Improvement Program projects are underway. Birregurra and Forrest Small Township Infrastructure Plans are complete.</p> | <p>Economic Development</p> | <p>30/06/2012</p> |  |
| <p>2.1.1.3 Review and implement Asset Management Plans to ensure that the level of funding for asset development, maintenance and upgrade meets the community's expectations.</p> | <p>Drafting of Building Asset Management Plan continues. Condition inspections of Council buildings has commenced.</p> | <p>Sustainable Assets</p> | <p>30/06/2012</p> |  |






| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | | |
|--|---|--|------------|-------------|--|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS | |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities. | A 10 year program system has been developed. A review of current projects and new projects is nearing completion in line with this year's budget preparation. | Capital Works | 30/06/2012 | | |
| 2.1.1.5 Review the 10 year capital works and major projects program annually | The 10 year program is currently being reviewed in line with the budget preparation. | Capital Works | 30/06/2012 | | |
| Council Plan Strategy: | | 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan. | | | |
| 2.1.2.1 Develop a Strategic Footpath Plan for Colac. | Report forwarded to March Council Meeting for endorsement of strategy. | Capital Works | 30/06/2012 | | |
| 2.1.2.2 In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan. | In accordance with the Road Management (General) Regulations 2005 a formal review of Council's Road Management Plan (RMP) is due by June 2013. Ongoing monitoring of compliance with the RMP is undertaken. Any identified corrective actions will be considered as part of formal review. | Sustainable Assets | 30/06/2013 | | |
| 2.1.2.2 Review and implement the Strategic Footpath Plan for Apollo Bay. | The review of the Apollo Bay Footpath Plan will commence in April 2012. | Capital Works | 30/06/2012 | No Progress | |
| 2.1.2.3 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Last formal STEP Program visit was in March 2012. Performance against National Asset Management Assessment Framework measured. Council is making steady progress towards obtaining a core level of maturity with respect to asset management practices. Key improvements required include finalisation of Asset Management Plans for major infrastructure categories. | Sustainable Assets | 30/06/2012 | | |
| Council Plan Strategy: | | 2.1.3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner. | | | |





| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|--|---|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 2.1.3.1 Develop a Land Rationalisation Program for land surplus to Council needs. | This program is not proposed to commence in the current financial year. | Infrastructure & Services GM's Office | 30/06/2013 | No Progress |
| 2.1.3.2 Develop a Building Rationalisation Program for buildings surplus to Council needs. | A building asset register has been completed as the first step. A building rationalisation program will not be able to be completed until further work is undertaken. Council is in the process of recruiting an engineer who will oversee and manage the building program. Until this engineer is employed, this program cannot be completed. Given the current resource limitations, it is unlikely that this program will be finalised this financial year. | Infrastructure & Services GM's Office | 30/06/2012 |  |
| 2.1.3.2 Develop Building Assets Management Plan and implement according to adopted priorities. | Work continues on draft Building Asset Management Plan. Formal condition inspections of Council's buildings has commenced. This has involved significant work to develop an in-house building asset register. | Sustainable Assets | 30/06/2012 |  |
| Council Plan Strategy: | | 2.1.4 Improve local and regional transport networks to ensure safety and accessibility. | | |
| 2.1.4.1 Advocate for duplication of the Princes Highway from Winchelsea to Colac. | Completed. Bi-partisan support achieved through 2011 election promises. | Chief Executive Office | 30/06/2012 |  |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**





| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|--|---------------------------------------|------------|----------|
| 2.1.4.1 Advocate for strategic transport initiatives. | Ongoing advocacy for Strategic Transport initiatives is continuing with the Great Ocean Road upgrade and rail services for the Warrnambool line. The matter is a regular item on the G21 Agenda. In addition, Council is party to the Great South Coast Transport Plan which looks at strategic transport routes. Council is participating in this plan with the aim of increasing funding to strategic transport routes, such as the roads that serve the timber industry and the rail network. Council is also party to the Great South Coast Committee which has Strategic road and rail upgrade as a major item. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 2.1.4.2 Advocate for further improvements to the Princes Highway from Colac to the South Australian border. | Completed. Commitments given by the State Government, with five passing lanes scheduled for the current financial year. | Chief Executive Office | 30/06/2012 | |
| 2.1.4.2 In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives. | Road Safety Plan previously developed. Review commenced at the start of 2012 and will be completed in June 2013, in line with its expiry date. | Infrastructure & Services GM's Office | 30/06/2013 | |
| 2.1.4.3 In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement. | The draft plan has been prepared and has narrowed down 39 options to 4 for detailed investigation. This plan is proposed to be presented to the Reference Group at its meeting on Tuesday 17 April 2012. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 2.1.4.4 Advocate for improved commuter Rail Services and safe Railway Crossings. | Both Rail Safety Interface Agreements have now been signed, and this component has now been completed. Council will continue to advocate for improved commuter rail services through the G21 network. | Infrastructure & Services GM's Office | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|---|---|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 2.1.4.5 Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire. | General Manager (GM) Infrastructure and Services attends all meetings of G21 and advocates for transport initiatives. In addition the GM has been involved in the development of a tender document for the G21 Public Transport Strategy, for discussion with the Department of Transport to progress. | Infrastructure & Services GM's Office | 30/06/2012 |  |
| Council Plan Strategy: | 2.1.5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change. | | | |
| 2.1.5.2 Develop a proposed long term management response to sea level rise for Council assets. | This is ongoing and will be reviewed as issues arrive and further information becomes available. Council is waiting the results of the Coastal Review Board study which looks at the impact of sea level rise on Council Assets. In addition the General Manager Infrastructure and Services is on the Working Group looking at coastal erosion along the immediate foreshore area from Apollo Bay to Kennett River and how erosion can be managed to ensure Council and Foreshore Assets can be protected. Tenders have been called for this study and will be discussed at the next meeting of this group. This project will be ongoing over a number of years. | Infrastructure & Services GM's Office | 30/06/2012 |  |
| Key Result Area: | 3 Land Use and Development | | | |
| Council Plan Objective: | 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future | | | |
| Council Plan Strategy: | 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community. | | | |
| 3.1.1.2 Advocate to have Colac Otway Shire included in the State Government urban land monitoring program. | Revised UDP maps were circulated for comment in February and are now being finalised. | Planning & Building Services | 30/06/2012 |  |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|--|------------------------------|------------|---|
| 3.1.1.3 Advocate for more detailed mapping of the Erosion Management Overlay by State Government. | The need for better mapping of the Erosion Management Overlay has been expressed in a number of forums in recent years and most recently in the submission to the State Government concerning the Planning System reform enquiry. Council is jointly applying for a grant to develop improved maps. | Planning & Building Services | 30/06/2012 |  |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings. | The Strategy was adopted by Council at its December meeting. Officers have prepared a planning scheme amendment C69 and sought authorisation from the Planning Minister for exhibition. | Planning & Building Services | 30/06/2012 |  |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay. | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition in 2012 in conjunction with the amendment to implement the Colac CBD and Entrances Project (when it is adopted). | Planning & Building Services | 30/06/2012 |  |
| 3.1.1.6 Finalise and implement Birregurra and Forrest Structure Plans. | The Forrest Structure Plan was adopted by Council at the August 2011 meeting. The Birregurra Structure Plan was deferred by Council in December 2010 to enable a Neighbourhood Character Study to be undertaken prior to its finalisation. A draft Neighbourhood Character Study report was released for public comment late in March. | Planning & Building Services | 30/06/2012 |  |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|---|--|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 3.1.1.9 In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan. | Officers conducted an extended community engagement process in 2011 to improve the community's understanding of the Master Plan prior to commencing the amendment process. Council has considered the results of an independent telephone questionnaire conducted to gauge community support for the project, and has resolved to amend the Master Plan by deleting the hotel and health and well being centre component. The amendment process cannot commence until Council receives direction from the State Government on whether the amendment can still proceed, and whether the grants are still available for this purpose. | Planning & Building Services | 30/06/2014 | |
| Council Plan Strategy: | | 3.1.2 Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change. | | |
| 3.1.2.1 Work with State Government to develop appropriate planning controls that respond to predicted sea level rise. | National Seachange Taskforce Conference attended by Manager Planning and Building. Ongoing participation and contribution where possible including participation as Ministerial appointed member of the Otway Coast Committee. | Sustainable Planning & Development GM's Office | 30/06/2012 | |
| 3.1.2.2 Advocate for State Government funding to undertake more detailed local area mapping of low lying areas along the coast to assist with climate change initiatives. | Council has made a submission to the Victorian Coastal Council supporting the detailed mapping of low lying coastal areas. Continue to advocate in this regard. | Sustainable Planning & Development GM's Office | 30/06/2012 | |
| Council Plan Strategy: | | 3.1.3 Ensure all Council land use plans and strategies are current and responsive. | | |





| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|---|---|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 3.1.3.3 Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments. | Amendment C54, which addressed a range of anomalies and improves mapping of the Erosion Management Overlay (EMO), was approved in February 2012, and Amendment C68, which seeks to further improve mapping of the EMO and the EMO schedule, was placed on exhibition in March 2012. Amendment C65, which proposes a range of zoning changes, was placed on exhibition in February 2012, and Amendment C69 has been drafted to implement recommendations of the Rural Living Strategy. | Planning & Building Services | 30/06/2012 |  |
| 3.1.3.4 Prepare a Commercial Strategy for Colac. | This project has not yet been funded by Council. A budget request will be considered in the 2012/13 budget process. | Planning & Building Services | 30/06/2012 | No Progress |
| 3.1.3.5 Undertake a review of the settlement boundary and urban design for Apollo Bay. | The consultant has produced a final report for consideration by Council following submissions received to the draft report. | Planning & Building Services | 30/06/2012 |  |
| 3.1.3.6 Undertake a Neighbourhood Character Study for Birregurra. | A draft Neighbourhood Character Study report has been finalised and is on public exhibition until mid May 2012. | Planning & Building Services | 30/06/2012 |  |
| Council Plan Strategy: | | 3.1.4 Enforce planning and building regulations to meet legislative requirements. | | |
| 3.1.4.1 Implement comprehensive monitoring of the Essential Safety legislative requirements. | Officers are reviewing compliance of Council owned buildings with Essential Safety requirements after an audit in 2009, which has resulted in a program of measures to address non-compliance. A policy is being developed for auditing of private buildings and a trial audit of high priority, privately owned buildings has commenced. | Planning & Building Services | 30/06/2012 |  |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|--|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 3.1.4.3 Implement mechanisms to improve knowledge of building and planning requirements/ responsibilities. | New planning information sheets were introduced in January 2012 and are being used. Staff are developing further information sheets. Continuing to issue quarterly stakeholder newsletters. | Planning & Building Services | 30/06/2012 | |
| Council Plan Strategy: | | 3.1.5 Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework. | | |
| 3.1.5.1 Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications. | The development of a procedures manual for planning processes has been progressing steadily, with particular emphasis on procedures for subdivision, enforcement and strategic planning. | Planning & Building Services | 30/06/2012 | |
| 3.1.5.2 Prepare and develop a more comprehensive Information Kit on building and planning application requirements. | A series of information checklists and brochures have been developed to increase awareness of Council information requirements regarding planning permit applications and related processes. | Planning & Building Services | 30/06/2012 | |
| 3.1.5.3 Provide improved access to building and planning information on Council's website. | Revised material for the website has been developed and implemented, significantly improving the availability of planning and building information. | Planning & Building Services | 30/06/2012 | |
| Council Plan Strategy: | | 3.1.6 Ensure that environmental risks are adequately addressed for new development and land use. | | |
| 3.1.6.1 Work with State Government to develop improved mapping and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils. | Council has advocated for improved mapping of acid sulfate soils. This issue was raised in the recent submission to the State Government in relation to the review of the Planning system. | Planning & Building Services | 30/06/2012 | |
| 3.1.6.3 Introduce a Salinity Management Overlay to affected areas. | Council resolved in 2009 to proceed with an amendment subject to receipt of revised mapping from the Corangamite Catchment Management Authority. The mapping is yet to be received, therefore the amendment has not yet progressed to public exhibition. | Planning & Building Services | 30/06/2013 | |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|--|--------------------------------|------------|----------|
| 3.1.6.4 Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission. | Officers have actively participated in workshops with the Municipal Association of Victoria (MAV) and the Department of Planning and Community Development (DPCD) regarding the new bushfire provisions developed and introduced by the State Government on 18 November 2011. Officers have submitted a scope of works to DPCD to improve local policy for bushfire planning using the \$120,000 government grant. | Planning & Building Services | 30/06/2012 | |
| Key Result Area: | 4 Environmental Management | | | |
| Council Plan Objective: | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts. | | | |
| Council Plan Strategy: | 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities. | | | |
| 4.1.1.2 Implementation of the Environment Strategy. | Council continues to undertake activities in accordance with the objectives and targets set in the Environment Strategy. A number of new initiatives that have recently started include assessments of conservation values of Council Managed Land and development of a Carbon Neutral Plan. | Environment & Community Safety | 30/06/2012 | |
| 4.1.1.3 Development of annual Action Plans for the Environment Program. | Actions are being undertaken in accordance with Environment Action Plan. Recent activities include, weed control on Council managed land, revegetation works around Lake Colac, installation of solar hot water systems and the development of new prescriptions for Timber Harvesting operations. | Environment & Community Safety | 30/06/2012 | |
| Council Plan Strategy: | 4.1.2 Ensure the protection and enhancement of environmental values on Council owned and managed land. | | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|---|--|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 4.1.2.1 Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy 2010-2018. | Conservation assessments have been completed for 9 areas of Council managed land that will help guide future management. Management plans will now be developed and implemented. Weed control works have been conducted on Council land across the region and revegetation works have been undertaken around Lake Colac. Willow removal has commenced along the Barham River adjoining Heathfield reserve. | Environment & Community Safety | 30/06/2012 | |
| 4.1.2.2 Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan. | Works continue to be undertaken in accordance with the Lake Colac and Barongarook Revegetation and Weed Control Plan. Recent activities include further weed control along on the Lake foreshore and Barongarook creek spanning from the Eastern reserve to the creek's mouth. Specifications to undertake an investigation into stream stability and willow removal have been developed for consultants regarding Barongarook creek from Chapel Street to the Caravan Park. The Lake Colac Coordinating Committee was engaged to help shape the specifications for this project. | Environment & Community Safety | 30/06/2012 | |
| Council Plan Strategy: | | 4.1.3 Facilitate the protection and enhancement of environmental values on private land. | | |
| 4.1.3.1 Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government. | Amendment documents have been prepared to enable exhibition of the amendment to implement controls that reflect the latest biodiversity mapping. The project has been deferred until 2012-13 after a review of the strategic planning work program. | Planning & Building Services | 30/06/2013 | |





| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|---|---|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 4.1.3.2 Continue to carry out audits of forestry operations on private land. | The revised local Timber Harvesting Prescriptions have been finalised. They will be submitted to Council's Executive for endorsement by June 2012. Council's auditors continue to inspect private forestry operations in a strategic manner. | Environment & Community Safety | 30/06/2012 |  |
| 4.1.3.3 Continue to raise the awareness of private landholders on their responsibilities in relation to the environment. | No Change | Environment & Community Safety | 30/06/2012 |  |
| Council Plan Strategy: | | 4.1.4 Minimise environmental impacts and the use of natural resources associated with Council operations in accordance with Council's Environment Strategy 2010-2018. | | |
| 4.1.4.1 Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works. | Officers work closely with the Infrastructure and Environment Units to ensure that processes are improved so that that Council works respect environmental values. | Planning & Building Services | 30/06/2012 |  |
| 4.1.4.2 Continue program of works and practices in the Greenhouse Action Plan to reduce Council's carbon footprint. | Solar hot water service upgrades are completed at 7 council facilities. The solar photovoltaic system is also installed at the new Sustainable Planning and Development office as well as many other energy efficiency measures such as T5 light fittings, skylights, occupancy sensors and double glazed windows. Council also applied for substantial Federal Government funding to retrofit streetlights across the shire with more energy efficient globes and undertake energy efficiency upgrades at the Rae Street Offices and at the Colac Otway Performing Arts and Cultural Centre. | Environment & Community Safety | 30/06/2012 |  |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 4.1.4.3 Continue to implement agreed, viable water saving measures via Council's Sustainable Water Use Plan. | Continuing to work with Barwon Water's Water Conservation Team regarding development of a Water Conservation Strategy for Colac, which will guide and inform future plans for Council's water use. Barwon Water also supplied shower heads for installation at public facilities as part of Council's asset maintenance program. | Environment & Community Safety | 30/06/2012 | |
| 4.1.4.5 Develop and implement an Environmental Sustainability Policy. | The Sustainability Policy has been endorsed by Council to go out for public comment. Once the comment period is over the policy will be re-submitted to Council for formal adoption. | Environment & Community Safety | 30/06/2012 | |
| Council Plan Strategy: | 4.1.5 Promote environmental values in the broader community and work with other stakeholders on managing large scale issues in accordance with the process identified in the Environment Strategy 2010-2018. | | | |
| 4.1.5.1 Advocate where appropriate community views on environmental issues outside the direct responsibility of Council. | Member of the Municipal Association of Victoria Policy and Roles sub-committee in relation to the Role of Local Government in Emergency Management Review. Manager Environment and Community Safety is a member of the Executive of Timber Towns. Member of the Steering Committee for the G21 Regional Structure Plan and other officers are active members of working groups for this major regional project. | Sustainable Planning & Development GM's Office | 30/06/2012 | |
| 4.1.5.1 Coordinate a range of environmental events across the region. | 200 people registered to attend the Earth Hour event on 31 March. A Clean Up Colac Day is being arranged for August. | Environment & Community Safety | 30/06/2012 | |
| 4.1.5.3 Promote awareness of environmental issues through various media and forums. | An Environmental Column has been put in the paper each month covering various issues including crickets and re-stocking Lake Colac. Media releases have also been issued on concerns that have arisen, such as weeds on private land. | Environment & Community Safety | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 4.1.5.4 Encourage energy efficiency including the use of renewable and alternative energy sources. | The Colac Reduce Energy and Waste Project is completed. Over 50 households have now been audited and made sustainability improvements to their homes. | Environment & Community Safety | 30/06/2012 | |
| Council Plan Strategy: | | 4.1.6 Minimise, recycle and manage residential waste. | | |
| 4.1.6.2 Implementation of the Waste Water Management Strategy. | Department of Sustainability and Environment (DSE) is not continuing with the Small Towns Septic Improvements program this year. We will be advised when this recommences. The progress for sewerage at Wye River is dependent upon decisions being made by the EPA, DSE and the Department of Health. We await their advice. | Health and Community Services | 30/06/2012 | |
| 4.1.6.3 Implementation of the Landfill Rehabilitation Plan. | Report submitted to March 2012 Council meeting and endorsed. Implementation will be on an ongoing basis over the next ten years. | Major Contracts | 30/06/2012 | |
| Key Result Area: | | 5 Economic Development | | |
| Council Plan Objective: | | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. | | |
| Council Plan Strategy: | | 5.1.1 Support the development of a diverse, skilled and capable workforce. | | |
| 5.1.1.1 Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training. | Attended Board Meeting of the Trade Training Centre. Assisted Advancing Country Towns Manager with workforce development planning initiative. Convened one meeting of the Colac Otway Shire Industry Advisory Group. | Economic Development | 30/06/2012 | |
| 5.1.1.2 Work with industry sectors on strategic workforce planning initiatives. | Discussions at the Industry Advisory Group meeting on training needs and development of the Trade Training Centre. Also assisted Advancing Country Towns Manager with workforce development planning. | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | | 5.1.2 Work with business to recognise growth potential from climate change and renewable energy initiatives. | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|---|--|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 5.1.2.1 Encourage and promote climate change sustainability initiatives for business and renewable and alternative energy opportunities for the Colac Otway Shire. | No activity this quarter | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | | 5.1.3 Support local business to develop and succeed. | | |
| 5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape and city entrances. | Budget bids submitted to facilitate the next stage of the project, being detailed construction plans and an Urban Forest Study. This project has received strong community support and is proceeding extremely well. Additional work commissioned to further explore the section of Murray Street between Queen and Corangamite Streets. A revised final draft version of the Plan distributed to the Community Reference Group prior to one additional, and final, meeting of that group before the draft Plan is presented to Council for adoption. | Sustainable Planning & Development
GM's Office | 30/06/2012 | |
| 5.1.3.2 Continue to provide world standard tourism support services including Visitor Information Services, and support for local and regional tourism organisations. | Permanent Great Ocean Road Visitor Information Centre Coordinator appointed. Two new permanent part time staff at Colac to replace casual staff have also been appointed. New Tourism Development Officer appointed. | Economic Development | 30/06/2012 | |
| 5.1.3.3 Implement Business Development training programs, networking events and Business Awards. | One Working Women's Networking function has been completed. Working with Otway Business Inc on two new forms of business information as well as our own calendar of activities. | Economic Development | 30/06/2012 | |
| 5.1.3.4 Provide on line information for customers and potential investors to access businesses in the Shire. | Provided business advice to 10 new business enquires, including local demographic, economic data and planning department information. | Economic Development | 30/06/2012 | |
| 5.1.3.5 Enhance Colac's regional service centre status through the development of a Marketing strategy. | Marketing Strategy adopted by Council on 28 March 2012. More work to be done on a new Colac brand. | Economic Development | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|---|--|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| Council Plan Strategy: | | 5.1.4 Lead, support and/or participate in regional and local development networks and partnerships. | | |
| 5.1.4.2 Promote and encourage the development of infrastructure to support Nature Based Tourism (NBT) development of Great Otway National Park/Otway Forest Park and Great Ocean Walk. | Mountain Bike Trails Strategy Steering Group second meeting completed. Work progressing on T-QUAL Federal Government grant for the strategy development. | Economic Development | 30/06/2012 | |
| 5.1.4.3 Promote and encourage the development of infrastructure to support Lake Colac tourism and community use. | Rock piles on foreshore removed and work commenced on Stoddart Street pathway. | Economic Development | 30/06/2012 | |
| 5.1.4.4 Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism. | Attended Otway Business Inc (OBI) meeting. Liaising with OBI to develop a business networking function in June 2012. | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | | 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region. | | |
| 5.1.5.1 Promote the Shire's strengths and competitive advantages to attract new investment. | Marketing Strategy adopted by Council on 28 March 2012 without a preferred brand. Further work to be undertaken to develop the brand. | Economic Development | 30/06/2012 | |
| 5.1.5.2 Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel. | No change. No action until budget allocation. | Economic Development | 30/06/2012 | |
| 5.1.5.3 Facilitate the development of services and a calendar of business events / industry conferences designed to attract and engage external business and job opportunity for families and young people. | No activity this quarter. | Economic Development | 30/06/2012 | |
| 5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism. | Implemented the plan to manage direct delivery of tourism marketing and industry development. Employed a new Tourism Development Officer. Completed restructure of staffing at the Colac Visitor Information Centre, with employment of two new part-time Tourism Assistant Officers. | Economic Development | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|---|---|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| Council Plan Strategy: | | 5.1.6 Facilitate the development of infrastructure for business investment, growth and liveability. | | |
| 5.1.6.1 Lobby for improved telecommunications in the Colac Otway Shire in consideration of Federal Government and telecommunication owners' initiatives. | Contributed to the National Broadband Network G21 initiative. Raised discussion at great South Coast Economic Development meeting. | Economic Development | 30/06/2012 |  |
| 5.1.6.3 Support the Apollo Bay Harbor Precinct development. | Council amended the Master Plan to remove the proposed Hotel and Health and Well Being Centre. This places funds received from State Government to conduct a planning scheme amendment in jeopardy. A meeting of the Steering Group is planned in April to address this issue. | Economic Development | 30/06/2012 |  |
| 5.1.6.4 Undertake streetscape planning for Apollo Bay to integrate with the proposed harbor development. | No action this quarter. Unlikely to proceed in the short or medium term given the slow progress of the Harbour Master Plan process. | Economic Development | 30/06/2012 | No Progress |
| 5.1.6.5 Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program. | Upgrades to the Carlisle River Recreation Reserve BBQ have been completed as a part of the 2011/12 Small Town Improvement Program. Other projects underway include the development of a Community Infrastructure Plan for the newly formed Red Rock Progress Association, new rotundas for both Cressy and Beeac and new tourism and community information signage at Birregurra. Proposals are now being sought from the Small Town Progress Association for potential projects for the 2012/13 financial year. Proposals are now being sought from the Small Town Progress Association for potential projects for the 2012/13 financial year. | Economic Development | 30/06/2012 |  |
| Council Plan Strategy: | | 5.1.7 Work in partnership with business, industry groups, government and agencies on sustainable economic growth. | | |
| 5.1.7.2 Review business attraction and local business development policies. | Completed. No change recommended. | Economic Development | 30/06/2012 |  |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|---|--|---|------------|-------------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| Key Result Area: | 6 Community Health and Wellbeing | | | |
| Council Plan Objective: | 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities | | | |
| Council Plan Strategy: | 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities. | | | |
| 6.1.1.1 Develop a Civic and Cultural Precinct Plan for Colac. | Purchase of Home Hardware building. Planning scheduled for 2012/2013. | Chief Executive Office | 30/06/2012 | |
| 6.1.1.1 Review and reconsider the recommendations from the 'Apollo Bay Library and Facility Development Project'. | Grant from Living Libraries approved. Architect appointed to prepare plans and tender documentation. Lease documents have been prepared between Otway Health and the Shire. | Corporate & Community Services GM's Office | 30/06/2012 | |
| 6.1.1.4 Implement the Positive Ageing Strategy. | The Improving Liveability for Older People (ILOP) Project has involved meetings with many providers to help develop an Action Plan for 2012/13. This Action Plan, which has been accepted by the Department of Health (and the strategies to be funded by the Department of Health) will be based on implementing a number of actions in the Positive Ageing Strategy. | Health and Community Services | 30/06/2012 | |
| 6.1.1.4 Investigate initiatives that reduce exposure to passive smoking in public places. | No action to date. | Corporate & Community Services GM's Office | 30/06/2012 | No Progress |
| 6.1.1.17 Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre. | 10 Year Capital Works and Asset Renewal Plan underway. Initial work needs to be workshopped with the Sustainable Assets Unit. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.18 Develop a 10 year capital upgrade works program for Blue Water Fitness Centre. | Building inspection undertaken with Sustainable Assets Unit. Structural assessment of the building required, which will be undertaken in 2012/2013. Draft plant maintenance and minor improvements program prepared. | Recreation, Arts and Culture | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|--|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 6.1.1.19 Develop a 10 year capital upgrade works facility improvement program for all recreation facilities and investigate external funding options to assist with these works, with priority to Council owned facilities. | As a result of the Public Open Space Strategy, a gap analysis will be undertaken to determine what infrastructure exists and what is proposed as per the standards. Sustainable Assets are currently developing an Asset Management Plan for recreation buildings. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.20 Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals. | Expression of Interest to Regional Development Australia Fund for upgrade to Central Reserve was unsuccessful. Beechy Precinct project now considered a G21 Priority Project. Waiting on outcomes of previous applications for Central Reserve and Bluewater Fitness Centre. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.21 Develop an Open Space Strategy. | Project completed. Public Open Space Strategy adopted by Council at its November 2011 meeting. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.22 Develop a Bicycle Strategy. | An application for funding has been submitted to Sport and Recreation Victoria to develop an Active Transport Strategy. Awaiting outcome of funding application. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.23 Implement Council's Recreation Strategy. | The Recreation Strategy continues to be implemented. It provides guidance to Council's development of recreation facilities and services and has assisted with securing external funding eg: Apollo Bay Recreation Reserve Changerooms Upgrade. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.26 Review and implement the Council Community Funding Program Guidelines. | Amended guidelines have been endorsed by Council. Program opens to the community in March 2012 with applications closing May 2012. | Recreation, Arts and Culture | 30/06/2012 | |
| Council Plan Strategy: | 6.1.2 Promote and facilitate cultural and community events throughout the municipality. | | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 6.1.2.1 Implement the Arts and Cultural Strategy. | A review of all actions has been undertaken. The strategy continues to provide guidance for the development of arts and culture within the Shire, with actions continually being implemented. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.2.3 Implement the Festival and Events Strategy. | The strategy continues to be implemented which is reflected by the continued growth and professionalism of events in the Shire. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.2.10 Work with event organisers and community groups to develop a broad range of community festivals and events. | Council continues to work with event organisers to conduct successful events in the Shire. A range of events were held over recent months including new events such as the Gellibrand Blues and Blueberry Festival. | Recreation, Arts and Culture | 30/06/2012 | |
| Council Plan Strategy: | 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. | | | |
| 6.1.3.1 Review the provision of Youth Services in the Shire. | A business case was prepared for consideration as part of the budget process. Colac Area Health have forwarded a letter to Council for a sharing of their officer. | Corporate & Community Services GM's Office | 30/06/2012 | |
| 6.1.3.8 Implement strategies in the Drug Action Plan. | No meetings held to date this year. | Health and Community Services | 30/06/2012 | |
| 6.1.3.22 Implement and promote the Municipal Public Health Plan. | A hard copy of the Plan has been printed. Waiting for the Department of Health review process to be completed by PDF Consulting. An update of the Plan will be provided in the next quarter. | Health and Community Services | 30/06/2012 | |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|---|-------------------------------|------------|-------------|
| 6.1.3.23 Develop and implement an Early Years Plan. | Glastonbury is still pursuing cluster management within kindergartens. Licenses are being developed to supersede leasing arrangements for kindergartens on Council land. Planning to undertake a facilities report for early years centres within Colac Otway. Will continue to work with the Advancing Country Towns and TLC3 projects to support early years development opportunities. | Health and Community Services | 30/06/2012 | |
| 6.1.3.24 Develop and implement an Access, Equity & Inclusion Plan. | Recent legislation changes require this Plan to be reported upon each July. Further details are being sought on the context of this report and to whom it should be provided. | Health and Community Services | 30/06/2012 | |
| Council Plan Strategy: | | | | |
| 6.1.4 Support local communities to develop, grow and be great places to live. | | | | |
| 6.1.4.1 Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice. | Liaison on various potential investment opportunities. | Economic Development | 30/06/2012 | |
| 6.1.4.1 Work with Developers and Housing Associations to create liveable, affordable and sustainable housing. | Officers work closely with developers and permit applicants to seek more livable and sustainable housing on an on-going basis. | Planning & Building Services | 30/06/2012 | |
| 6.1.4.2 Participate in local and regional Affordable Housing task groups. | No meetings this quarter. | Economic Development | 30/06/2012 | No Progress |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|--|-------------------------------|------------|---|
| 6.1.4.5 Implement the Transport Connections Strategy. | Action Plan has been lodged and accepted by the Department of Planning and Community Development. We are preparing for 2 Innovation Projects which need to be submitted by the end of April. One will be for Communicating and Marketing how to access services and support and the other will be to develop the theme and all it encompasses under the heading Access Connect Belong. | Health and Community Services | 30/06/2012 |  |



THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

| Item | Code | Description | Unit | Quantity | Unit Price | Total Price | Category | Sub-Category | Material | Location | Project | Phase | Start Date | End Date | Status |
|------|------|-------------|------|----------|------------|-------------|----------|--------------|----------|----------|---------|-------|------------|----------|--------|
| 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 | 101 |
| 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 |
| 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 |
| 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 |
| 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 |
| 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 |
| 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 |
| 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 |
| 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 110 |
| 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 | 111 |
| 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 |
| 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 | 113 |
| 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 |
| 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 |
| 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 | 116 |
| 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 | 117 |
| 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 |
| 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 |
| 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 120 |
| 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 | 121 |
| 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 | 122 |
| 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 |
| 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 | 124 |
| 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 |
| 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 |
| 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 | 127 |
| 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 | 128 |
| 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 |
| 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 |
| 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 | 131 |
| 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 | 132 |
| 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 |
| 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 | 134 |
| 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 |
| 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 | 136 |
| 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 | 137 |
| 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 |
| 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 | 139 |
| 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 |
| 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 | 142 |
| 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 |
| 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 | 144 |
| 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 | 145 |
| 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 |
| 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 | 147 |
| 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 |
| 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 | 149 |
| 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 |

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY



COLAC BOTANIC GARDENS

MASTERPLAN REVIEW

2012

PREPARED FOR THE SHIRE OF COLAC OTWAY

**RICHARD BARLEY
OPEN GARDENS AUSTRALIA**

Author:

This report has been written and produced by Richard Barley,
of Open Gardens Australia, PO Box 940, Woodend, VIC 3442.

March, 2012.

ACKNOWLEDGEMENTS:

Members of the Friends of Colac Botanic Gardens, particularly, Anne Mercer, Helen
Paatsch, Ros Scanlan among others
Rob Small, CEO, Shire of Colac Otway
Neil Allan, General Manager Infrastructure & Services, Shire of Colac Otway
Laurence Towers, Horticulturist, Colac Botanic Gardens

The Living Plant Collections Plan and Collection Management Plans in general follow
the framework developed and used by the Royal Botanic Gardens Melbourne, and
BGANZ Victoria.

COLAC BOTANIC GARDENS

Master Plan

| Contents: | Page: |
|---------------------------------------|-------|
| Introduction | |
| • The Site | 4 |
| • Heritage Registration | 5 |
| • Purpose of document | 5 |
| Living Landscape | |
| ▪ Tree collection | 7 |
| ▪ Links to external streetscapes | 10 |
| ▪ Planted structure of beds | 14 |
| ▪ Lawns and Turf | 16 |
| ▪ Site documentation | 17 |
| Living Plant Collections Plan | |
| ▪ Introduction | 18 |
| ▪ Collections within the landscape | 18 |
| ▪ Plant records | 19 |
| ▪ Interpretation | 19 |
| ▪ Vision Statement | 19 |
| ▪ Living Collection Themes | 19 |
| ○ Cultural & Ornamental | 20 |
| ○ Geographical | 20 |
| ○ Ecological, Research & Conservation | 20 |
| ○ Taxonomic & Evolutionary | 21 |
| ▪ Plant sources & acquisitions | 22 |
| ▪ Collection management | 23 |
| ▪ Period of review | 24 |
| ▪ Current list of collections | 24 |
| Built landscape | |
| ▪ Vehicle access – Carriageway | 25 |
| ▪ Pedestrian access – paths | 28 |
| ▪ Seats, picnic tables | 30 |
| ▪ New viewing platform | 30 |
| ▪ Terraces | 33 |
| ▪ Fire brigade training track & shed | 34 |
| ▪ Colac Anglers' Club building | 36 |
| ▪ Botanic Café | 37 |
| ▪ Old toilet block | 39 |
| Environmental Issues | |
| • Planning for a changing climate | 40 |
| • Irrigation and Water management | 41 |
| • Water supply | 42 |
| • Weed management | 44 |
| • Biosecurity management | 46 |

| | |
|---|------------|
| Community engagement | |
| • Friends of Colac Botanic Gardens | 48 |
| • Facilities | 50 |
| • Outlook | 51 |
| • Site and collection interpretation | 53 |
| o Main information and orientation signs | 53 |
| o Plant labels | 53 |
| o Plant collection interpretive signs | 55 |
| • Internet | 57 |
|
 | |
| APPENDICES | |
|
 | |
| Appendix A: Collection Management Plans | 58 |
| ▪ Southern Australian Acacia species | 59 |
| ▪ <i>Quercus</i> (oaks) | 63 |
| ▪ <i>Cupressus</i> (cypresses) | 66 |
| ▪ <i>Pinus</i> (pines) | 69 |
| ▪ Otway Ranges Mountain Flora | 72 |
| ▪ Otway Ranges Foothills and Heathland | 74 |
| ▪ <i>Pittosporum</i> | 76 |
| ▪ Arecaceae (palms) | 79 |
| ▪ Bush Tucker – edible native flora | 82 |
|
 | |
| APPENDIX B: Development and enhancements 1993 – 2011 | 85 |
|
 | |
| APPENDIX C: Landscape development priorities 2011-2021 | 89 |
| • Year by year plan | |
|
 | |
| APPENDIX D: Victorian Heritage Register citation | 97 |
|
 | |
| APPENDIX E: Conservation Policy – Patrick & Wallace (1993) | 100 |
|
 | |
| APPENDIX F: Table of water quality parameters for irrigation | 102 |
|
 | |
| Plans | 104 |
|
 | |
| References | 106 |

INTRODUCTION

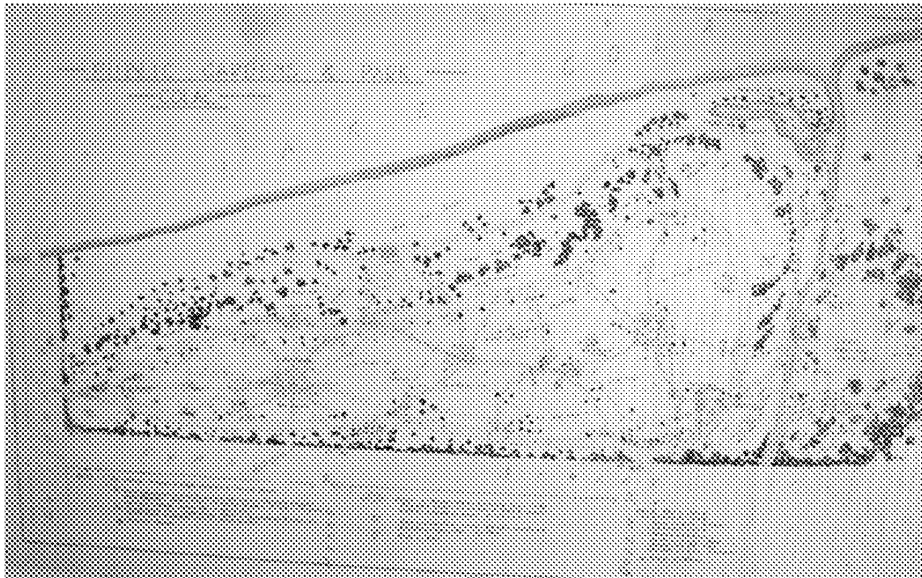
The Site

This master plan provides a planning framework for the (approximately) 16 hectare Colac Botanic Gardens ('the Gardens'), which is located at 1-5 Fyans Street, Colac.

The site is a Crown Reserve (RS 1092) and is managed by the Shire of Colac Otway on behalf of the State Government's Department of Sustainability and Environment. A detailed and comprehensive account of the history and development of the Colac Botanic Gardens is contained in *Colac Botanic Gardens – A Conservation Study*, prepared for the then Shire of Colac by Patrick & Wallace Pty Ltd in 1993. This report will not seek to repeat that information, but rather refer as appropriate to that document as a key reference. The Patrick & Wallace report also provided extensive and detailed recommendations for improvements to built elements, development of the living landscape, public access, interpretation and education.

From a landscape design point of view, the Garden is quite unusual in that it is the product of design input from two of Victoria's most prominent botanic garden designers: Daniel Bunce (Director of Geelong Botanic Gardens), who laid out the original garden around 1868, and William Guilfoyle (Director of the then Melbourne Botanic Gardens) who provided recommendations to remodel the Colac site in 1909. While Guilfoyle's improvements appear to not have been fully implemented, the influences of these two notable figures can still be 'read' in the landscape.

The Patrick & Wallace conservation study provided a policy framework with the aim of ensuring that the historic fabric and elements of the Gardens is conserved, while recognizing the need for the Gardens to meet modern demands and accommodate various recreational activities. The Conservation Policy Statements are attached in Appendix E.



Copy of historic plan of (c.1910) Colac Botanic Gardens, showing William Guilfoyle's recommended changes to the landscape.

Heritage Registration

The Colac Botanic Gardens was added to the Victorian Heritage Register in December 2010. The registration citation, including a detailed assessment of the historical significance of the site, is listed in Appendix D. The citation concludes that 'the Colac Botanic Gardens are of historical, aesthetic, and scientific (botanical) significance to the State of Victoria.'

Purpose of this document

The purpose of this master plan document is to provide policies, guidelines and prioritized steps to guide the continuing management and improvement of the Gardens, while being cognisant of its conservation status. It is important to recognise that the roles of botanic gardens within our communities have evolved over recent decades. Botanic gardens now play a key role in plant conservation worldwide, and are guided by the aims and priorities of the Botanic Gardens Conservation International (BGCI). One of the key priorities in the BGCI's global plant conservation strategy is a focus on conservation of endangered flora of the local area – in this case the south-west basalt plains and the Otway Ranges. Botanic gardens are ideally placed to not only play an active role in the conservation of their local flora, but to also display material and educate their communities about the importance of plant conservation for life on earth.

Master plans such as this must therefore find a balance, being respectful of the need to conserve (as appropriate) historic planting, structures and layout of a site, while considering the needs of the modern user, the need for renewal and sustainable planting frameworks, and broader plant conservation objectives.



The Bilson Gates at the western entry to Colac Botanic Gardens at corner of Gellibrand & Fyans Sts.

Notwithstanding the potential effects of a changing climate on plant growth and survival, an additional consideration is the longer-term outlook for Lake Colac which has (during the recent drought) had an extended period of low water levels and retracted shoreline. As at winter 2011 the lake has refilled to a great extent, but one must consider that in the absence of new sources of inflow to the lake, low water levels may be more common. In these events, it may be argued that visual access to the lake shore from within the Gardens loses some aesthetic desirability, and that the planting below the terraces should provide at least some visual softening (or partial screening) of the shoreline.



Looking north to Lake Colac in winter 2011.

LIVING LANDSCAPE

Tree Collection

The CBG boasts a very well established framework of mature trees, including the mixture of oaks and occasional *Corymbia spp.* along the carriage loop drive. The trees define the spaces within the gardens, and frame important views, in addition to providing valuable protection from strong winds off Lake Colac.

Many of the trees on site are mature, some are over-mature (in a senescent state), and there has been a reasonable amount of new tree planting, particularly over the past decade (2000 – 2011).

In general terms, it is desirable to achieve a sustainable 'mixed-age' tree collection, to ensure that these important elements of the CBG landscape will always be providing a valuable contribution. To achieve this, it is necessary to categorise existing trees according to their age and (particularly) their expected functional life span. 'Functional life-span' is a term that describes the period during which a tree makes a positive contribution to the landscape – in other words, it is not necessarily the tree's absolute life-span (though some special trees may make a positive contribution right up to and indeed after their death, such as venerable River Red Gums, which may have significance through association with local indigenous people).



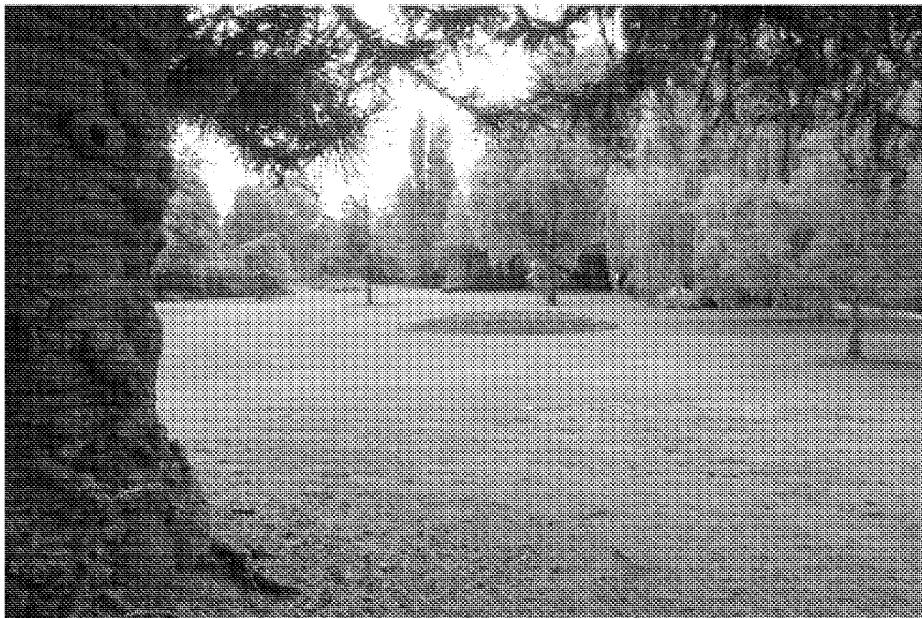
Colac Botanic Gardens, western lawn, looking east.

For example, most of the older specimens of *Pinus radiata* along the northern side of the CBG, on or below the terraces are nearing the end of their functional life. Because of the important role that they play in providing a windbreak, a sensible approach of selected removal and replanting with more botanically interesting species of pine or related genera has been occurring over several years. This practice should continue in a gradual fashion, rather than undertaking wholesale

removals with the consequent exposure to strong winds that would ensue. In this zone, some group plantings of the upright *Cupressus sempervirens* (Italian Cypress) would add visual interest, and be appropriate for the challenging growing conditions.

A more difficult challenge over time will be the regeneration of the avenue of oaks (mainly) along the carriage loop drive, as the trees become over-mature. Because of the difficulty in establishing new individual trees within an existing planted row or avenue, the most effective option may be to remove and replace blocks of several trees in a section, and staging removals in this way over a number of years to minimize the loss of visual amenity.

It is suggested that as the opportunity to replace the *Corymbias* in the carriageway avenue arise, that consideration be given to oaks, for the sake of uniformity of the avenue planting, though it is recognized that the existing *Corymbia* was planted to commemorate Federation (1901), and another was planted to mark the centenary of that event (2001).



View west from near Fyans Street gate, under *Araucaria bidwillii* (Bunya Bunya).

The CBG landscape (the upper area of 'botanic gardens zone') is currently close to 'full' capacity with regard to tree planting. A balance needs to be maintained between the planted 'mass' areas, and the space 'void'. Significant views need to be kept open, and in places, undesirable views need to be kept screened. **It is therefore recommended that there be no further major increase in the tree population of the CBG.** New plantings may occur of course, in order to increase the diversity within the chosen living collections of the site, or if other botanically interesting taxa (suitable for growth in the local conditions) are available, but these should be balanced by removals, so the status quo remains more-or-less constant.

Recognising the high percentage of mature tree specimens within the site, a reasonable aim in principle would be to seek to change over approximately 5-10% in each decade, to work towards a truly mixed-age canopy. The result is that at the end

of each 100-200 years, all the trees (with the exception of any with intrinsic irreplaceable value) may be replaced. The figures provided have intentionally been left quite non-specific, as the equation should be considered as a general guideline, not a prescription for removal of trees will-nilly.

As with any significant tree removals, provision of information to the local community is important, so that there is an opportunity for explanation of the rationale for the removals, and that the plan for planting of new trees is understood, if not embraced.

In general terms, there is a good argument for seeking to retain the existing diverse mix of tree forms, types (woody trees and palms, evergreen and deciduous, gymnosperms and angiosperms) and general distribution (within beds, in avenues and as lawn specimens). Tree removals should do not necessarily dictate the need for replacing 'like with like' – for example the removal of a specimen of *Pinus radiata* or *Cupressus macrocarpa* presents an opportunity for replanting a more botanically interesting species that adds value from a living plant collection perspective. Positioning of replacement trees may also need further consideration, as the growth of other garden elements and changing views may mean that an adjusted location would be preferred.



Mixture of senescent and younger pines (predominantly Pinus radiata) on the northern slopes. The trees in this zone perform a valuable role as a windbreak.

Recommendations:

- That the current tree population and density within the site be maintained through selected removals and new plantings;
- That the new plantings take account of significant view-lines, and the need to keep certain vistas clear;

- That new plantings improve the botanical diversity of the CBG collections, and where possible that they augment the priority living collections;
- That the oak avenue be rejuvenated in sections, when the need arises;
- That in the sections of the carriageway avenue that are currently not oak species (eg. *Corymbia spp.*) consideration be given to replacement with oaks, when the current trees require removal and replacement.

Tree Collections: Links to Colac Streetscapes

The streetscapes of Colac, particularly those in the section between Murray Street and southern shores of Lake Colac are planted with various species of street trees, including Planes (*Platanus spp.*) Queensland Brush-box (*Lophostemon confertus*), various Ash species (*Fraxinus spp.*), Oaks (*Quercus spp.*) and Elms (*Ulmus spp.*, mainly *U. procera* and *U. X hollandica*). Well-planned and maintained street tree planting can provide a range of benefits: aesthetic (overall appearance of the street), environmental (modifying local temperatures in the hotter months by shading pavements and dwellings, and shade for carparking) and financial (in terms of the values of private homes). In addition, enhancement of the city's street tree population can contribute further to removal of carbon from the atmosphere, and improve biodiversity and thereby the health of the local ecology.

An example of outstanding street-tree avenue planting exists along Hesse Street – where the trees (oaks) on either side almost meet across the road to provide an impressive cathedral-like canopy.

It is understood that an Urban Forest Strategy is being formulated for the Colac city, and that this will sit within a green planning framework to support the concept of 'A city within a botanic garden' (R. Small pers. comm.). It is assumed therefore that this study will consider opportunities to further improve and extend the areas for street-tree planting.



Plane trees in Fyans Street, looking east from Gellibrand St corner.

Opportunities to consider the street-tree population as extensions of the botanic gardens living collections exist. In considering the 'city within a botanic garden' concept, the urban tree forest could be considered as supporting the objectives of the living collections policy of this masterplan – perhaps at least in part. New opportunities for planting may support one of the priority living collections, thereby taking the botanic garden concept of living collections outside the fence, both literally and figuratively.

For example, given the characteristic nature of the oak (*Quercus*) collection within the CBG, and the suitability of various species of oak for Colac's growing conditions, it is suggested that the *Quercus spp.* be considered for further planting as street trees in northern Colac. The species selection may include some of the evergreen species of North America and the Mediterranean zones.

The town square in Colac supports an impressive array of elms (primarily *Ulmus procera* and *U. X hollandica*). Further planting of elms may be considered, though the benefits should be weighed against the costs of regular treatment for protection against pests such as Elm Leaf Beetle, which is known to infest the area and causes significant unsightly defoliation and if left untreated possible death of the tree over a period of years.

Factors affecting the choice of species for selected streets will include whether it is deemed desirable to have deciduous or evergreen trees, mature growing height and canopy spread, specific soil and moisture characteristics, planting location (nature-strip or in parking zone), presence or absence of overhead services, and related maintenance issues.

Where possible, planting of new trees should be combined with adoption of 'water sustainable urban design' (WSUD) principles. Utilising such principles, storm water run-off should be captured within the planting and root zone of the trees, rather than being diverted through constructed drains into the stormwater system and towards the outfall. Capturing the water at the tree site has the dual benefits of providing

moisture to support the tree's growth, and also reducing the nutrient load of water in the stormwater flows, which ultimately would flow to local watercourses and the lake. Reducing the nutrient load of stormwater run-off is important in protecting the ecology of water bodies, and avoiding potentially damaging and toxic blue-green algal blooms.

Street trees planted in areas where vehicle access is likely should have protection from vehicle incursion onto the unprotected root zone, to avoid compaction of the soil and direct mechanical damage to the structural roots and the trunk of the tree.

As a matter of common sense, the mature height of trees should be considered where their canopy is likely to coincide with the clearance zone around power supply lines. In the longer term, undergrounding of cables is ideal to allow full-canopied trees to develop as avenues in the city's streets.

The more natural planting zone along Barongarook Creek could also be seen as an opportunity to link to the CBG's indigenous plant collections – providing also the benefit of habitat development with associated wildlife habitats. Additional development of the planting of the creek corridor in this way would further enhance the significant improvement works that have been carried out in recent years by various community stakeholders. The creek corridor has great potential for interpretive and educational programs.

Recommendations:

- **That the concept of considering the existing and future street tree plantings of Colac as extended plant collections of the Colac Botanic Gardens be adopted;**
- **That future street tree plantings should further build on the priority collections of the CBG, but also add diversity to the urban forest;**
- **That street tree planting treatments utilise WSUD principles, to achieve greater health for the trees and associated environmental benefits;**
- **That the street tree population be utilized for its opportunities of public education and engagement.**
- **That the Barongarook Creek corridor be further enhanced through reestablishment of local indigenous riparian vegetation, as an extension of the CBG's living collections.**



View south along Gellibrand Street, Lophostemon confertus competing with power lines for space.

Planted structure of beds

The Patrick & Wallace (1993) study recommended renovations to the planted structure of most beds within the site. The need for this type of activity arises from the maturing of older plants within the beds, lower light levels from developed tree canopies, shrubs losing vigour, and short-lived plants disappearing at the ends of their life-span. The result is that the beds lose their structure and diversity of planting, which in the context of a botanic garden, means a loss of quality. Renovating garden beds in this condition often requires judicious removal of old shrubs or individual trees, particularly those which may be of limited botanical or horticultural value. New plantings can then establish more effectively without the issues of limited or filtered light and competition from established plants.

In general terms the desirable structure for a shrub and tree bed involves taller stock towards the middle of the bed (or the rear if it is backing onto a boundary), and graduated heights down towards the front. This form of structure of the height strata allows the foliage and flower presentation to appear 'layered', and to provide a satisfactory level of amenity while also provide reasonable light levels for the development of the lower level plants in the foreground. Sparingly, occasional 'accent' plants of greater height may be incorporated closer to the viewer.

Plans for individual bed renovations should be formulated with consideration of the role of the bed in visual terms, its growing conditions (light levels, exposure to wind, competition for moisture, drainage characteristics), need for visual screening or otherwise, level of visual priority (eg. is it a high profile site near a major entry point?), and how it responds to the other landscape elements in its zone.

Bed renovations offer the opportunity to support and contribute to the development of the identified priority living plant collections within the gardens – through replacement of 'common' garden plants with species or varieties of greater interest and botanical value. Plant assessments (to establish the value of the existing individuals) and planting plans should be completed for each bed before they have any plants removed. Preferably, the new stock should be sought and be ready for replanting also, to limit the 'down time' period between bed clearance and replanting.

It is recommended that the following beds (using the labeling system established in Patrick & Wallace 1993) are progressively renovated and replanted over the coming decade, using the following priorities:

High priority

Beds D, F, I, N, Q*, S, V, W, Z, AA, AC, BB, KK, LL, NN*, PP, ZZ

(Bed QQ to be removed as a high priority, for landscape quality reasons)

Medium priority

E, F, L, T, Y, EE, GG, II, JJ, MM, SS, TT, WW

Lower priority

A, B*, C, G, H, J, K, M, O, P, R, U, X, CC, DD, FF, GG2, OO, UU, VV, XX, YY, AB

*scheduled replanting of ornamental perennial or annual displays to continue.

Removal of bed QQ is recommended. It is a relatively small circular bed planted with roses, in a prominent part of one of the more significant long views in the north-east section of the garden. Its presence acts as a visual intrusion in this view – the scale of the bed is too small for it to enhance the view, and its placement does not complement the quality of this view. The site should be reincorporated as part of the lawn.

A bed existed in past years closer to the rose arbor, and reinstatement of a bed in this area could be considered, if provision of seasonal flower colour in this northern side of the garden landscape is desired. The actual scale and form of the bed should be the subject of a detailed design to ensure its compatibility with the surrounding landscape, and appropriate scale and position. Roses on the arbour may require replacement also in the outlook period.



Bed 'QQ' in the view, looking west from near the fountain.

Recommendations:

- **Undertake staged renovation of the planted composition of beds within the CBG, on a prioritized basis as outlined above.**
- **Remove small circular bed 'QQ', re-turf area.**
- **Plan and re-establish ornamental bed closer to rose arbour.**

Turf and Lawns

The lawns are an important and integral component of the CBG landscape. They provide an essential 'clear' visual element to allow the other plantings to be best appreciated, and also perform a vital practical role for visitors' enjoyment.

The quality and composition of the turf lawns across the site is mixed. Generally there is a prevalence of cool-season annual grasses Rye (*Lolium rigidum*, *L. perenne*), Fescue (*Festuca spp.*), Winter Grass (*Poa annua*) and other related species, with some patches of warm-season grasses such as Couch (*Cynodon dactylon*), Kikuyu (*Pennisetum clandestinum*) and Buffalo Grass (*Stenotaphrum secundatum*), growing amidst the cool season species.

Warm season grasses will perform better and remain healthy and green from spring to autumn with lower irrigation requirements than the cool season grasses. As they are generally dormant in winter, a mix of cool and warm season species is recommended.

To improve the existing turf condition, introduction of greater areas of warm season grasses across the main lawns is suggested. Lawn conversion can be undertaken successfully by sprigging into existing turf during early summer. In this way, lawn resilience can be increased and water requirements reduced, without the need for more dramatic and unsightly complete renovation of turf areas. The warm season species will generally out-compete the cool season species through summer, particularly if there is limited water applied.

Recommendation:

- **In stages, introduce additional areas of warm season grasses to augment the existing turf mix, and to achieve more hardy and resilient mixed lawns for the summer months.**



Differential drying of turf types – cool season grasses drying off in early summer.

Site documentation

The existing site documentation is lacking detail, and is considerably out-of-date. Two general base plans exist. One was prepared for the Patrick & Wallace conservation plan (1993), and is included in that document. The other is undated, and is possibly more recently prepared than the other plan, but is still out-of-date and lacks layers of relevant site detail.

In order to ensure a good quality of site planning in the future, and to ensure that changes to the CBG are well designed and documented, a good detailed features survey is recommended. The survey should include layers such as paths, beds, trees (with an identifying number), collection areas, infrastructure (taps, sprinklers etc), fixed seats and other assets, buildings and other structures.

Recommendation:

- **Prepare a detailed site plan based on a site survey, including layers of information, as outlined above.**
- **Ensure that changes to the built and living landscape are incorporated into the plan, so that it remains current over time.**

LIVING PLANT COLLECTIONS PLAN

Introduction

Living plant collections are integral to the role of botanic gardens. To a great degree, they are what separates the botanic garden from general civic parkland and other green spaces.

Generally living plant collections are described as managed groups of plants, demonstrating particular themes. The collections may serve one or more of the general goals of research, conservation, education or ornamental display. The plants within the collections should be accurately identified, and labeled to allow the benefits of public education. Additional interpretive information is often also provided for visitors to extend their understanding of the collections and their significance.

Collections are commonly grouped within one area of a botanic garden, but in the case of collections of trees or large shrubs, may be spread across the site for the sake of landscape aesthetics. Sometimes it is also sensible to locate particular plants from within a collection in parts of the garden where the growing conditions are most appropriate (eg. exposure to full sun or protection in partial shade, freely draining soil or natural wet areas, etc.).

a. Collections within the Landscape

It should be noted that the living collections sit within (and form part of) a culturally significant landscape. Maintaining and enhancing the existing collections, and development of additional collections into the future should be done in ways that are sympathetic to the significant values of the landscape.

That said, it is prudent when considering the choice of species to replace an historic specimen to consider that with a changing climate, replacement with like-for-like may not be ideal. The same landscape objective may be achieved through choosing a species with a similar scale, form and texture, but better suited to the local growing conditions now and into the coming decades.

Sometimes the 'old' species may no longer be considered to be interesting from a botanical point of view. For example, in the 1860's *Pinus radiata* (Monterey Pine) was thought to be exotic and interesting... it was widely planted as a park and garden specimen, in rows and plantations, and as a feature tree. While there is still a place for *P. radiata* to be planted for various purposes generally relating to timber production, its interest as a feature in botanic gardens is very limited. The stand of *Pinus radiata* along the northern side of the Colac Botanic Garden performs a function as a windbreak, but potentially more interesting conifer species can equally well perform this role, rather than replacing like-with-like.

This Living Collections Plan is based on an assessment of the existing collections in the Colac Botanic Gardens, together with consideration of the potential for further development of collections to further enhance the garden, and provide it with points of speciality and difference from other regional botanic gardens in Victoria. The Plan sets out criteria for the development of the collections, and provides a framework for their future development. Included in this section are also Collection Management

Plans, which provide a systematic and planned approach to the future improvement of each specific collection. These are not detailed prescriptive documents, but should be seen as guiding frameworks to be updated and maintained to ensure their currency and relevance.

b. Plant Records

Plant records are essential ingredients in the management of botanic gardens. All incoming plants (known as ‘accessions’) and plantings in a botanic garden should be documented. Each plant should be allocated a unique identifying number that allows the origin, location and life of the plant to be tracked. In areas where large drifts of a single species or taxon are used (eg. a large planted drift of a particular ornamental grass) where the stock is all from one source or genotype, then a single accession number can be applied to that group of plants (rather than numbering each plant individually).

Various computer-based programs are available to facilitate the storage and manipulation of plant database information. Choice of which system to use is dependent totally on the resources available to purchase and maintain the system, and the needs of the garden’s staff in terms of extraction and use of the data. Geographic systems are very useful, to provide a basis for easy location and mapping of plants within a site. This information can then be harnessed to provide enhanced visitor information regarding living collections and plant location.

c. Interpretation

An intrinsically important aspect of developing living collections is the planning of their interpretation. Accompanying the cultural information for each collection should be complementary information about the interpretive objectives and themes, to maximize the opportunities for public education from their interaction with the collection.

d. Vision statement for the living collections of the Colac Botanic Garden:

- The living plant collections of the Colac Botanic Garden will reflect a combination of the influences of the cultural and natural heritage of the site, and its place within the geographic region.
- The collections will demonstrate diversity of plant display and aesthetic quality, while respecting the site’s heritage values.
- They will support and enhance the unique qualities of Colac Botanic Gardens, and strengthen the points of difference between this garden and other regional botanic gardens within Victoria and other state.

e. Living Collection Themes:

The following themes have been adopted by botanic gardens in Victoria under the BGANZ umbrella, and are based on those established by the Royal Botanic Gardens Melbourne in its Living Collections Plan (2008).

i. Cultural and Ornamental

A collection of plants that display ornamental, historic or social values relating to our cultural heritage.

These collections focus on the influence of past and contemporary cultures on the horticulture of Colac Botanic Gardens, and may include innovative approaches for achieving aesthetic interest with plant design. Collections in this theme may present a diverse range of species or cultivars from within specified genera, plant types (eg. perennials) or other groups.

Collection Principles:

Cultural and Ornamental collections will demonstrate a selection of the following attributes:

- Traditional or modern horticultural design styles
- Hybrids, cultivars and species grown for horticultural interest and display
- Plants that have heritage association with the Colac Botanic Gardens, and may include reintroduction of past collections and commemorative plantings
- Plants of historic importance that demonstrate original design intent
- Plants that are linked to the traditional use, belief systems, are, medical treatments etc. of a defined cultural group
- Plants that demonstrate modern horticultural responses to Colac's current and predicted climatic conditions.

ii. Geographical

A collection of plants based on a defined geographical area. In the context of Colac Botanic Gardens, the focus should be on flora of the Shire generally, especially the Otway Ranges, their foothills, and the volcanic plains.

Collection Principles:

Geographical collections will demonstrate a selection of the following attributes:

- A good representation of the endemic plants found within the region
- Plants from key vegetation communities of the Colac – Otway Ranges region
- Plants that have cultural significance within the region
- Plants from geographic regions that are homoclimatic to Colac
- Regions that are not widely represented in other botanic gardens' collections

iii. Ecological, Research & Conservation

A collection of plants that typically grow together in an ecological community defined by a particular range of environmental conditions.

In the Colac Botanic Gardens, ecological collections will focus on the habitats of the Otway Ranges, their northern foothills, and the volcanic plains, waterways and lakes.

And/or:

A collection of plants established and developed with the aim of *ex situ* conservation of plant biodiversity (ie. protection of plants out of the natural state), highlighting rare and threatened species and remnant habitats. These provide an excellent basis for education programs and increased awareness of local plant conservation priorities.

Conservation Collections in Colac Botanic Gardens will focus on plant taxa of the local region (Otway Ranges, foothills, volcanic plains, waterways and lakes). The collections should complement those of other regional botanic gardens in western Victoria.

Collection Principles:

Ecological, Research & Conservation collections will demonstrate a selection of the following attributes:

- Characteristic associations of the particular habitat
- Key species from habitats that can be grown in the Colac Botanic Gardens with the existing conditions, or minimal environmental modifications
- Associations between plants as they would be found in the particular habitats (eg. plants that naturally grow together, overstoreys and understoreys etc.), in their usual spatial density and natural floristic composition.
- Plants that are representative of the habitats of the south shore of Lake Colac (ie. the local habitats of the site itself)
- Plants existing within the Colac – Otway area that are rare or endangered
- Stock of known-provenance plants to develop a viable collection that can be utilized for propagation and reintroduction to the wild.
- Rare or threatened plants identified under the Flora and Fauna Guarantee Act

iv. Taxonomic and Evolutionary

A collection of plants that demonstrate the principles of plant classification or evolution, and that present diversity within a chosen genus or genera.

Taxonomic and evolutionary collections in Colac Botanic Garden will focus on genera that are currently well-represented within the Gardens' plantings (Acacia, Quercus and possibly Pittosporum), and species from various genera of the coniferous plants (particular Araucaria, Cupressus). The collections' development will aim to increase

the diversity of species within these genera, and the diversity of taxa for landscape use.

Collection Principles:

The Taxonomic and Evolutionary Collections will demonstrate a selection of the following attributes:

- Plants from a defined taxonomic group (eg. a genus)
- Plants demonstrating diversity and variation within a taxonomic group
- Plants that display diagnostic features of a taxonomic group
- Plants that demonstrate selected principles of plant classification or evolution
- Plants within a taxonomic group that are well-suited for growth in the local conditions (ie. providing an educational benefit to local gardeners); or show adaptations to particular environmental conditions
- A selection of species or cultivars within a group that provide reference material for plant identification

f. Plant Sources and Acquisitions

Priority for new acquisitions (accessions) for the living collections should be given to plants of known provenance (eg. wild origin location) and identity. While plants without these details may provide value in the context of the amenity of the landscape, they will be of a lesser botanical value than plants of known provenance.

With the exception of local or regional indigenous plant species that can be propagated by seed or cutting from parent plants from known locations, sourcing interesting, sometimes unusual and healthy stock with provenance details can prove to be a challenge, particularly outside the major capital city botanic gardens. For this reason it is best to develop and maintain a strong relationship with BGANZ Victoria (as the umbrella group representing botanic gardens in Victoria) and the Royal Botanic Gardens Melbourne. Often a garden such as RBG Melbourne will have surplus stock that cannot be planted within their own sites, and will generally be very willing to find homes for such plants in regional botanic gardens.

It is best to make them aware of the living collection priorities for the Colac Botanic Garden, to maximize the opportunities for benefitting from surplus stock, or sharing the benefit of a particular propagation activity. Often a major botanic garden will work in partnership with a specialist collector in order to access stock from within a chosen genus or geographic area. Regional botanic gardens can also gain benefit from these partnerships by working closely with the major botanic garden. A Memorandum of Understanding' between the Colac Botanic Garden and RBG Melbourne may be worth considering.

The prioritized order of categories for plant acquisitions (in descending order) should be:

1. Plants collected in the wild with full provenance details
2. Plants obtained from another botanic garden or accredited collector, either as progeny of plants collected in the wild, or grown without the chance of hybridization

3. Cultivars or hybrids that can be linked without doubt to their originator, and which reflect the development of plant breeding or selection within that genus
4. Species, cultivars or hybrids of known origin
5. Other plant material

Plant sources, in descending order of preference:

1. Direct collection in the wild by Colac Botanic Gardens staff, Friends of CBG or other locally reputable collector
2. Transfer from other botanic gardens or collectors
3. Purchase from a reputable nursery or collector
4. Donations from reputable sources
5. Collections from old gardens, nurseries etc.

Plants in the following categories should not be acquired:

- Plants that contravene the CITES (Control of Trade in Endangered Species) policy and regulations on plant collecting and trading (note – significant penalties exist for breaches of CITES policy and regulations)
- Prohibited imports
- Declared noxious weeds, or plants known or thought to have potential to be significant agricultural or environmental weeds

g. Collection Management:

It is imperative that the living collections be developed and maintained in a systematic way to gain the greatest benefit from the energy invested in their creation and enhancement.

Each living plant collection should have a Collection Management Plan (CMP, see appendix ZZ), which is kept current and updated. The CMP will include objectives, strategies and specific actions to underpin the development of each particular collection, including priorities for expansion or extension of the collection where appropriate. The CMP will also include details of any specific plant health issue or threat, and its treatment through preventative or remedial measures, together with any other relevant cultural information. The CMPs will be maintained by the Gardens' horticulturist or curator.

CMPs should be reviewed, evaluated and adjusted every two years (or sooner where necessary), to ensure that they remain useful and accurate.

h. Period of Review

This Living Collections Policy and Plan should be reviewed after 10 years from implementation, or sooner if circumstances dictate this to be necessary.

Current Living Plant Collections held within Colac Botanic Gardens:

| | |
|---|------------------------------------|
| Southern Australian <i>Acacia</i> (34 taxa) | Taxonomic & Evolutionary |
| <i>Quercus</i> (15 taxa) | Taxonomic & Evolutionary |
| <i>Cupressus</i> | Taxonomic & Evolutionary |
| <i>Pinus</i> | Taxonomic & Evolutionary |
| Otway mountain flora | Ecological/Research & Conservation |
| Otway foothills/heathland flora | Ecological/Research & Conservation |
| Bush Tucker | Cultural & Ornamental |
| <i>Pittosporum</i> | Cultural & Ornamental |
| Palms | Cultural & Ornamental |

BUILT LANDSCAPE

Vehicle access – carriageway

Access by private cars and other vehicles into the Colac Botanic Gardens continues to be an issue that divides the views of the community and garden users. Supporters of the existing arrangements that allow private vehicles to be driven around the carriageway within the gardens argue that this provides valuable access to those with limited mobility, and that as the carriage loop is an historic feature of the garden, its use for vehicles should be continued.

It is interesting, though of little comfort to note that the minutes of the inaugural meeting of the Friends of the Gardens Advisory Committee on 15 May 1990 list 'future of drive in gardens' as the first item for consideration and resolution in the minutes of the meeting. Minutes of the meetings of the Friends show that discussion and motions raising concern about various aspects related to vehicle access, and recommending closure of the garden to vehicle access either in part or completely were recorded (1990, 1993, 1995, 1996, 1997, 2003 etc.). Included in the discussion is the issue of speeding motorists on the carriageway in the vicinity of the children's playground.



Carriageway within the Colac Botanic Gardens, showing wear pattern and consequent incremental widening of track surface.

A Council officers' recommendation to trial a closure of the northern section of the carriageway was put to council at a meeting in 1997, after a detailed analysis of vehicle traffic in the CBG, and surveying visitor opinions. The recommendation was not supported by Council, it appears, as a resolution to take no further action other than policing the existing regulations was agreed. While being respectful of the Council's decision at that time, it should be noted that the survey of traffic behaviour in February 1997 found that a worryingly high percentage of vehicles were recorded exceeding the speed limit (10 kmh – just above walking pace); with an average

speed for all vehicles of 21 kmh, 15% of vehicles traveling at above 30 kmh, and speeds of above 40 kmh recorded! 149 cars were recorded traveling through the CBG on one day (Sunday 23rd February 1997) within the survey period.



A private vehicle approaches an electric personal mobility vehicle on the carriage way.

There are various sound reasons for discontinuing private vehicle access. Pedestrian enjoyment of the gardens is compromised through sharing the site with vehicles, and potentially, safety of pedestrians may be threatened. Gardens are generally places of quiet contemplation and enjoyment, and the presence of vehicles circulating on the carriage loop diminishes the potential for this passive enjoyment. There are positive community health benefits from encouraging physical activity such as walking in gardens. The Victorian Government's 'Healthy Parks, Healthy People' campaign reflects the value of motivating people to enjoy public open space actively –rather than from the seat of their car.

The children's playground has developed over the past couple of decades into a popular place for family enjoyment. In the existing situation of vehicle access within the CBG, there is a heightened level of risk for children who may run out onto the carriage way from the playground. This situation is out of step with modern expectations for children's safety in playground precincts.

Dust is generated by vehicle movement, and this settles on the plants and other features within the site, reducing their level of amenity and health. Vehicles are often parked off the carriage way, in the shade of trees. This leads to compaction of the root-zone of the trees, and wear-and-tear for the turf in these areas (which are sometimes left as bare dirt as a result). There are no formal parking zones within the CBG, so parking tends to be rather adventitious.

Informal use of the verge area for parking leads to erosion of the lawn border zones, and incremental widening of the carriage way surface. As illustrated, the road surface

is perhaps up to 50% wider than it had been originally intended, through wear and tear at the margins. A traffic surface of around 5 metres width would be appropriate and adequate for this landscape.

In addition, vehicles are known to be vectors of spread of pathogens (eg. carrying fungal spores from potentially damaging plant pathogens such as Myrtle Rust or *Phytophthora* spp.), and of weed seeds (especially agricultural vehicles that can carry and shed seeds as they move).

Nevertheless, in spite of these various potential risks and concerns, it is understood that strong public opinion in support of continued vehicle access is known to exist within the Colac region. Importantly, it has been noted that allowing vehicle access provides a valuable opportunity to bring into the gardens groups or individuals with mobility or disability issues, to enjoy the gardens environment and the views across the lake. If all vehicles were prevented from entering the CBG, then these members of the community would be denied this benefit.

A reasonable approach that continues to meet the needs of this sector of the community, but that reduced the general private vehicle traffic using the CBG's carriageway would seem to be sensible. It is suggested that access continue to be allowed for vehicles displaying a permit issued by VicRoads under their Disability Parking Scheme, including types A (driver/passenger), B (passenger), C (organisations transporting people with disabilities) or D (temporary permits), or their interstate or overseas-issued equivalents.

To alleviate the landscape and tree impact of informal (permitted) vehicle parking in the margin of the carriageway, it is suggested that parking zones of defined extent be considered. Given the width of the carriageway, it should be possible to accommodate these areas without significant incursion into the adjoining ground. In other words, the vehicles may be able to park on the edge of the existing carriageway surface (pending specific locations of parking zones).

While some of the CBG's existing visitors from the community who have no personal mobility issues may not embrace the need for change to prevent access for their vehicles, it is suggested that a positive message of the benefits of undertaking a relaxing walk in the gardens may be appropriate, together with an explanation of the various reasons outlined above that support the removal of general vehicle access.

Recommendations:

- **It is recommended that only vehicles holding permits under VicRoads' Disability Parking Scheme (and CBG maintenance vehicles) are allowed to continue access to the Gardens on the carriageway, and that other private or commercial vehicles are no longer allowed access;**
- **That parking on the grass verge beside the carriageway be disallowed, but that designated parking zones be identified;**
- **That the road surface be re-established at a nominal width appropriate to the landscape (around 5 metres);**
- **That the interface between the road and the verge and garden beds be clearly delineated to avoid continuing wear and tear and compaction of**

surrounding areas;

- That the changed arrangements for vehicle access be monitored and reviewed after two years from implementation.



Carriageway in the vicinity of the children's play area. Note effects of informal parking close to trunks of trees.

Pedestrian access – paths

The pedestrian paths within the CBG form important elements in the design. Their layout allows the visitor to enter by one of the three main gates and meander through the site, reaching nodes of planting at path intersections. Their maintenance as practical and visual features is vitally important.

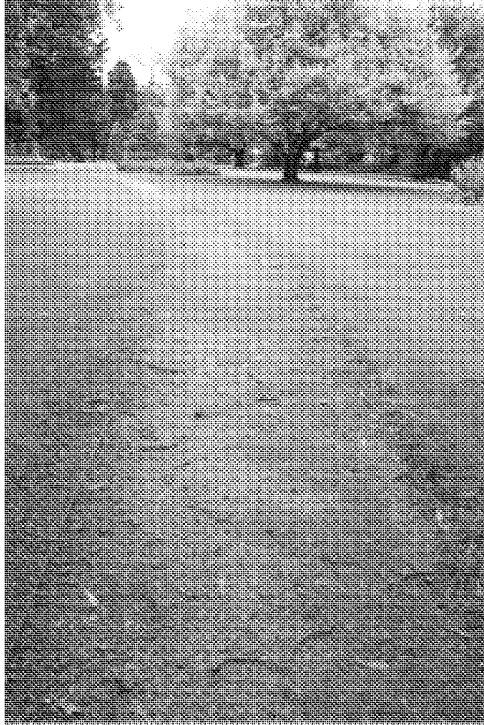
In most of the CBG, the paths are constructed from compacted gravel of varying grades, with metal edging. The metal edging is important, as it ensures that the path edges remain as delineated in the design, and that the turf interface with the path can be clean and well-defined. The gravel surface of paths tends to deteriorate and erode over time, and it is apparent that several sections of the path system are in need of renovation. Some minor paths, such as through the Otway flora collection at the eastern end of the site, are rock edged. The same principles regarding inspection and maintenance apply for these paths.

Re-gravelling is recommended, ensuring that a positive camber in the surface is achieved to avoid pooling of water on the surface. Paths should be inspected annually to establish the priority for renovation year by year.

Recommendations:

- **Implement a program of annual inspection of pedestrian paths to establish priorities for renovation.**

- Renovate with gravel consistent with existing materials on site, achieving convex profile (camber) of surface.



Pedestrian paths in need of renovation.



Rock-edged paths in the Otway mountain flora collection area.

Seats, picnic tables

The Patrick & Wallace report (1993) noted that there was a diversity of styles, material and construction of seats and a small number of assorted picnic tables within the CBG. Some were in quite poor condition. It was recommended that these be replaced when possible, with a standard design, perhaps consistent with the style adopted in Colac's Memorial Square.

Some of the older seats and picnic tables still remain, and their staged replacement on a priority basis as suggested above should be seen as a priority. In general, treated pine should be avoided as a material for seats or tables, as it is not consistent with the significant heritage values of the site.

All outdoor furniture within the CBG should be included in a programmed maintenance schedule, to ensure that they are kept in safe, useable condition, and that they are free from graffiti, or other damage.

New Viewing Platform

Construction of a new viewing platform on the northern side of the CBG has been completed in 2011 (opened formally on 21 February 2012). The concrete and steel structure is placed to take advantage of the spectacular views north across the foreshore and Lake Colac, and provides an access way from the lower foreshore common area up to the botanic gardens zone, via a newly built set of steps.



Construction of the new viewing platform steps, August 2011.

Opportunities for new planting exist adjacent to the constructed steps, and from the perspective of landscape context and growing conditions, extending the succulent them of *Aloe* spp., *Yucca* spp. and ground covering succulents would be appropriate. Placement of a striking individual tree such as *Aloe barbarae* (= *A. bainesii*) at the top of the steps would be appropriate and desirable.



Completed viewing platform viewed from below; faint traces of old terraces possibly seen to left of image.



Opportunity for planting adjacent to steps and platform.

*Note: the metal balustrade has now been painted dark green.

Terraces

During the early years of the Colac Botanic Gardens, a series of terraces set into the slope adjacent to (east of) the newly-constructed viewing platform provided visitors with a practical facility for seating, for viewing events and other attractions on the lower common and foreshore area. They may have been developed in conjunction with the early pavilion that existed on the lower area. Patrick & Wallace (1993) recommended their reinstatement as a priority – and indeed this should still be seen as a good opportunity to introduce tiered semi-natural seating, for viewing and enjoying various cultural events or activities, once the fire brigade training track is removed and the area becomes more suitable for public performances as a result. One could envisage live theatre, musical performances, dance, or other performance activities, with the superb visual backdrop of Lake Colac.

There are still faint visible traces, believed to be the lines of the old terraces in the slope (see image below). These are spaced at around one metre down the slope, and extend from below the viewing platform, east along the slope to near the first existing mature *Pinus radiata* (approximately 40 metres from the intersection of the new stepped access path and the main footpath that runs east-west along the bottom of the slope).

The terraces could be reestablished by excavating and reshaping the earth, and re-turfing the surfaces, to provide a practical and useable series of seating levels with low visual impact. There is a strong healthy growth of Buffalo Grass in this area – this or other robust summer grasses would be good turf types for this purpose.

Recommendation:

- **Re-establish terraced seating in the area where is once existed, for the purposes of viewing cultural events.**



Old terrace seating area – showing possible traces of terrace lines

Fire brigade training track

The presence of the fire brigade training track on the lower 'common' area was highlighted in the Patrick & Wallace report of 1993 as being an intrusive element, and its removal was recommended, with reinstatement at another location if the level of use justified this. Records of the Friends of Colac Botanic Gardens Committee meetings indicate that considerable discussion was held in April 1993, and that it was noted that the track was not being used even at that time for its intended purpose.

The fire brigade training track has remained *in situ* since that time, and has continued to be an undesirable element from a landscape perspective. The nature of the construction – bitumen track, cyclone fences and a tall moveable tower enclosed in a secure fence – is incongruous within the botanic gardens precinct. Its position on the flat area at the base of the terraced hill forms a barrier to the interface and potential use of this area for major public gatherings, artistic performances and general enjoyment. Visually, it is a negative element within what should be a high quality view from the upper part of the CBG towards Lake Colac.



View north from the new viewing platform, showing the visual intrusion of the fire brigade training track and ancillary structures.

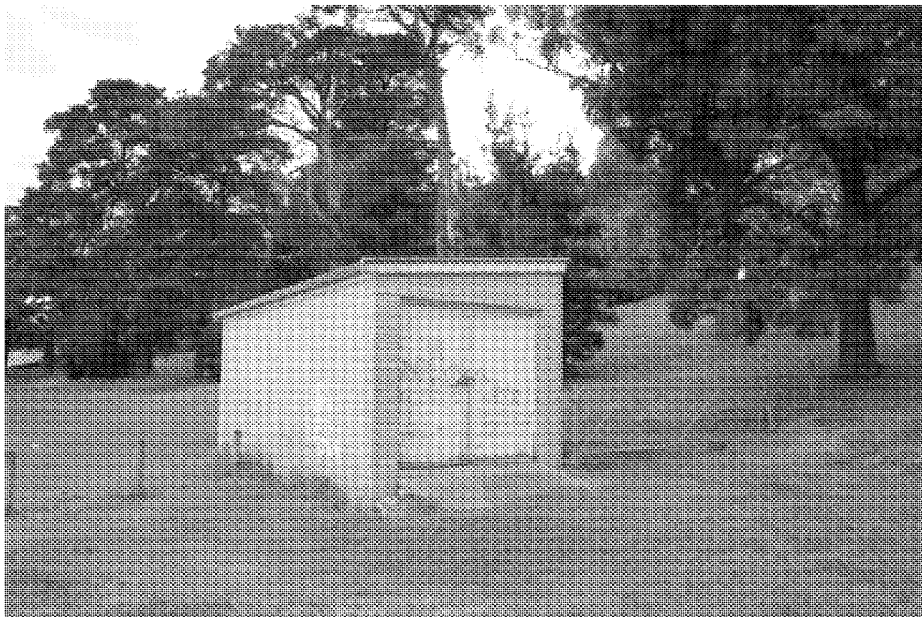
The fire brigade training track does not appear to be under regular use – the tower structure has clearly not been actively used for some time – but it is not known what pattern of use the facility receives across the year.

It is understood that the masterplan for Central Reserve in Colac includes a new location for the fire brigade training track. Its removal from the existing site would be a very positive step towards the integration of the CBG landscape and the foreshore 'common' area. The existing cream brick storage shed adjacent to the carpark at the western side of the foreshore common area should also be removed. It is also a

visually intrusive element within the landscape.



Fire brigade training track – a physical barrier dividing the lower area from the upper zone.



Fire brigade storage shed – a visual intrusion in the landscape recommended for removal.

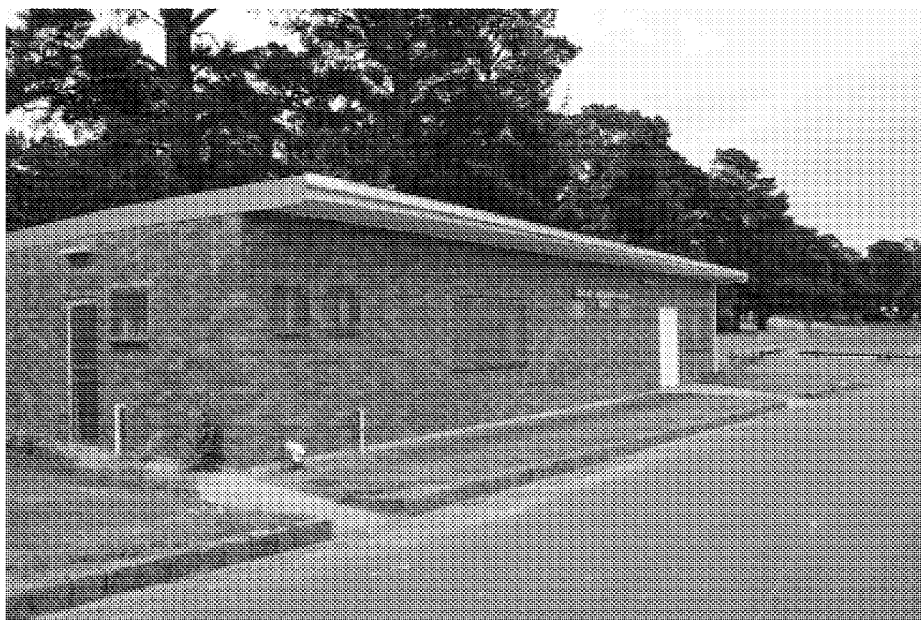
Recommendations:

- **Remove the fire brigade training track, its fences and ancillary structures (including the brick storage shed) at the earliest opportunity.**

- Reinststate the area with turf, consider additional planting of a small number of trees for shade in summer.
- Promote the use of this area for cultural events such as outdoor theatre, music performances, community celebrations and gatherings and other public uses.

Colac Anglers' Club building

This structure is situated near the boat-ramp carpark, at the western end of the foreshore zone. It is not a visually attractive building, being described in the Patrick & Wallace report as having 'no architectural pretensions'. Its removal would be desirable for these reasons in the longer term – but while it is in good use, its visual impact could be softened by painting it in a neutral tone, and introducing screening planting particularly on the western, southern and eastern sides.



Colac Anglers Club building. Measures to reduce its visual intrusion are recommended.

Recommendations:

- Paint the building with a neutral tone to soften visual impact;
- Introduce screening planting on the eastern, southern and western sides of the building;
- Consider removal of the structure in the longer-term if alternative accommodation can be identified for the Colac Anglers' Club



Colac Anglers' Club building viewed from the south, showing need for visual screening.

Botanic Café – entry zone and external spaces

The original Curator's Cottage has been successfully converted into a café to service the needs of visitors to the CBG, and as a café venue in its own right open seven days per week. As discussed in the section on Community Engagement, it also currently accommodates the needs of the Friends of the Colac Botanic Gardens for their meetings and other gatherings.

The majority of visitors to the Botanic Café approach after parking at the northern end of Gellibrand Street, or otherwise by foot from this direction. The entry to the café for these pedestrians should therefore reflect the 'special' nature of the site as a historically and culturally significant botanic garden. Unfortunately this is currently not the case. The approach is via a narrow but serviceable brick-paved path, which enters next to a large rubbish skip*. While the café is well labeled with signs, there is little to provide information or orientation regarding the botanic gardens and its features.

(*note: the skip was not present on a subsequent visit to the site.)



Relocation of the skip to a less visually intrusive site is strongly recommended.

The timber structure to the north of the entry path is utilized by the Friends of the Colac Botanic Gardens for informal plant sales. This is a compatible and appropriate function, though the limited space would hinder significant expansion of this activity.

While the café has an attractive outdoor service area on a constructed timber deck to the north of the building, again there is nothing to indicate the nature of this site as part of a notable regional botanic garden.

The opportunity exists in such areas to present visually stunning plant displays, which could be rotated or changed throughout the year to ensure that the something exciting and interesting is always on show. In addition, this is an ideal location to provide some orientation and information regarding the CBG and its significant tree assets and other living collections.

Recommendations:

- **Relocate the rubbish skip to a site out of the general public view, and away from the main zone of public access to the Botanic Café;**
- **Provide signage or other information regarding the botanic gardens at the entry point to the café from Gellibrand Street;**
- **Consider options for visually interesting plant displays (possibly in containers or planters) on the decking area of the café;**
- **Provide information about the botanic gardens and its collections to café patrons, on tables or fixed locations within the café zone.**

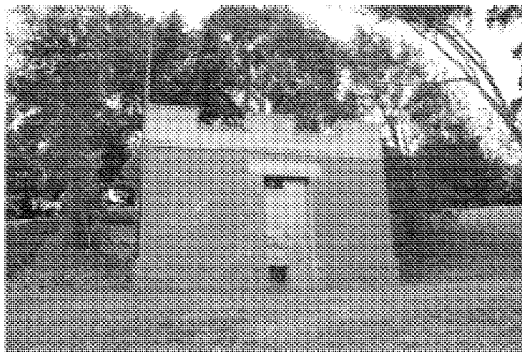
Old toilet block

The 1930's decommissioned toilet block on the slope towards the western end of the site is noted as having 'excellent visual quality', and 'punctuating the slope effectively establishing a picturesque element' in Patrick & Wallace (1993). Its architecture remains intact, but sadly its visual quality has deteriorated, with extensive graffiti and the signs of misuse. Access to the building is possible from the northern side, through the original entry opening.

A case for excluding access could be made – though whether this would resolve the existing graffiti issues is unclear. Nevertheless, there is no reason to access the building for acceptable visitor activity.

Recommendations:

- **Graffiti on this building is removed or painted over;**
- **Access through the opening on the northern side of the structure is closed;**
- **Regular inspection and removal of graffiti is carried out.**



1930's toilet block – access on north side



Internal view of 1930's toilet block

ENVIRONMENTAL ISSUES

Planning for a changing climate

Climate change is a complex and challenging issue. Expert opinion continues to differ regarding the detailed effects derived from climate modeling, but there currently exists general acceptance that the climate is – and is likely to continue to – change, as a result of various factors. Broadly in Victoria, the likely effects in the 20-50 year outlook period would mean that most regional areas in western Victoria will become drier and hotter on average. Precisely how much hotter and drier depends on a range of variables, including mitigation of carbon dioxide build-up in the atmosphere.

Scenarios provided by the Victorian Government's Office of Climate Change indicate that on average across the Corangamite Region (which stretches from Ballarat to Cape Otway and includes Geelong) by 2070 the region can expect to be:

- 1.3 degrees C warmer with 6% less rain under a lower greenhouse gas emission growth scenario
- 2.4 degrees C warmer with 12% less rain under a higher greenhouse gas emission growth scenario

In summary, the greatest increases in temperature are expected in summer (with more extreme hot days), the greatest decreases in rainfall are expected in spring, and there will be fewer rainy days but increasing rainfall intensity. By 2070, the run-off into the Barwon and Moorabool Rivers and Lake Corangamite is expected to decrease by up to 50%.

While these projected changes in temperature and rainfall may not seem significant, their combined effect would mean noticeable changes at the local level. In horticultural terms, the change of a degree or two can mean that a species that is surviving but at the limit of its tolerance will no longer be viable. Plants that can survive in the historic rainfall conditions may require substantial additional irrigation to keep it alive. Changes in air temperature are harder to mitigate in horticulture. Extremely high air temperatures, such as those experienced in Victoria in 2009 (over 45 degrees C) can lead to severe scorching and death of some species.

More intense rainfall days mean reduced levels of water infiltration into the soil profile – and higher rates of runoff. So while the rainfall may be measured at a particular volume, in terms of 'effective rainfall' it may have a less beneficial result.

In terms of planning the future living landscapes of gardens, the clear message is that a priority should be placed on selecting plants that are already well-suited to growing in the local conditions, and have the ability to cope with conditions that may be hotter and drier to some extent. This is an extension of the 'homoclimatic' approach – where plants from parts of Australia or the rest of the world that have analogous growing conditions are chosen. To cater for hotter, drier conditions, the frame for assessing the homoclimatic conditions needs to be moved into the nearest biozones that exhibit these characteristics.

For example, instead of seeking plants from mid- to north California, one would examine the flora of southern California. Rather than sourcing plants from Yunnan in southern China, we would look to areas of western Asia that demonstrate conditions

closer to our model. The result of taking this more measured and planned approach (with regard to selecting plants based on their natural growing habitat) is that the plants will have the best chance of survival in the predicted warmer and drier conditions, and the resources required to keep the plants alive and healthy will be contained.

For a garden such as the Colac Botanic Gardens where much of the value of the existing site lies in its mature tree collection, clearly there is a need to ensure that as far as is practicably possible, the existing trees can survive. This may mean closer monitoring of their health and condition, timely remedial treatment for structural or health issues, monitoring of soil moisture characteristics, and if appropriate, consideration of areas of specifically higher irrigation for chosen individual trees. Despite these measures, the life-span of some of the mature trees may be shortened, so succession planning must be given a priority.

Lawn areas play a critically important role in terms of the landscape quality for this garden. Just as it is important to plan for plant selections to best suit the prevailing and expected climate conditions, so too it is sensible to consider a process for conversion of a proportion of the lawn turf to warm season grasses. These grasses will thrive in summer with a lower water requirement than cool season grasses (which currently make up the majority of the turf within the site). Warm season grasses include Kikuyu (*Pennisetum clandestinum*) and the various Couch varieties (*Cynodon dactylon*). (see section on Turf and Lawns XXXX)

Irrigation Management

The Gardens is currently irrigated through an in-ground watering system, with occasional manual watering by hose where needed. The supply is from the potable mains water, via sub-mains and reticulation that were installed during the period 2005-7. Generally the system is in good order.

Scheduling of irrigation (application frequency and duration in any specified area) has been guided by observations of plant condition, weather characteristics (temperature, precipitation, wind), appearance of turf, and cyclic patterns (succession of irrigated areas within the Gardens). This combination of approaches has worked reasonably well across the site – given the limitations of technology in place.

As with all sites where irrigation volumes, duration and frequency are guided by observations of symptoms above the ground, there is a degree of what might be termed 'educated guesswork'. This is not a criticism, but more intended to highlight the nature of irrigation decision making in the absence of a quantified soil moisture measurement system.

It would not be unreasonable to continue the irrigation of the Gardens in the manner that has been demonstrated over the past few years – though in the event of water restrictions, this may not be possible. If a more tailored and needs-based irrigation of the site is to be given priority (and this should be the aim in public gardens and parks to ensure that their community responsibilities are being met), then a system of soil moisture sensing would be recommended.

Such a system would provide daily and continual data on the moisture availability within the root-zone of plants within the Gardens, and would thereby inform the need for irrigation, and the volume and frequency. Through the use of such technology

alone, significant savings in water use can be achieved, together with maximizing plant health through not under- or over-watering.

The irrigation efficiency of the existing system should also be checked – to understand in detail the patterns of delivery across the site. This is a relatively simple process involving placement of catch-cans within specified distances in the radius of the sprinkler's trajectory. It is known, for example, that impact sprinklers have a fairly uneven distribution of water in their total radius, compared to other forms of turf sprays or other sprinkler heads. An understanding of the irrigation efficiency is very valuable in ensuring that irrigation timing and duration are achieving the best effect for plant health within their radius.

Continuing the regular applications of a good quality organic mulch to all garden beds will ensure that moisture lost from the soil by evaporation is kept to a minimum. Application of an organic mulch layer within the canopy zone of selected trees should be considered where a tree may be showing signs of drought stress, compacted soils or other local issues.

Planting of new trees or other significant new planted areas should be undertaken during the period from autumn to spring – avoiding planting new material during the dry and hot months of summer. New trees may require hand irrigation during the first couple of summer seasons to ensure that they are well established, and that the investment in planting is not wasted.

Turf should be augmented by additional warm-season grass species introduction – see section on Lawn Composition.

Water Supply

While it is understood that the existing water supply is from potable mains water, opportunities for the use of recycled water may arise in the future. Use of recycled water for irrigation can have many benefits, particularly in regard to availability (in times of restriction to potable water supply), and in cost. Weighed up against these factors however is the cost of installation of reticulation to keep the recycled supply separate from the domestic supply on site (as required in the café, depot and public amenities), and the water quality characteristics of recycled water.

If a recycled water supply is under consideration, a vital initial step is to undertake testing of various chemical and physical factors relating to the water, and to assess the results alongside the acceptable parameters for irrigation supply. Often recycled water (depending on its class rating) will have unacceptably high levels of phosphates, nitrates or salts for healthy plant growth. Salts can be particularly damaging for a garden, and recovery of a site from application of saline irrigation over a period of time can be very difficult.

A table presenting acceptable water quality parameters for irrigation (as defined by the Royal Botanic Gardens Melbourne) is attached in Appendix F.

Recommendations:

- **Consider existing and future predicted climate when choosing species**

for planting within CBG, seek taxa from homoclimatic zones;

- **Monitor the performance and health of existing valuable plantings (particularly trees) and if necessary, apply additional irrigation in dry summer periods to ensure the health and survival of the individual trees;**
- **Consider the installation of technology to better understand the soil moisture characteristics of the site; and utilize such tools to assist in the management of volume and frequency of irrigation for best plant health outcomes;**
- **Ensure that the irrigation system is regularly checked for optimum operation and efficiency;**
- **Time new planting for autumn – spring; avoid new plantings through summer;**
- **Continue to apply organic mulches to garden beds to reduce evaporation of moisture from the soil;**
- **If recycled water is being considered for irrigation use, ensure that its physical and chemical properties meet quality criteria for soil and plant health, and public health.**



Colac Botanic Gardens, December 2011.

WEED MANAGEMENT

Over recent years, the issue of potential weed risk from plants introduced through botanic gardens (or other gardens) has become prominent. A number of common environmental weeds were introduced as desirable garden plants, only to ‘escape’ to natural environments and cause considerable problems. The costs of weed control across Australia each year are very significant, and the loss of habitat and threats to vulnerable native species from weed infestation are also of great concern.

Major botanic gardens around Australia (led by the RBG Melbourne) have participated in the formulation of policies and procedures to address the weed risk issue. In 2004, the Council of Heads of Australian Botanic Gardens (CHABG) established an Australian Botanic Gardens Weed Network to further develop processes for weed risk assessment, and most of the major Australian botanic gardens, zoos and allied agencies are now members of this network.

Arising from these initiatives, an excellent and detailed paper on the issue of weeds, their impacts and risks can be found in:

Spencer, R (2006). Garden plants as environmental and agricultural weeds. Resources and information pack; with emphasis on Victoria. Royal Botanic Gardens Melbourne, Weed Working Group.

The managers of botanic gardens around Australia, including large city-based gardens and regional botanic gardens are now mindful of the need to take a more watchful and thoughtful approach to introducing plants to horticulture, to avoid further introduction of new potential weeds, and to ensure that the spread of existing ornamental plant weeds is kept to the minimum.

Weed Risk Assessment

The following summarized information and tables have been modeled on those in Spencer (2006).

RISK = (IMPACTS & POTENTIAL DISTRIBUTION) X INVASIVENESS

Plants can be placed into broad risk categories, according to an assessment of their level of comparative invasiveness, and the impacts and potential distribution of their spread.

The risk matrix

| INVASIVENESS | IMPACTS & POTENTIAL DISTRIBUTION | | |
|--------------|----------------------------------|--------|------|
| | LOW | MEDIUM | HIGH |
| LOW | LL | LM | LH |
| MEDIUM | ML | MM | MH |
| HIGH | HL | HM | HH |

Invasiveness can be judged by considering the plant’s natural characteristics for spread – such as production of propagules, seed quantity and dispersal, underground structures (eg. stolons), tolerance of a broad range of growing conditions etc., and any known weed issues involving the particular species in comparable climatic and growing conditions.

In considering whether to introduce plants to a garden, and how to manage plants that are already growing in the gardens (which may have been growing there for some time), the ‘garden landscape and collection values’ factor may also be considered, as below:

Weed Risk Management Matrix

| WEED RISK ASSESSMENT | GARDEN LANDSCAPE AND COLLECTION VALUES | | |
|----------------------|---|---|---|
| | Low | Medium | High |
| LOW RISK | grow | grow | grow |
| MEDIUM RISK | Do not grow; if already present, develop management strategy for eventual removal | Grow, but implement management procedures to monitor plant | Grow, but implement management procedures to monitor plant |
| HIGH RISK | DO NOT GROW
If already present, develop strategy for eventual removal | DO NOT GROW
If already present, develop strategy for eventual removal | DO NOT GROW
If already present, develop strategy for eventual removal. Seek advice from Weed Management Council for possible exemption in extreme cases |

It is recommended that new introductions of plants to the Colac Botanic Gardens are assessed for their potential for weediness, before they are added to the collections. Vigilance should be maintained regarding the existing plant collections and general planting, to be aware of any plants or groups of plants that may start to spread as weeds within the CBG or its surrounding lands. Such potential weediness should be addressed promptly with well-reasoned decisions, to avoid longer-term issues.

Further potential exists to support the Shire of Colac Otway’s public education on environmental weeds, through on-site interpretation and printed material.

Recommendations:

- **Ensure that new plant introductions are assessed for their weed risk potential;**
- **Avoid introducing plants that present a significant risk of 'escape' and uncontrollable colonization in the CBG and in surrounding landscapes;**
- **Avoid propagation and distribution of plants that are known to have significant weed risk potential;**
- **Utilise the management of weed risk as a public educational tool, to improve community understanding of environmental weed issues.**

BIOSECURITY MANAGEMENT

Biosecurity is broadly defined as the protection of a site or area against threats from pathogens (harmful diseases) and pests. Pathogens may be in the form of fungal infections (eg. Dutch Elm Disease and various *Phytophthora* spp.), bacteria (eg. fireblight) or viruses (eg. potato virus). Pests are often insects, and these may cause direct damage (eg. Elm Leaf Beetle), or be vectors for pathogens (eg. Elm Bark Beetle – the vector for Dutch Elm Disease).

Publicly accessible gardens face various threats from introduction of various pests and pathogens on clothing, footwear, vehicles, animals, birds and plant material. One of the significant current threats is Myrtle Rust (*Uredo rangeli*), a fungal pathogen which appeared in Australia for the first time in NSW in 2010. It is spreading both north and south, and has recently been detected on susceptible plants in Victoria (see <http://www.dpi.vic.gov.au/forestry/pests-diseases-weeds/diseases/myrtle-rust>). In Australia, around 100 Myrtaceous species have been identified hosts for the disease, including Eucalyptus and Callistemon. A specific local action plan to deal with any outbreak of Myrtle Rust (consistent with DPI protocols) is recommended.

Generally, adoption of Integrated Pest Management (IPM) principles is recommended. IPM involves implementing a range of related strategies to minimize the risk of harmful incursions, and to formulate treatments that are environmentally less harmful than utilizing chemical controls alone. For example, reducing the numbers of a particular host plant of a serious insect pest, using biological controls such as the introduction of specific predatory insects, timing irrigation to minimize the conditions suitable for fungal infection and growth, formulating standards for plant health of material introduced to the site, hygienic disposal of diseased material to minimize the risk of disease spread etc.

Tools used for pruning, digging or other on-site operations involving cutting plant material or excavation of soil should be thoroughly cleaned between activities, or (as practical) before movement from one part of the site to another. Digging equipment should be washed down with a suitable biocide to reduce the risk of spread of soil-borne pathogens from zone to zone within the site. Machinery introduced to the Gardens that has been in use elsewhere within the region should be cleaned of any soil and plant debris before they enter the site, as these can carry pathogens and weed seeds.

Contractors' specifications should include a requirement for machinery to be clean of

soil or plant debris before entering the site to commence operations. If appropriate, the Gardens curator or gardens staff may need to check the condition of machinery.

Just as for weed plant management, vigilance is extremely important to ensure that the symptoms of any new pathogen or plant pest introduction are noticed early, and the appropriate controls are put in place. Liaison with the State Government's Plant Standards Branch of Biosecurity Victoria (Dept of Primary Industries) is also important, in the event of a damaging outbreak.

Where the circumstances dictate, it may be necessary to close the site to vehicle access, in order to control risk of pathogen introduction. Such contingencies may present a valuable opportunity for public education and awareness raising (regarding the particular issue and the appropriate control measures).

Recommendations:

- **Where practical and feasible, adopt the principles and practices of Integrated Pest Management (IPM) for the control of biological pests and diseases;**
- **Establish hygiene protocols for garden tools and equipment to reduce the spread of soil and plant-borne vectors and pathogens;**
- **Ensure that contractors' vehicles and equipment are free of soil, plant material and seeds before they enter the site;**
- **Maintain vigilance within the CBG to ensure early detection of any pathogen or pest incursion;**
- **Prepare specific action plans to respond to any infection from specific pathogens such as Myrtle Rust.**

COMMUNITY ENGAGEMENT

Friends of the Colac Botanic Gardens

a. Background

The Friends of the Colac Botanic Gardens ('the Friends') was formed in 1990 (first meeting May 15, 1990). In August 1993 it was formally appointed as an Advisory Committee to the (then) Colac Otway Shire Council.

While the group's membership in number hasn't necessarily been high, it has over the years since establishment played an important role as a conduit for community representation, in partnership with the Shire of Colac Otway. The Friends have had an active involvement in support of the CBG through various activities such as plant sales, hosting visits to the site, providing guided walks, day-trips to other botanic gardens, and on-site activities for the broader community. An important role of the Friends is advocacy for the CBG's protection, future planning and appropriate development and enhancement.

There is no doubt that a strong and active Friends Group is a valuable asset for a public botanic garden. The range of support and promotional activities undertaken by the Friends provide significant benefit for the CBG, both in real terms, and as an avenue for increasing the community's ownership and engagement with the Gardens.

The Friends provide a readily accessible sounding board for management decisions relating to the CBG, and if appropriately engaged in planning discussions and decision-making, can provide the strongest advocacy for the Gardens' future development and growth.



The Friends' plant sales area, adjacent to the Botanic Café.

A small plant sales area is located adjacent to the Botanic Café, and visitors can make payment for purchases (very much an honesty system) at the counter in the café.

The records of the Friends' committee meetings reveal several recurrent issues of concern, including vehicle access to the CBG which has been mentioned as a concern frequently from 1990 onwards, that the fire training track should be removed, that the site's planning and curation should be given focus (leading to production of the Patrick & Wallace report of 1993, and this update), that plant labeling should be given priority, site security and plant selection issues, among many others.

b. Friends' facilities

The Committee of the Friends group currently utilizes a room within the Café (old curator's residence) for meetings, on the basis of bookings. While the meeting room to some degree meets the needs of the group for meeting space, it falls short of being a dedicated space with secure facilities and storage space for the Friends. Commonly, a support group such as the Friends within a regional public botanic garden should be provided with a dedicated space for their non-public activities. Examples of such facilities can be seen at Geelong Botanic Garden, Bendigo Botanic Garden (White Hills), Australian Inland Botanic Garden (near Mildura), and Ballarat Botanical Gardens.

At this stage, several clear opportunities exist to meet the future needs of the Friends group. The lowest cost option is to provide a continuing exclusive use of the meeting room of the café, so that resources such as the Friends' library collection, records, photographs, notes and other items can be safely stored and easily accessed as needed. Meetings, both formal and informal can then also be held without the need for a pre-booking process. It is understood however that maintaining flexible use of the meeting room is important for the viability and business plan for the Café, and that therefore excising the meeting room from the café would not be a favored option.

A second option is to formalize shared access to one of the other existing buildings in the precinct – such as the Angling Club building. This building sits adjacent to the Gardens on the foreshore at the north-east end of the site. While being reasonably conveniently located, the nature of shared access and use of a facility such as this can have a range of issues. The Angling Club has not been approached in the course of this study to canvass options for sharing their club building – if that is the preferred option for the future than a separate process of discussion and negotiation of shared use would need to be undertaken. It is understood however that while the building has had limited use over the past few years because of the lack of fishing activity in the lake in its drought-induced condition, now that it is reasonably well-filled again, fishing activity is likely to increase. Use of the Angling Club building will therefore increase also, and shared access may not therefore be the best option.

A third option, and the one with the greatest potential benefit over the longer-term, is to construct a new purpose-built facility for the use of the Friends within the general precinct. Given the culturally and historically significant nature of the Gardens landscape itself, and the unacceptability of alienation of the gardens landscape for

the purposes of such a new construction, the only realistic possibility for consideration of construction or installation of a new building would be outside the garden in the surrounding land. In principle, a footprint of public land in the existing informal parking zone immediately west of the CBG has been suggested as a location. This would have the advantages of being accessible to public and community groups, conveniently located close to the café and the CBG entrances, and easily serviced.



Informal parking zone outside western end of Colac Botanic Gardens – a potential area for construction of a Friends' facility.

If this option is preferred, a more detailed process of planning and design will need to be undertaken, to address questions of function and scale of building, services, access, operational requirements and so forth.

c. Outlook

In order to gain the most benefit from the existence of an active Friends group, the Gardens' management needs to ensure that there is a commitment to continuing to engage the Friends in discussions relating to the current and future development of the site and its living and built fabric.

Considerable potential exists for the Friends to take a stronger role in engaging the local community, particularly through the on-site delivery or facilitation of education programs for the local schools. Botanic gardens can play a very positive role in the schools' curriculum delivery, and the site and its plants can be utilized as resources for the teaching of a wide array of subjects.

A good model for the development and delivery of education programs for local and regional schools can be found at the Geelong Botanic Garden, where building on some years of voluntary work, an Education Officer is now employed under the auspices of the Friends of Geelong Botanic Garden for this purpose (see <http://www.friendsgbg.org.au/education.php>). The GBG set-up provides a very

useful learning model for future thinking regarding the Colac Botanic Gardens' educative potential. The school education programs compliment the Victorian Government's ResourceSmart Schools (AuSSI Vic) checklist for the Biodiversity Module, and support the Victorian Essential Learning Standards (VELS) and Principles of Learning and Teaching (POLTs). The programs are coordinated by a qualified teacher/horticulturist, assisted by experienced sessional teachers who have completed "Working with Children" checks.

There is no reason why the same model could not be developed and applied within the Colac Botanic Garden, to service the needs and engage the school communities of the Colac regional schools. In addition to providing the obvious benefits in terms of the teaching frameworks outlined above, this approach also assists in developing a sense of value and engagement in the botanic garden among the younger sections of the community. Such a generational investment for the future supporters of the CBG cannot be underestimated.

Other activities that are (or can be) undertaken by the Friends to provide significant benefits for gardens visitors generally include guided walks, (with expert insights regarding the history and botanical interest of the site), special events to bring the community into the garden (eg. Easter egg hunts, Christmas celebrations, Wattle Day, harvest festivals, etc.).

Recommendation:

- **That the option of construction of a purpose-built structure in the precinct to the west of the CBG be investigated, and if agreed, that planning and fundraising processes be undertaken as appropriate.**
- **That models for schools education programs and other public engagement currently being successfully delivered at kindred botanic gardens organisations be investigated, and a specific plan be developed in consultation with key local stakeholders.**

Botanic Gardens.



Aluminum plate plant label – Gedakop system

Plant labeling is a key component of a good botanic garden – both for the public benefit of being able to identify the specimens within the site when visiting, and also for the maintenance of good accurate plant records for the garden’s curator or manager. It is essential that good records are kept of stock accessioned and planted out – and that the material can be re-found, with its identity and details quickly and easily able to be accessed.

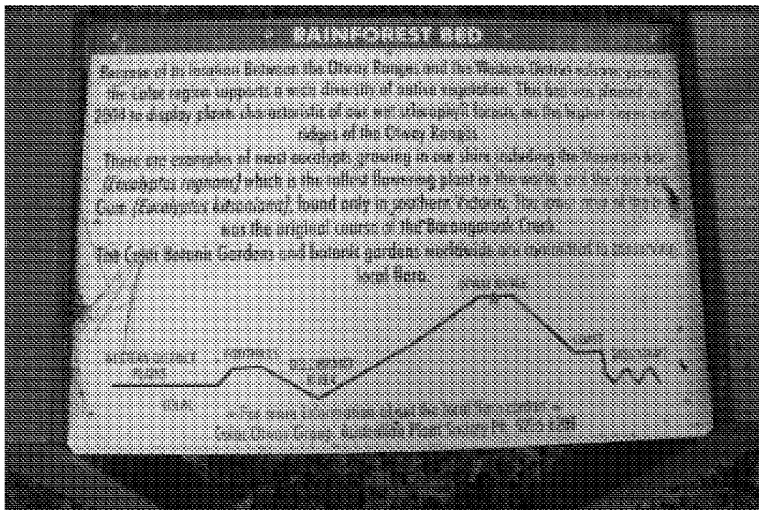
A good, durable, cost-effective and readily available plant labeling system for the CBG needs to be identified, to ensure that the plant-labeling program can be reasonably serviced into the future. Plant labeling is a role to which that the Friends group may well be able to helpfully contribute. This function is being very usefully supported by Friends groups in other regional botanic gardens. It may be that the existing arrangement of supply from the Friends of Geelong Botanic Garden may be suitable for the medium term, but equally a more locally-based production system would have benefits of supply and replacement at shorter notice.



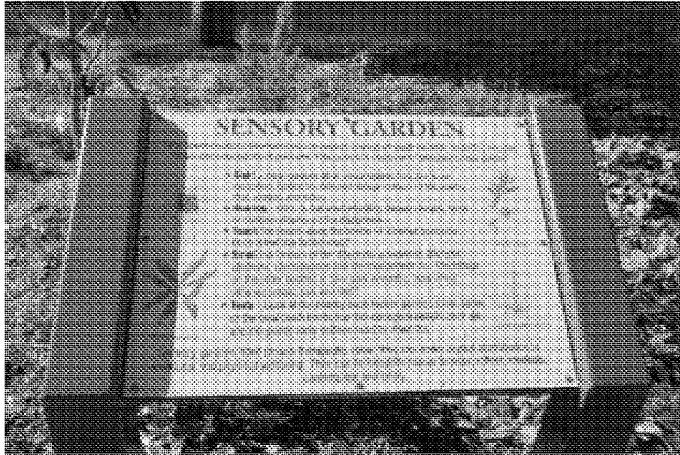
Engraved metal labels currently in use, sourced from Geelong Botanic Gardens.

c. Plant collection interpretive signs

Apart from plant labels, other interpretive signage within the site has a variable appearance, level of detail, construction and material. For best results over time, it is recommended that a 'house style' for interpretive signage be adopted. The signs should have consistent style, font (size and type), colour and finish. The information should be pitched at a reasonably consistent level. It should aim to provide perhaps more than one level of information, so that there is value for the casual 'skimmer', and also for the person seeking a greater level of information.



Recent interpretive sign – Rainforest Bed.



Recent interpretive sign – Sensory Garden.

Recommendations:

- That the main entry information and orientation signs be augmented or replaced over time, with inclusion of specific information about the cultural and botanical significance of the site, and its living plant collections;
- That engraved metal plant labels continue to be sourced from the Geelong Botanic Gardens for the foreseeable future;
- That options for a locally-based plant label production system be investigated, as an alternative to the current source of supply for the longer term;
- That a style guide for interpretive signs within the CBG be commissioned and adopted to achieve a more consistent appearance.

Internet

The CBG has a very low profile and presence within the Shire of Colac Otway's internet pages. Indeed it is hard to locate a reference to the CBG on the shire's internet site, let alone a good level of tourist information, or interpretive or educative detail. A Google® search brings up a set of references from more general sites such as the ANBG register of botanic gardens, the National Trust's garden register, ABC's Gardening Australia television program etc. There is however a dearth of good detailed and relevant information about the site going through the local shire channels. The internet-based potential is therefore still relatively untapped. This situation should be remedied as a high priority.

Recommendation:

- **That information regarding the Colac Botanic Gardens be easily located within the Shire's website;**
- **That the information (at the least) includes location, summary of history, cultural importance, living collections and details of the Friends of CBG.**

APPENDIX A: Collection Management Plans

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: Southern Australian Acacias

Location within site

Collection category: (as per Living Plant Collections Policy and Plan)

Taxonomic & Evolutionary

Objectives of collection:

1. Display a selection of species of Acacia from south-eastern Australia to show diversity within the genus.
2. Display Acacia spp. that perform well in local growing conditions
3. Demonstrate diversity of growth form, flowering display and timing

Interpretation objectives:

(broad messages to be interpreted from collection)

1. Acacia is one of Australia's iconic genera, with over 750 species across the country.
2. Acacias have are very well adapted to our varied climate and growing conditions, including adaptations for species regeneration after fire.
3. Selected Acacia spp. have great horticultural potential for the home gardener, and are easy to grow.

Current plant list:

34 taxa on gardens list – good representation of common and some less common species. Some augmentation of the collection would be beneficial – particularly to get a longer duration of flowering display with CBG.

Species as at Sept 2011:

- Acacia acinacea*
- A. baileyana*
- A. calamifolia*
- A. cardiophylla*
- A. cognata*
- A. cognata* 'Lime Magic'
- A. cultriformis*
- A. dealbata*
- A. decurrens*
- A. elata*
- A. falciformis*
- A. floribunda*

A. glaucoptera
A. howittii
A. implexa
A. iteaphylla
A. leprosa 'Scarlet Blaze'
A. longifolia
A. mucronata
A. mearnsii
A. melanoxyton
A. myrtifolia
A. myrtifolia prostrate form
A. paradoxa
A. pendula
A. podalyriifolia
A. pravissima
A. pycnantha
A. retinodes
A. saligna
A. sophorae
A. stricta
A. suaveolens
A. verniciflua
A. verticillata

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Greatest scope for low to tall shrub layer within CBG (limited opportunities for planting specimen trees; continue to disperse the collection through the site, rather than grouping many acacias together in one bed (unless to show contrast between two types or growth forms).

Some possible additions:

Acacia adunca
A. alata
A. aneura
A. beckleri
A. boormanii
A. buxifolia
A. deanei subsp. *paucijuga*
A. doratoxyton
A. flexifolia
A. genistifolia
A. glandulicarpa
A. gunnii
A. hakeoides
A. kettlewelliae
A. lanigera
A. montana
A. obliquinervia
A. oxycedrus
A. riceana
A. rigens

A. sclerophylla
A. siculiformis
A. terminalis

Brief history of collection:

Collection has developed over a long period, prominent specimen of *Acacia falciformis* was an early planting. Many of the species are relatively recent additions – post 1990.

Horticultural management notes:

| | |
|------------------------------------|---|
| Fertilising/nutrition | Little required. Local soils are quite fertile enough to support strong growth of most Acacias. |
| Pest or disease issues & treatment | Some species prone to infestation from the larvae of various moths, and wasp galls. Galls should be manually removed if possible, and destroyed. |
| Propagation | Generally propagation by seed most effective; some seed requires scarification, soaking or heat treatment (check specific requirements); Cutting propagation effective for some taxa – but seed easier. |
| Cultivation | Quick growth for most species, occasionally requiring support up to 1m height. |
| Pruning | Formative pruning of young stock important – removing weak branching, co-dominant stems etc. |

Reference material

(eg. literature, people, organisations, websites etc.)

Australian Plants Society (formerly SGAP)
BGANZ (Botanic Gardens Australia & New Zealand)
Dept. of Sustainability & Environment (DSE)
(add)

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: *Quercus* (oaks)

Location within site **Scattered, many in avenues**

Collection category: (as per Living Plant Collections Policy and Plan)

Taxonomic & Evolutionary

Objectives of collection:

1. Display of species of *Quercus* with historic associations with Colac Botanic Garden, and to continue to form a significant basis of the tree structure of the site.
2. Display of species of *Quercus* that are well-suited for Colac's climate and growing conditions
3. Display of species from western USA, northern Africa and Mediterranean zone, to show adaptations to climatic conditions.

Interpretation objectives:

(broad messages to be interpreted from collection)

1. Oaks were planted very early in Colac's history, and form part of the historic fabric of CBG and Colac's living landscape
2. There are various species that are well-suited to growing in the local conditions, many are drought tolerant, particularly some evergreen species from western USA, northern Africa and the Mediterranean region.
3. There is great diversity in the genus *Quercus*.

Current plant list:

(assessment of gap)

Several taxa well represented (particularly in avenues) such as *Q. canariensis*, *Q. robur*. Avenue plantings should continue to be of matching species. Reasonable diversity of taxa – 15 spp or hybrids. Potential for further increasing of representation within genus.

Species list as at Sept 2011:

Quercus acutissima
Q. canariensis
Q. canariensis X *Q. robur*
Q. castaneifolia
Q. cerris
Q. coccinea
Q. dentata
Q. ilex
Q. palustris

Q. phellos
Q. robur
Q. robur 'Fastigiata'
Q. skottsiana
Q. suber
Q. sp.

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Quercus species from northern Africa, Mediterranean region and western USA.
Succession stock for any mature single-planting trees.
Consider significant views (keep open) and areas that need some protection (ie. use layering of trees for shelter – windbreak).

Suggestions for new accessions for collection (not exclusive):

North America:

Quercus douglasii
Q. durata
Q. fusiformis
Q. gambelii
Q. laurifolia
Q. lobata
Q. muehlenbergii
Q. agrifolia
Q. virginiana
Q. emoryi
Q. wislizenii
Q. macrocarpa

Europe/Africa:

Quercus faginea
Q. petraea
Q. leucotricophora
Q. lusitanica
Q. macranthera
Q. coccifera
Q. libani

Brief history of collection:

Developed from earliest plantings within the current site in 1800's. Oak avenue around the carriageway is a prominent feature of the site.

Horticultural management notes:

| | |
|------------------------------------|---|
| Fertilising/nutrition | Little required – local soils are generally fertile enough for healthy growth of most oak species. Where desired, use organic fertilizer in spring to assist tree growth. |
| Pest or disease issues & treatment | Browsing by possums possibly the most significant existing threat – minimize where necessary by installing acetate trunk guards to prevent access to the tree from the ground (only effective if the canopy can be separated from other trees- not always practical).
Elm-leaf miner can infest summer foliage – generally only cosmetic damage.
Monitor for appearance of any significant pathogens such as Sudden Oak Death (<i>Phytophthora ramorum</i>) – not known currently in Australia. |
| Propagation | Generally by seed, preferably from wild-collected source (but consider cultivated stock as parent if cross-pollination and hybridization is not likely).
Consider parent stock from old heritage specimens in botanic gardens or other historic planted landscapes. |
| Cultivation | Ensure that root zone is not compacted by vehicular traffic or other machinery, avoid waterlogging or extreme desiccation of soil, mulch around young trees and if feasible mature trees. |
| Pruning | Formative pruning when young to avoid co-dominance or other structural weaknesses.
Visually check trunk, major limbs and canopy for signs of weakness, cracking or breakage, and implement remedial pruning where needed. |

Reference material

(eg. literature, people, organisations, websites etc.)

| |
|--|
| Heritage Victoria citation
Patrick & Wallace report (1993)
BGANZ
Royal Botanic Gardens Melbourne
(add) |
|--|

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: Cupressus

Location within site Scattered

Collection category: (as per Living Plant Collections Policy and Plan)

Taxonomic & Evolutionary

Objectives of collection:

1. Display a representative collection of *Cupressus* demonstrating the diversity within the genus
2. Develop a collection that demonstrates the suitability and landscape use of selected *Cupressus* species for the local growing conditions.
3. Utilise the collection to contribute to the significant landscape aesthetic of the CBG, particularly as framework feature trees.

Interpretation objectives:

(broad messages to be interpreted from collection)

1. While selected *Cupressus* species and cultivars form part of the cultural and rural landscapes of the region, there is far greater diversity within the genus.
2. *Cupressus* have been key feature trees within the historic CBG landscape
3. There are many species of *Cupressus* that are well suited to the current and future growing conditions of the region.
4. Many *Cupressus* show features and characteristics that show that they are well-adapted to hot, dry summers and harsh conditions.

Current plant list:

Cupressus arizonica
C. forbesii
C. funebris
C. glabra
C. lusitanica
C. lusitanica X *C. torulosa*
C. macrocarpa
C. macrocarpa 'Horizontalis Aurea'
C. macrocarpa 'Aurea Saligna'
C. sempervirens
C. sempervirens 'Swane's Golden'
C. torulosa

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Cupressus species from homoclimatic zones of the world – such as western North America, parts of central Asia, Mediterranean zones.

Consider new accessions such as:

Cupressus atlantica

C. macnabiana

C. lusitanica var. *benthamii*

C. goveniana var. *goveniana*

C. dupreziana

And others

Brief history of collection:

Most likely developed from late 1800's, as *Cupressus macrocarpa* became widely planted in region. Additional planting of more interesting species in early 1900's, augmented in 1990's and early 2000's.

Horticultural management notes:

| | |
|------------------------------------|--|
| Fertilising/nutrition | Generally require little additional fertilizing or other soil additives. |
| Pest or disease issues & treatment | Some members of Cupressus (eg. <i>C. macrocarpa</i> , <i>C. sempervirens</i> , <i>C. arizonica</i>) susceptible to Cypress Canker, caused by either <i>Seiridium cardinale</i> , or <i>Botryosphaeria</i> sp. (fungal pathogens). Treatment (if caught early) using Phosphoric acid or Copper oxychloride. Cupressus spp. also susceptible to <i>Phytophthora</i> spp. (eg. <i>P. cinnamomi</i>) |
| Propagation | Propagation by seed (preferably wild-collected, known origin), or by cutting from known provenance stock. |
| Cultivation | Ensure that root zone is not compacted by vehicular traffic or other machinery, avoid waterlogging or extreme desiccation of soil, mulch around young trees and if feasible mature trees. |

Reference material

(eg. literature, people, organisations, websites etc.)

Heritage Victoria citation
Patrick & Wallace report (1993)
BGANZ
Royal Botanic Gardens Melbourne
(add)

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: *Pinus*

Location within site Mostly on northern terraces, and scattered

Collection category: (as per Living Plant Collections Policy and Plan)

Taxonomic & Evolutionary

Objectives of collection:

1. Display a collection of *Pinus* species from homoclimatic parts of the world
2. Develop a collection that demonstrates diversity within the genus *Pinus*, and the environmental adaptations of the species.
3. Develop and maintain the collection to enhance the strong structural tree framework and heritage values of CBG.

Interpretation objectives:

(broad messages to be interpreted from collection)

1. *Pinus radiata* was introduced to Victorian landscapes in the 1860's but there is far greater diversity in the *Pinus* genus.
2. *Pinus radiata* is the most widely-planted pine in the world, has been an important economic timber tree in Victoria, and widely used in rural planting. Its natural distribution is very limited to only three wild stands in coastal California.
3. Species within this genus have developed particular adaptations in response to environmental conditions.

Current plant list:

List of current species of *Pinus* at CBG:

Pinus canariensis
P. coulteri
P. halepensis
P. monticola
P. patula
P. pinaster
P. pinea
P. ponderosa
P. radiata
P. thunbergii
P. wallichiana

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Some suggestions for additions to collection, as the opportunity arises:

- Pinus mugo*
- P. strobus*
- P. sylvestris*
- P. roxburghii*
- P. contorta*
- P. sabiniana*
- P. nigra* (var. *italica*)
- P. resinosa*
- P. banksiana*
- P. aristata*

Brief history of collection:

Pinus planted in CBG from earliest years – notably as windbreaks along the terraces area between ‘upper’ garden and the foreshore of Lake Colac. A number of original plantings of *P. radiata* survive in this area, though most are towards the end of their functional lifespan. In recent years, new stock has been planted in some gaps (following removals), and also in the garden proper.

Horticultural management notes:

| | |
|------------------------------------|---|
| Fertilising/nutrition | No particular needs – soils should be generally neutral to slightly acid pH, well drained. Occasional application of organic fertilizer will deliver stronger, quicker growth. |
| Pest or disease issues & treatment | Most pines susceptible to specific fungal pathogens, insect infestation (eg. Sirex Wasp). |
| Propagation | By seed – young growth is generally quite fast, except for some species from arid or semi-arid zones which are slow to establish (eg. <i>P. coulteri</i>) |
| Cultivation | Ensure that root zone is not compacted by vehicular traffic or other machinery, avoid waterlogging or extreme desiccation of soil, mulch around young trees and if feasible mature trees. |

| | |
|---------|---|
| Pruning | Remove co-dominant shoots when young, check for good structure as trees develop, remove cracked or broken branches. |
|---------|---|

Reference material

(eg. literature, people, organisations, websites etc.)

| |
|--|
| Heritage Victoria citation
Patrick & Wallace report (1993)
BGANZ
Royal Botanic Gardens Melbourne
(add) |
|--|

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: Otway Ranges Mountain Flora

Location within site Eastern end of CBG, b/n depot area and playground

Collection category: (as per Living Plant Collections Policy and Plan)

Ecological, Research & Conservation

Objectives of collection:

1. Display a collection of characteristic species of the Otway Ranges montane forests
2. Demonstrate plant associations commonly found in habitats of the Otway Ranges
3. Display the range of Otway Ranges montane species within selected genera (eg. *Eucalyptus*).

Interpretation objectives:

(broad messages to be interpreted from collection)

1. The Otway Ranges supports a diverse ranges of species within various habitats.
2. The local indigenous flora is rich and interesting.
3. The growth form and habit of some species varies greatly according to the conditions that it grows in, and genetic variation within the species (eg. *Acacia melanoxylon*).
4. Aborigines of who inhabited the Otway Ranges before European settlement of the area used various plants for food and in day-to-day life.

Current status vs. objectives:

(assessment of gap)

Existing collection area at the eastern end of the CBG is already well-established and thickly planted. Some additional species, particularly low-level ground covers and low shrubs could be added, in suitable areas of microclimate and light level. Interpretive information has been installed – this could be further expanded to reflect the key messages.

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Addition of selected smaller species.
There is limited capacity to add tree material.

Brief history of collection:

| |
|---|
| Established after 2000, augmented by addition of new plants in ensuing years. |
|---|

Horticultural management notes:

| | |
|------------------------------------|---|
| Fertilising/nutrition | Little needed. |
| Pest or disease issues & treatment | No major issues, unless infection from fungal pathogens (eg. Phytophthora cinnamomi - Cinnamon fungus, or Uredo rangelii – Myrtle Rust) becomes evident. Seek specific treatments advised for these or other pathogens. |
| Propagation | By seed or division as needed. |
| Cultivation | Little needed – mulching, using low P material. |
| Pruning | General 'tidying up' where necessary, and formative pruning to assist in achieving mature specimens of good form. |

Reference material

(eg. literature, people, organisations, websites etc.)

| |
|--|
| Australian Plants Society (formerly SGAP)
BGANZ (Botanic Gardens Australia & New Zealand)
Dept. of Sustainability & Environment (DSE)
(add) |
|--|

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: Otway Ranges foothills - heathland

Location within site Fyans St Gate near Queen St

Collection category: (as per Living Plant Collections Policy and Plan)

Ecological, Research & Conservation

Objectives of collection:

1. Display a collection of characteristic species of the northern Otway Ranges foothills heathland vegetation.
2. Demonstrate plant associations commonly found in habitats of the foothills of the northern Otway Ranges
3. Display the range of Otway Ranges heathland species within selected genera.

Interpretation objectives:

(broad messages to be interpreted from collection)

1. The flora of the Otway Ranges foothills is rich and diverse.
2. The vegetation has developed over thousands of years, with fire as a major factor; most of the species are well-adapted to bushfires, and indeed rely on fire for regeneration.
3. The Victorian floral emblem (*Epacris impressa*) is a key species of the heathlands.
4. Knowing more about our local flora helps us to understand our environment.

Current status vs. objectives:

(assessment of gap)

Existing collection is housed in a bed area just inside the gate to Fyans Street, at the SE corner of the CBG. A good selection of species is currently growing, with scope to further enhance the collection with additional species and diversity.

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Add rare & threatened species if available.

Brief history of collection:

Established after 2000, augmented by addition of new plants in ensuing years.

Horticultural management notes:

| | |
|------------------------------------|---|
| Fertilising/nutrition | Little needed. |
| Pest or disease issues & treatment | No major issues, unless infection from fungal pathogens (eg. <i>Phytophthora cinnamomi</i> - Cinnamon fungus, or <i>Uredo rangelii</i> – Myrtle Rust) becomes evident. Seek specific treatments advised for these or other pathogens. |
| Propagation | By seed or division as needed. |
| Cultivation | Little needed – mulching, using low P material. |
| Pruning | General 'tidying up' where necessary, and formative pruning to assist in achieving mature specimens of good form. |

Reference material

(eg. literature, people, organisations, websites etc.)

| |
|--|
| Australian Plants Society (formerly SGAP)
BGANZ (Botanic Gardens Australia & New Zealand)
Dept. of Sustainability & Environment (DSE)
(add) |
|--|

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: Pittosporum

Location within site Scattered through various beds

Collection category: (as per Living Plant Collections Policy and Plan)

Cultural & Ornamental

Objectives of collection:

1. Display a collection of selected taxa from the genus *Pittosporum* that have been used in Victorian horticulture.
2. Display a range of cultivars from the genus *Pittosporum* selected or bred for ornamental value.
3. Display a range of *Pittosporum* that have historical connections with the CBG and gardens of the late nineteenth century in western Victoria.

Interpretation objectives:

(broad messages to be interpreted from collection)

1. *Pittosporum* is a diverse genus occurring in Australia and New Zealand, parts of Asia and Africa
2. While some native species can be weedy (eg. *Pittosporum undulatum*), there are many that are valuable garden plants with no weediness issues.
3. Many *Pittosporum* species and cultivars are very well-suited to growing in the local conditions.

Current list of plants:

The existing collection includes these taxa:

Pittosporum ?*buchananii*
P. ?*ralphii*
P. *crassifolium*
P. *eugenioides* 'Variegatum'
P. *eugenioides*
P. X 'Garnettii'
P. *tenuifolium* 'Eila Keightley'
P. *tenuifolium*
P. *tenuifolium* subsp. *colensoi*
P. *tobira*
P. *undulatum*

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Further augment the collection with additional species and cultivars to show the range of useful garden plants within this genus, as the opportunity allows. For reasons of landscape amenity, distribute the collection within the site, rather than seeking to establish a bed of only *Pittosporum*.

Possible new accessions:

Pittosporum phillyrioides

P. resiniferum

P. bicolor

P. revolutum

P. obcordatum

P. lancifolium

P. argentifolium

P. angustifolium

P. ligustrifolium

Brief history of collection:

No documented record, but *Pittosporum* thought to have been included in site planting from 1800's, and certainly through 1900's.

Horticultural management notes:

| | |
|------------------------------------|--|
| Fertilising/nutrition | Most <i>Pittosporum</i> s are quite hardy, though application of a general organic fertilizer during spring and autumn will result in stronger, faster growth. |
| Pest or disease issues & treatment | Generally free from pests and diseases. Scale can occur on some larger-leafed species – treat with either winter oil or summer oil (depending on season). |
| Propagation | Seed or cutting. |
| Cultivation | Generally prefer uncompacted free-draining soils, apply mulch around young plants, avoid water-logging. |

| | |
|---------|--|
| Pruning | General formative pruning when young; light canopy pruning (for shrubs) to encourage dense foliage growth. |
| Other | |

Reference material

(eg. literature, people, organisations, websites etc.)

| |
|--|
| Heritage Victoria citation
Patrick & Wallace report (1993)
BGANZ
Royal Botanic Gardens Melbourne
(add) |
|--|

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: Palms (Arecaceae)

Location within site Scattered within site

Collection category: (as per Living Plant Collections Policy and Plan)

Cultural & Ornamental

Objectives of collection:

1. Display a collection of palms that are characteristic of the historic landscape style of CBG.
2. Display palm specimens for their individual amenity and visual interest.
3. Demonstrate a range of palms that suit the growing conditions of the local region.

Interpretation objectives:

(broad messages to be interpreted from collection)

1. Palms were widely planted as signature trees in nineteenth century landscapes in Victoria
2. The noted landscape designer William Guilfoyle often used palms (especially *Phoenix canariensis*) as feature specimens within his garden designs.
3. Palms add important texture and variety of form to garden landscapes, for strong visual effect.
4. *Phoenix canariensis* was commonly planted by 'Diggers' returning from the First World War, from seeds collected in foreign places. Many houses in the local area have palms from this period of planting.

Current plant list:

Butia capitata
Chamaerops humilis
Jubaea chilensis
Phoenix canariensis
P. roebelenii
Trachycarpus fortunei
Washingtonia filifera
W. robusta

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Possibly add:
Phoenix sylvestris
P. dactylifera
Brahea armata

Brief history of collection:

Palms appear in early photographs of CBG – and are known to have been favoured by William Guilfoyle as featured elements in his garden designs. Most of the palms on site are 80-120 years old, approximately.

Horticultural management notes:

| | |
|------------------------------------|--|
| Fertilising/nutrition | Palms generally respond well to feeding with organic fertilizer, in the warmer months. |
| Pest or disease issues & treatment | Several species of Phoenix and Washingtonia are susceptible to Fusarium Wilt (<i>Fusarium oxysporum</i>), a fungal pathogen first recorded as the cause of the death of many palms in Centennial Park in Sydney in the early 1980's; has been recorded in inner Melbourne also. No currently effective treatment – infected palms will die, and must be removed hygienically and the material disposed of eg. in deep burial. Various other low-level pathogens infect palms, but usually not fatally. |
| Propagation | By seed. |
| Cultivation | Some palms (eg. Jubaea) take a long time to germinate – others are quicker.
Feeding with high N will assist quicker growth when young.
Plant out once the young palm is around 0.5m tall
Transplant in warmer months – late spring to late summer. |
| Pruning | Occasional removal of old fronds (for aesthetic or safety reasons) |
| Other | |

Reference material

(eg. literature, people, organisations, websites etc.)

Heritage Victoria citation
Patrick & Wallace report (1993)
BGANZ
Royal Botanic Gardens Melbourne
(add)

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

COLAC BOTANIC GARDENS - COLLECTION MANAGEMENT PLAN

Collection Name: Bush Tucker

Location within site

Collection category: (as per Living Plant Collections Policy and Plan)

Cultural & Ornamental

Objectives of collection:

1. Display a collection of selected plants that have been used as 'tucker' or food by indigenous Australians or other people.
2. Display a collection of edible plants with particular significance from the local region.
3. Display a collection of edible plants that also have value for their ornamental qualities.

Interpretation objectives:

(broad messages to be interpreted from collection)

1. Bush tucker plants often need to be prepared in certain ways or be eaten at particular times to avoid toxicity; Aboriginal people held valuable knowledge about edible local plants.
2. Some plants such as *Microseris lanceolata* were important food sources for local Aboriginal people.
3. Early European settlers used local species to make 'tea'.

Current list of plants:

Acacia pycnantha
Acacia retinodes
Acacia sophorae
Acacia verniciflua
Arthropodium milleflorum
Arthropodium strictum
Atriplex semibaccata
Bulbine bulbosa
Carpobrotus modestus
Carpobrotus rossii
Clematis microphylla
Coprosma quadrifida
Dianella revoluta
Kunzea pomifera
Leucopogon parvifolius
Lomandra longifolia
Mentha australis
Microseris lanceolata

Rubus parvifolius
Solanum laciniatum
Tetragonia implexicoma

Priorities for collection development:

(genera, taxa, plant type, collecting zone, rare & threatened material etc.)

Continue to source and try to establish extra plants. Suggested:

Exocarpus cupressiformis
Santalum acuminatum
Billardiera scandens
Sambucus gaudichaudiana
Enchylaena tomentosa
Burchardia umbellata
Pterostylis curta
Acacia ligulata
Acacia stenophylla
Acacia penninervis

Brief history of collection:

Developed by current horticulturist Laurence Towers with assistance of Bob Shoebridge in 2007.

Horticultural management notes:

| | |
|------------------------------------|--|
| Fertilising/nutrition | .Little required. |
| Pest or disease issues & treatment | .Browsing by possums can caused physical damage. Treatment difficult. |
| Propagation | By seed, cutting or division as needed to replenish stock. |
| Cultivation | Aim to keep plants growing quite close together to discourage foot traffic (kids), and to avoid soil compaction as a result. |
| Pruning | Keep path clear from foliage. Prune old or damaged stems as needed. |
| Other | |

Reference material

(eg. literature, people, organisations, websites etc.)

Locally indigenous Aboriginal people.
Australian Plants Society (formerly SGAP)
BGANZ (Botanic Gardens Australia & New Zealand)
Dept. of Sustainability & Environment (DSE)

(add)

Collection Management Plan reviewed by:.....

Date of review: Next review recommended:.....

APPENDIX B:

DEVELOPMENT and ENHANCEMENTS 1993 to 2011

The following table of prioritised items was included in the Colac Botanic Gardens Conservation Study (Patrick & Wallace 1993). The meaning of short-term, medium-term and long-term were defined thus:

Short-term: should be implemented within 5 years, dependent on budgets

Medium-term: should be completed within 10 years

Long-term: may not be undertaken for some time, as budgets become available

Cost estimates included in the original table are as listed in the 1993 report, but are unlikely to reflect current (2011) or future values.

| Short-term priorities | Cost estimate | Current status |
|--|---------------|---|
| Curator's Residence redevelopment | \$40,000 | Redevelopment completed, café operating successfully. |
| Removal of bollards | \$10,000 | Completed |
| Establishment of climbers on Arbour | | Completed |
| Treatment of Lily Pond | \$5,000 | Lily Pond repaired, renovated and operational. |
| Painting of Angling Club rooms | | Not completed |
| Painting and architectural treatment of toilet block | \$4,000 | Completed |
| Removal of barbeque shelter | \$1,000 | Not completed |
| Consultant study of playground | \$4,000 | Completed, playground enhanced (2006). |
| Replacement of Rotary sign | \$250 | Completed |
| Assessment and treatment of trees in playground | \$2,500 | Continuing |
| Resurfacing of playground | \$4,000 | Completed |
| Removal of bulldozer | \$250 | Completed |
| Removal of fitness track | \$250 | Completed |
| Planting in and around caravan park | \$3,000 | Partially completed |
| Reconstruction of pedestrian paths | | Paths reinstated as planned |

| | | |
|--|----------|--|
| Appointment and training of staff | | Horticulturist appointed, professional development continuing; apprentice usually allocated to CBG |
| Extension of present irrigation system | \$25,000 | In-ground (generally pop-up) system extended to most parts of gardens. |
| Promotion of Gardens | \$2,500 | Limited promotion undertaken |
| Interpretation of Gardens | \$5,000 | Several interpretive signs installed on site (eg. Otways flora, sensory garden, bush tucker) |
| Halting of vehicular access to the Gardens | | Not attempted |
| Review of regulations for the Gardens and Public Reserve | | Not Completed |
| Adoption of a policy of 'sustained amenity' | | Continuing |
| Adoption of a low maintenance policy | | Partially adopted (eg. lupins in Dahlia Bed) |
| Increase in plant diversity | | Continuing |
| Implementation of a propagation program | | Some propagation undertaken |
| Adoption of mulching as a standard practice | | Generally adopted – could be increased |
| Establishment of indigenous planting | \$3,000 | Indigenous collection developed at east end of Gardens; interpretation installed |
| Screen planting at the junction of Queen and Fyans Streets | \$2,500 | Some planting implemented at entry zone. |
| Modification and screening of staff facility | | Generally screened by plants. |
| Implementation of guidelines for Fyans Street | \$10,000 | Platanus sp. not planted along CBG side of street; power lines still on south side of street. |
| Reinstatement of historic pathways | \$5,000 | Pathways within Gardens reinstated |
| Construction of pedestrian/bike paths | \$6,000 | Some paths constructed; foreshore linked by path to |

| gardens 2012 | | |
|--|----------------------|---|
| Medium-term priorities | Cost estimate | Current status |
| Location of drinking fountain near playground | \$12,000 | Completed near liberty swing |
| Removal of chain-link fence, replacement with picket fence | \$25,000 | Chain-link replaced with metal fence |
| Construction of breakwater | \$8,000 | Promontory constructed, installation of interpretive display |
| Renovation of Lake Colac Rowing Club | \$15,000 | New roof installed, some screening planting |
| Removal of Post and Rail fence | \$1,000 | Partially completed |
| Removal of Fire Brigade storage shed | \$2,500 | Not completed - shed remains |
| Construction of single lane roadway | \$28,000 | Not completed; path now along road |
| Installation of picnic and barbeque facilities | \$5,000 | Picnic and barbeque facilities installed in foreshore 'common' zone |
| Establishment of additional indigenous foreshore planting | \$1,000 | Continuing, completed in mosaic area and each side of path between rowing club and yacht club |
| Planting of shade trees around reserve carpark | \$2,500 | Partially completed |
| Establishment of a plant index system | \$3,000 | Completed, but further development of computerised plant census desirable |
| Planting of Otway flora in beds L & N | | Otway flora established in beds to NE of depot |
| Reinforcement of planting on Gellibrand and Queen Streets | \$5,000 | Partially completed |

| Long-term priorities | Cost estimates | Current status |
|-----------------------------|-----------------------|-----------------------|
| Flagpole reconstruction | \$2,000 | Not completed |
| Cannon restoration | \$12,000 | Completed |

| | | |
|--|----------|--|
| Construction of rotunda/pavilion | \$40,000 | Completed (foreshore) 1999 |
| Reconstruction of terraces | \$6,000 | Not undertaken |
| Removal of Angling Club rooms | | Angling Club rooms remain |
| Provision of an education facility | \$3,000 | Not undertaken (considered in this plan) |
| Development of Public Purposes Reserve | \$10,000 | Area of site dedicated to public purposes (picnic ground etc.) |
| Reassessment of this report in light of changed conditions | | Addressed in the current document |

APPENDIX C:

LANDSCAPE DEVELOPMENT PRIORITIES

10 Year Outlook (2012-2022)

The table below contains a guide for year-by-year projects to be implemented within the Colac Botanic Gardens. These arise from review of the 1993 Conservation Study (Patrick & Wallace 1993), and review of existing living and built landscape opportunities and issues. The passage of time through the ten year period from 2012 will inevitably mean the the table will require some degree of adjustment, and should be used as a guide only. Unforeseen circumstances or opportunities may arise, meaning that priorities may change in order to achieve the best outcomes from these developments.

In the outer years of the 10 year outlook, the number of items is diminished, but these will no doubt be augmented by new priorities over that period. The report should be seen in that sense as a 'living document', which needs review and reprioritisation every few years to remain accurate and useful.

The table does not contain all recommendations of this report – some are qualitative or continuing processes, such as assessing the weed risk potential of new accessions, or timing of planting within seasons. See recommendations within the report for these items in their context.

The approximate cost is for general estimation purposes only, and will need to be reassessed and updated annually to keep step with future monetary value and changes in costs of materials and labour.

It is important to understand that the sum of each year of costed actions should not be seen as the total recommended operating budget for the CBG, as there are various general activities not included or not costed in this table.

| Year | Item/Description | Approximate cost (2012 value) |
|------|---|---|
| 1 | Ensure that general and detailed information about CBG, its living collections and cultural importance is easily locatable and accessible on the Shire's website, or establish a linked site for CBG. | In-house (Shire); or \$2000 if external |
| | Carry out regular inspection of susceptible species of Myrtaceae for symptoms of Myrtle Rust; prepare Myrtle Rust action plan for contingency of detection on site | |

| | | |
|--|--|---|
| | Establish site hygiene protocols for garden tools and equipment, and vehicles (including those of contractors) | In-house; \$1500 if external consultant advice required |
| | Initiate implementation of Living Collection Plan, focusing on accessing species consistent with Living Collection Management Plans | |
| | Carry out annual inspection of gravel paths; identify high priority areas for renovation or repair; as identified, resurface gravel paths on prioritized basis. | \$3000 |
| | Relocate rubbish skip away from Café pedestrian entry area | |
| | Tree maintenance: survey condition of trees; carry out general remedial works | In-house?
\$10,000 p.a. if external |
| | Implement annual mulching program for garden beds and under canopy of selected trees as needed. | \$2,000 p.a. if external mulch required |
| | Identify lawn areas for introduction of warm season grasses; commence staged implementation | \$1500 |
| | Investigate options for soil moisture sensing | \$3,000 |
| | Implement changes to traffic access and parking as recommended (subject to Council approval); monitor changes and public traffic behaviour | \$2,500 |
| | Confirm option for construction of facility for housing Friends of CBG on site; initiate concept planning; initiate fundraising | \$35,000 (concept design) |
| | Examine options for relocation of fire training track tower to eastern end of track, out of main view from lookout. | \$1,500 |
| | Establish plan and timeframes for removal and relocation of fire brigade training track to alternate site and post-removal improvement of site; establish plans for reinstatement of terraced seating area subsequently; investigate options for community use of area | \$5,000 planning & design costs |

| | | |
|---|--|---|
| | for events and gatherings. | |
| | Develop plans and designs for improved visitor information signs regarding the CBG and its plant collections, for visitors entering the café zone; include brochures or other media for patrons of café. | \$3,000 |
| | Establish plan for botanically interesting plant displays in café zone, appropriate for a botanic gardens setting; implement plans as appropriate | \$1,500 |
| 2 | Prepare a detailed survey and site plan for CBG | In-house (Shire) |
| | Develop style guide for interpretive signs within CBG | \$2,500 |
| | Review results of traffic changes; implement adjustments as needed and agreed. | \$3,000 |
| | Renew/replace main entry information signs, including information about living plant collections on site | \$8,000 |
| | Continue implementation of Living Collection Plan, focusing on accessing species consistent with Living Collection Management Plans | |
| | Implement soil moisture sensing option | \$20,000 |
| | Tree maintenance: survey condition of trees; carry out general remedial works | In-house?
\$10,000 p.a. if external |
| | Continue mulching program | \$2,000 p.a. if external mulch required |
| | Paint Colac Anglers' Club building in neutral tone to soften visual impact; plan and introduce screening planting. | \$10,000 |
| | Carry out annual inspection of gravel paths; identify high priority areas for renovation or repair; as identified, resurface gravel paths on prioritized basis. | \$3,000 |

| | | |
|---|---|------------------------------------|
| | Finalise concept plan for new Friends facility; undertake detailed design works; continue fundraising | \$15,000 |
| | Plan and implement renovations of 1-3 beds within the CBG, as guided by priority list in this report | \$6,000 |
| | Continue staged introduction of warm season grasses to lawn areas | \$1,500 |
| | Carry out basic maintenance on old toilet block, including removal of graffiti; close access from northern entry; inspect and remove graffiti as needed. | \$5,000 |
| 3 | Remove bed QQ; plan, design and reintroduce bed close to arbour (old bed RR); replace climbing roses on arbor as needed. | \$5,000 |
| | Continue implementation of Living Collection Plan, focusing on accessing species consistent with Living Collection Management Plans | |
| | Develop plans for integration of Colac street trees and urban forest with CBG collections (including Barongarook Ck); develop interpretive themes and public information strategy | In-house |
| | Check surface of gravel walking paths – resurface as necessary | \$3,000 |
| | Implement recommended solution to relocation of fire training track tower to eastern end of track, out of main view. | \$5,000 |
| | If necessary funding achieved, initiate construction of new Friends facility | ?\$350-400,000 |
| | Develop modules and content for schools' education programs to be based at CBG | In-house, or \$7,500 if consultant |
| | Plan and implement renovations of 1-3 beds within the CBG, as guided by priority list in this report | \$6,000 |
| | Carry out annual inspection of gravel paths; identify high priority areas for renovation or repair; as identified, resurface gravel paths on | \$3,000 |

| | | |
|---|--|---|
| | prioritized basis. | |
| | Tree maintenance: survey condition of trees;
carry out general remedial works | In-house?
\$10,000 p.a. if
external |
| | Continue mulching program | \$2,000 p.a. if
external mulch
required |
| 4 | Plan and implement renovations of 1-3 beds
within the CBG, as guided by priority list in this
report | \$6,000 |
| | Continue implementation of Living Collection
Plan, focusing on accessing species
consistent with Living Collection Management
Plans | |
| | Tree maintenance: survey condition of trees;
carry out general remedial works | In-house?
\$10,000 p.a. if
external |
| | Carry out annual inspection of gravel paths;
identify high priority areas for renovation or
repair; as identified, resurface gravel paths on
prioritized basis. | \$3,000 |
| | Finalise construction of new Friends' facility | TBC |
| | Implement pilot modules of schools' education
programs | \$5,000 |
| | Continue mulching program | \$2,000 p.a. if
external mulch
required |
| 5 | Fully implement schools education programs | Part-self-funding;
\$7,000 |
| | Continue implementation of Living Collection
Plan, focusing on accessing species
consistent with Living Collection Management
Plans | |
| | Plan and implement renovations of 1-3 beds
within the CBG, as guided by priority list in this | \$6,000 |

| | | |
|---|---|---|
| | report | |
| | Carry out annual inspection of gravel paths; identify high priority areas for renovation or repair; as identified, resurface gravel paths on prioritized basis. | \$3,000 |
| | Tree maintenance: survey condition of trees; carry out general remedial works | In-house?
\$10,000 p.a. if external |
| | Continue mulching program | \$2,000 p.a. if external mulch required |
| 6 | Plan and implement renovations of 1-3 beds within the CBG, as guided by priority list in this report | \$6,000 |
| | Continue implementation of Living Collection Plan, focusing on accessing species consistent with Living Collection Management Plans | |
| | Carry out annual inspection of gravel paths; identify high priority areas for renovation or repair; as identified, resurface gravel paths on prioritized basis. | \$3,000 |
| | Tree maintenance: survey condition of trees; carry out general remedial works | In-house?
\$10,000 p.a. if external |
| | Continue mulching program | \$2,000 p.a. if external mulch required |
| 7 | Plan and implement renovations of 1-3 beds within the CBG, as guided by priority list in this report | \$6,000 |
| | Continue implementation of Living Collection Plan, focusing on accessing species consistent with Living Collection Management Plans | |
| | Carry out annual inspection of gravel paths; identify high priority areas for renovation or repair; as identified, resurface gravel paths on | \$3,000 |

| | | |
|---|--|---|
| | prioritized basis. | |
| | Tree maintenance: survey condition of trees;
carry out general remedial works | In-house?
\$10,000 p.a. if
external |
| | Continue mulching program | \$2,000 p.a. if
external mulch
required |
| 8 | Plan and implement renovations of 1-3 beds
within the CBG, as guided by priority list in this
report | \$6,000 |
| | Continue implementation of Living Collection
Plan, focusing on accessing species
consistent with Living Collection Management
Plans | |
| | Carry out annual inspection of gravel paths;
identify high priority areas for renovation or
repair; as identified, resurface gravel paths on
prioritized basis. | \$3,000 |
| | Tree maintenance: survey condition of trees;
carry out general remedial works | In-house?
\$10,000 p.a. if
external |
| | Continue mulching program | \$2,000 p.a. if
external mulch
required |
| 9 | Plan and implement renovations of 1-3 beds
within the CBG, as guided by priority list in this
report | \$6,000 |
| | Continue implementation of Living Collection
Plan, focusing on accessing species
consistent with Living Collection Management
Plans | |
| | Carry out annual inspection of gravel paths;
identify high priority areas for renovation or
repair; as identified, resurface gravel paths on
prioritized basis. | \$3,000 |
| | Tree maintenance: survey condition of trees;
carry out general remedial works | In-house?
\$10,000 p.a. if |

| | | |
|----|---|---|
| | | external |
| | Continue mulching program | \$2,000 p.a. if external mulch required |
| 10 | Plan and implement renovations of 1-3 beds within the CBG, as guided by priority list in this report | \$6,000 |
| | Continue implementation of Living Collection Plan, focusing on accessing species consistent with Living Collection Management Plans | |
| | Carry out annual inspection of gravel paths; identify high priority areas for renovation or repair; as identified, resurface gravel paths on prioritized basis. | \$3,000 |
| | Tree maintenance: survey condition of trees; carry out general remedial works | in-house?
\$10,000 p.a. if external |
| | Continue mulching program | \$2,000 p.a. if external mulch required |

APPENDIX D:

CITATION ON VICTORIAN HERITAGE REGISTER

(listed December 2010)

Victorian Heritage Register (VHR) Number H2259

Level of Significance: Registered.

Location: 1-5 FYANS STREET COLAC, COLAC OTWAY SHIRE

Statement of Significance:

What is significant?

The Colac Botanic Gardens occupy an elevated site of approximately 16 hectares north-east of the town centre bounded by the southern shores of Lake Colac, Gellibrand Street, Fyans Street and Barongarook Creek.

The main entrance to the Colac Botanic Garden is through the south-west entrance Bilson gates (1962) on the corner of Fyans Street and Gellibrand Street where a carriage drive, lined with predominantly *Quercus robur* (English Oak) and few *Quercus cerris* (Turkey Oak), forms a row around the perimeter of the Gardens and is open to vehicle access. The area enclosed by the drive has a network of winding paths and is mainly open lawn with specimen trees, shrubberies, some bedding plants together with a palm bed, rose garden, rose arbour, pond and fountain, and cannon (acquired 1904) near the south eastern gate. The curator's cottage (c.1924, now a café) is located at the western end of the gardens with playground equipment, picnic facilities and car parking at the eastern end. A caravan park occupies the north-east corner along Barongarook Creek adjacent to the lake shore.

A steep escarpment planted with *Pinus radiata* (Monterey Pines) and specimen trees runs between the botanic gardens and the flat area around the shore of Lake Colac which contains remnant terracing, an old brick toilet block with castellated roof (c1930s), a walking track, a fire brigade asphalt training track and shed, rotunda (1999), car parks, a rowing club, angling club, public toilets, boat ramp (1968) and jetty (1971). The escarpment provides separation between the two areas and provides extensive views from the Botanic Gardens over Lake Colac.

The site was temporarily reserved in 1865 for botanical and recreational purposes after a request from local residents. Little progress was made until 1868 when Daniel Bunce, Director of the Geelong Botanic Gardens, was approached to lay out a plan for the garden. Implementation of the plan was slow with the construction of a carriageway and planting of trees the only known details.

Between c1875 -80, curators Reeves and McDonald made changes to the carriageway and introduced garden beds, curved paths, lawns and shady arbours. In the 1890s structures added to the gardens included a pavilion overlooking the lake a conservatory in the south-eastern corner and a permanent rowing clubhouse on the edge of the lake joining the existing structures of piers, baths and a boat shed. Most of these structures have been removed.

In 1910 William Guilfoyle, Director of the Melbourne Botanic Gardens, prepared a

plan and a 'Report on the remodelling and development of the Colac Botanic Gardens', which are extant, suggesting some improvements and remodelling to take advantage of the slope and vistas across over the lake which he considered had been ignored. This included simplifying the existing path system within the circular drive, and removal of borders and crowded areas in favour of larger trees and clumps of shrubs and a palm and cordyline bed all of which were implemented. Curators Archibald Campbell (1911-40) and Dugald Leitch (1940-55) were responsible for implementation of part of the Guilfoyle plan and maintaining the maturing Gardens but, with Guilfoyle's death in 1912, any further influence ended. The last resident curator Donald Greenwood (1955-65) was responsible for the addition of many native plants and in more recent times the gardens have more simplified planting and a park-like character.

The Colac Botanic Gardens contains many rare plant species only found in historic gardens and several significant and uncommon trees including four *Cupressus forbesii* (Tecate Cypress), a very large *Sophora japonica* (Pagoda Tree), a *Pittosporum tenuifolium* 'Eila Keightley' (Kohuhu), a large *Araucaria bidwillii* (Bunya Bunya Pine) and an outstanding *Ulmus x hollandica* 'Vegeta' (Huntington Elm). In March 1996, James Guilfoyle, grandson of William Guilfoyle, planted an *Arbutus canariensis* (Canary Island Strawberry Tree). In 2004 the Australian Plant Society planted an Otway Flora Bed on the eastern side of the Gardens.

This site is on the land of the traditional owners.

How is it significant?

Colac Botanic Gardens are of historical, aesthetic, and scientific (botanical) significance to the State of Victoria.

Why is it significant?

Colac Botanic Gardens are of historical significance as an important example of a regional botanical garden, established in the nineteenth century in response to the increased wealth of Victoria with the discovery of gold and the desire to provide a place for recreation and education in keeping with European trends.

The Colac Botanic Gardens are of historical importance through the association with Daniel Bunce and William Guilfoyle, two pioneers of botanic gardens and garden design in Victoria.

The Colac Botanic Gardens are of aesthetic significance due to their park - like character and elevated location immediately above the southern shore of Lake Colac, providing vistas across the lake. The gardens are of aesthetic significance for the sub-tropical plant groups supported by Guilfoyle together with his gardenesque style. They are of aesthetic significance for the contrasting form and variety of trees and plants which includes conifers, evergreen and deciduous plantings, together with the leaf shapes, colours and flowers, also contribute to the Garden's aesthetic quality and appeal.

The Colac Botanic Gardens are of scientific (botanical) significance for a number of rare plants and trees including four *Cupressus forbesii* (Tecate Cypress), the only known examples in Victoria, a large *Sophora japonica* (Pagoda Tree), *Pittosporum tenuifolium* 'Eila Keightley' (Kohuhu), and large *Araucaria bidwillii* (Bunya Bunya Pine) and an outstanding *Ulmus x hollandica* 'Vegeta' (Huntington Elm).

APPENDIX E:

CONSERVATION POLICY (reproduced from Patrick & Wallace 1993. 'Colac Botanic Gardens. A conservation study' p49-50)

The existing form and layout of the Colac Botanic Garden and Recreation Reserve is sympathetic to their original form. Policies developed for the Gardens should retain and, as far as possible, conserve and reconstruct, nineteenth century character. At the same time management policies should recognise the need for the gardens to meet modern demands and accommodate various recreational activities.

Policy Statements

1. The Colac Botanic Gardens should be managed as a botanic garden while accommodating the original recreational intent of the site. Designs by Daniel Bunce appear to have been modified by succeeding Directors of the gardens, and though William Guilfoyle prepared a report and plan, much of this was not implemented. It should be policy to retain the gardens original form where possible and not to specifically implement William Guilfoyle's work.
2. To extend the late nineteenth century quality of the Gardens, it should be policy to reconstruct lost garden structures, including surrounding fences, glasshouse and pavilion where significant evidence exists. Paths should be re-aligned to late nineteenth century alignments.
3. The role of the reserve as a Botanic Garden and Recreation Reserve should be respected. Critical to this is a recognition of the vital role the Colac Gardens have played in the community of Colac. This role should be dynamic and on-going and the presence of a children's playground, caravan park, angling club etc. on the site should be maintained though the presence of the fire track is a major intrusion into the site and should be relocated at the earliest opportunity. Future development should respect the sensitive nature of the site and should be carefully assessed in terms of visual intrusion.

In general it is recommended that no further recreational facilities other than those for which an historic precedent exists should be situated on the upper plateau area of the Gardens.
4. Vehicular access to the main site of the Botanic Gardens should be restricted. Access to the Recreation Reserve should be improved with provision of suitable parking facilities.
5. Landscaping should be implemented to integrate the Colac Botanic Garden into the City of Colac, and protect their urban setting by suitable planning protection to adjacent buildings in Fyans Street. Suitable tree planting programmes should be implemented in Fyans, Queen and Gellibrand Streets.
6. The diversity of plants currently contained in the Colac Botanic Gardens should not be reduced and increased diversity should be sought.

7. The use of indigenous vegetation along Lake Colac and Barongarook Creek should be encouraged.

8. Attention should be given to marketing, promoting and interpretation of the Colac Botanic Gardens to attract greater visitor numbers. This should be augmented by the provision of an interpretation centre and restaurant.

9. Horticultural Management strategies established in the Gardens should be dynamic and should be designed to extend the qualities currently present in the Gardens to the middle of the next century.

APPENDIX F:
Table of acceptable water quality parameters for irrigation
(reproduced with permission of RBG Melbourne)

| RBG Melbourne Water Quality Parameters
(For Irrigation Application) | | | | |
|--|------------|--------------|-------------------|-----------------------------------|
| Parameter | Unit | Target Range | Phytotoxic Levels | Comments |
| Biological | | | | |
| E.coli | orgs/100ml | <10 | | |
| Heminth | orgs/1L | <1 | | |
| Protozoa | orgs/50L | <1 | | |
| Viruses | orgs/50L | <1 | | |
| Blue-green algae | Cells/ml | <15,000 | | |
| Significant plant pathogen content | | None | | |
| Physico-chemical | | | | |
| Alkalinity | mg/L | <100 | 40-500 | |
| Alumnium | mg/L | <5 | >5 | |
| Arsenic | mg/L | <0.1 | | |
| Beryllium | mg/L | <0.1 | | |
| Bicarbonate (HCO ₃) | mg/L | <90 | | High levels impact uptake of iron |
| Biological Oxygen Demand (BOD) | mg/L | < 1 | | Class A = <10 |
| Boron | mg/L | <0.3 | >0.3-0.5 | |
| CaCO ₃ | mg/L | <130 | | |
| Cadmium | mg/L | <0.01 | | |
| Calcium | mg/L | <120 | | |
| Chlorine Cl ² (total) | mg/l | <0.1 | | |
| Chlorine Cl ² (free) | mg/l | | 4 | |
| Chloride (CL ⁻) (overhead sprinklers) | mg/l | <40 - 100 | >100 | |
| Chloride (CL ⁻) | mg/l | <100-140 | >100 | |
| Chloride (CL ⁻) | me/L | <3.0 | >3.0 | |
| Chromium | mg/l | 0.1 | | |
| Copper | mg/L | 0.001 | >0.2 | |
| Fluoride | mg/L | <1.0 | | |
| Iron (soluble) | mg/L | <5 | | |
| Lead | mg/L | <5.0 | | |
| Lithium | mg/L | <2.5 | | |
| Manganese | mg/L | <0.2 | | |
| Magnesium | mg/L | <50 | | |
| Molybdenum | mg/L | <0.01 | | |
| Nickel | mg/L | <0.2 | | |
| Nitrogen (Total) | mg/L | < 5 | | |
| Nitrogen (Ammonia) NH ₄ -N | mg/L | < 5 | | |
| Nitrogen (Nitrate) NO ₃ -N | mg/L | < 5 | >5-30 | Class A = 5 |
| pH | Units | 6-7.5 | | |

| | | | | |
|--|-------|------------|-----------|-------------------------------|
| Phosphorous (Total) | mg/L | <0.05- 5 | >15 | Class A = 0.5 |
| Salinity (EC) | dS/cm | <0.28-0.75 | >1.2-3.0 | |
| Salinity (TDS) | ppm | <180-480 | >480-2000 | |
| Selenium | mg/L | <0.02 | | |
| Sodium | mg/L | <50-100 | >100-115 | |
| (Sodium Absorption Ratio) | SAR | <3 | >3-9 | |
| Sulfate (SO ₄ ⁻²) | mg/L | <240 | | |
| Sulfur (S) | mg/L | <100 | | |
| Suspended Solids (TSS) | mg/L | <50 | | Class A = <5 |
| Vanadium | mg/L | <0.1 | | |
| Zinc | mg/L | <2 | >2 | |
| Turbidity | NTU | <2 | | For effective
disinfection |

References

Irrigation Water Quality (1998), Vomocil JA and Hart J, Oregon State University Extension Service 1998
<http://extension.oregonstate.edu/catalog/pdf/fq/fq76-e.pdf>

Ayers, RS and Wescott, DW. (1994). Water quality for agriculture, FAO Irrigation and Drainage Paper 29 Rev. 1, Reprinted 1989, 1994
<http://www.fao.org/docrep/003/T0234E/T0234E00.HTM>

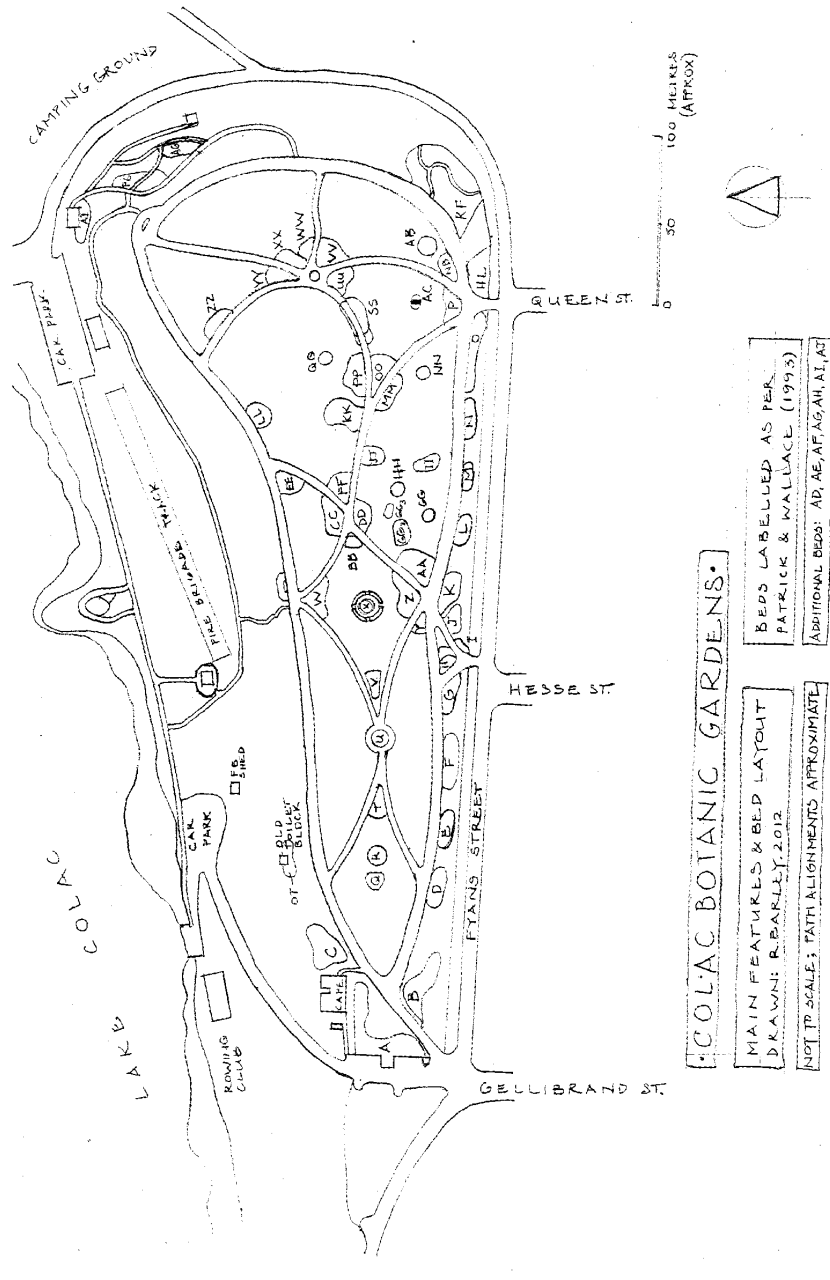
Handreck, KA and Black, ND. (2002). *Growing Media for Ornamental Plants and Turf*. (New South Wales University Press, Randwick, NSW).

Iowa State University Horticulture Guide (Website) *Irrigation Water Quality for Container-grown Plants*
<http://www.extension.iastate.edu/Publications/PM1699.pdf>

Nursery Industry Water Management Best Practice Guidelines
http://www.ngia.com.au/docs/Water_Manage_BMPG.pdf

Australian and New Zealand Environment and Conservation Council and Agriculture and Resources Management Council of Australia and New Zealand (2000) Australian and New Zealand guidelines for fresh and marine water quality, Volume 1, The Guidelines (Australian and New Zealand Environment and Conservation Council: Canberra)

Rolfe C, Yiasoumi W, Keskula E. (2000). *Managing Water in Plant Nurseries, 2nd edition*, (NSW Agriculture, Orange, NSW)



Colac Botanic Gardens Masterplan – 2012 Review

REFERENCES

Patrick, J & Wallace, K (1993). *Colac Botanic Gardens – A Conservation Study*, prepared for the then Shire of Colac by Patrick & Wallace Pty Ltd in 1993

Botanic Gardens Australia & New Zealand: www.bganz.org.au

Victorian Department of Primary Industries (Myrtle Rust & other diseases):

<http://www.dpi.vic.gov.au/forestry/pests-diseases-weeds/diseases/myrtlerust>

Royal Botanic Gardens Melbourne, Living Collections Plan (in RBGM Masterplan – 10 year Review 2009).

Victorian Heritage Register:

<http://www.dpcd.vic.gov.au/heritage/victorian-heritage-register>

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

| | | |
|---|---|------------|
|  <p>Colac Otway
SHIRE
'Naturally Progressive'</p> <p>Agenda</p> | <h2 style="text-align: right;">Councillor Workshop</h2> <p style="text-align: right;">Wednesday 21 March, 2010
Meeting Room 1
5.30 pm – 8.55 pm</p> | |
| | <p>ATTENDEES:</p> <p>Cr Stephen Hart (Mayor), Cr Russell, Cr Buchanan, Cr Stuart Hart, Cr Higgins, Cr Crook,</p> <p>Rob Small (Chief Executive Officer)
Jack Green (GM Sustainable Planning & Development))
Colin Hayman (GM, Corporate & Community Services)
Neil Allen (GM, Infrastructure & Services)
Brett Exelby (Manager, Finance & Customer Services)
Adam Lehman (Manager, Sustainable Assets)</p> | |
| | <h2 style="text-align: center;">Agenda Topics</h2> | |
| <p>5.30 pm</p> | <p>Declaration of Conflict of Interest</p> | <p>Nil</p> |
| <p>5.30 pm – 8.55 pm</p> | <p>2012/2013 Budget Briefing</p> | |

Confidentiality Statement:

The discussion on the 2012-2013 Colac Otway Shire Council Budget is deemed confidential under section 89(2) (a) (d) and (h) of the Local Government Act 1989 as the report refers to personnel matters, contractual matters: and any other matter which would prejudice the Council or any person.

Rob Small

Chief Executive Officer



YOUTH COUNCIL

Minutes of the Colac Otway Youth Council held on 26 March 2012 at 7.00pm, Gellibrand River Valley Cabins.

| ITEMS & ACTIONS | RESPONSIBLE PERSON | ACTION DUE DATE |
|--|---|-----------------|
| <p>ATTENDEES:
 Youth Councillors:
 Nara Langdon, Shane Richardson, Rebecca Whitaker & Tegan McNamara, Josh Smith, Darcy Evans, Audrey McQuillion, Tegan Braid, Jessie Kerr, Amy Brauer, Ebony Reid, Tim Smith & Lucy Vesey
 Mentors:
 Emma Warton, Terry Woodcroft, Kerri Bauer, Cr Chris Smith & Cayley Robinson</p> | | |
| <p>APOLOGIES:</p> | | |
| <p>Meeting called to order at 7.08pm.</p> | | |
| <p>3.0 MINUTES OF THE LAST MEETING:

 N/A
 "That the minutes of the meeting _____ be adopted".
 CARRIED</p> | | |
| <p>4. CORRESPONDENCE:

 IN – nil

 OUT
 Nil.</p> | | |
| <p>5. Youth Council Ideas discussion</p> <ul style="list-style-type: none"> - Discussion re-capping all Youth Councillors ideas from Laughing Waters session. Youth Councillors talked about their individual ideas and decided to aim to be involved in two major events during the year and assist with other groups as small participation activities. Mentors gave suggestions – including looking at what events were already planned to take place such as the Youth Expo. Kerri suggested the mentors create an event calendar for YCrS so they know what is happening throughout the year. Ebony suggested Youth Crs worked on publicity at their own schools so youth know to approach Youth Councillors with their ideas. Youth Council members continued to talk about how to create more awareness of Youth Council amongst youth in the shire. - | Chair | |
| <p>6. Youth Expo – July 2012</p> <ul style="list-style-type: none"> - Discussed the idea of Youth Council hosting the 2012 Youth Expo. Put forward that YC participate in the Expo as Hosts. | Chair/Emma | |

| ITEMS & ACTIONS | RESPONSIBLE PERSON | ACTION DUE DATE |
|--|--|-----------------|
| <p>-
Moved by Tegan Mc, 2nd Josh
<i>Carried.</i></p> | | |
| <p>7. Youth Expo 2012 cont</p> <ul style="list-style-type: none"> - Youth Council voted Josh, Shane and Jessi to represent YC at the regular Expo Planning meetings. - Youth Council will also have their own stall in the expo. <p>Moved Josh, 2nd Darcy
<i>Carried</i></p> | <p>Chair/Emma</p> | |
| <p>8. Youth safety/health seminar</p> <ul style="list-style-type: none"> - YC 's goal to organise a seminar on an important youth issue (focussing on youth drinking/road safety/mental illness/ bullying/suicide or simmlar issues). Discussed that is was best to see if the schools were interested in students attending events on such issues before planning anything further. - Chris suggested to look at the second half of third term for this event. | | |
| <p>9. Event with the elderly</p> <ul style="list-style-type: none"> - YC discussed ideas about doing activities with the elderly – including whether to take them out for a lunch or meeting with them at nursing homes. - Youth Council will investigate doing something with the elderly <p>Moved Amy 2nd Jessi
<i>Carried</i></p> | | |
| <p>10. Youth Council supporting a Cause</p> <ul style="list-style-type: none"> - Tegan Mc suggested Youth Council find a cause or charity to support. <p>Moved by Darcy 2nd by Ebony
<i>Carried</i></p> | <p>All YCs to
research
suitable causes</p> | <p>16 April</p> |
| <p><u>**Rember to bring a notepad and pen**</u></p> | | |
| <p>NEXT MEETING:</p> <ul style="list-style-type: none"> ➤ 16th April, 2012 at Rehearsal Room, COPACC <p>Meeting closed: 9.16 pm</p> | | |

Council Meeting Running Order

Wednesday, 28 March 2012

| <u>Venue – COPACC</u> | |
|---|---|
| <p>Present: Cr Stephen Hart (Mayor), Cr Brian Crook (absent 11.10am – 12.00pm), Cr Lyn Russell (absent 11.15am – 11.30am), Cr Frank Buchanan, Cr Stuart Hart (from 9.45am), Cr Geoff Higgins (from 11.00am), Cr Chris Smith (from 3.00pm)</p> <p>Staff: Rob Small, Jack Green, Colin Hayman, Neil Allen</p> | |
| 8.30 am –
9.15 am | G21 Regional Growth Plan – Doug McNeill & Jack Green |
| 9.30 am -
11.30 pm | <p>2012/2013 Budget Workshop
Valuers (Opteon) will be providing a presentation to Council for 30 minutes at 9:30am to provide Council with an update on valuation trends for Colac Otway Shire)
(Brett Exelby, Paul Carmichael, Opteon – Robert Tot, Steve Davey, John Stewart 9.30am – 10.05am)</p> <p>Confidentiality Statement:</p> <p>The discussion on the 2012-2013 Colac Otway Shire Council Budget is deemed confidential under section 89(2) (a) (d) and (h) of the Local Government Act 1989 as the report refers to personnel matters, contractual matters: and any other matter which would prejudice the Council or any person.</p> <p>Rob Small</p> <p>Chief Executive Officer</p> |
| 11.30 am
12.00 pm | CRLC Budget Presentation – Roslyn Cousins |
| 12.00 pm -
12.25 pm | Colac Specialist School – Ian Seuren & Jodie Fincham |
| 12.25 pm –
12.35 pm | Street Trees, Colac – Travis Riches |
| 12.35 - 1.10
pm | Lunch |
| 1.10 pm | Councillor Briefing Session |
| 3.00 pm | Council Meeting |
| 5.00 pm | In Committee Meeting |



Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. {See over for Explanation/Guide Notes}

Assembly Details:

Date: 2, 4, 12
Time: 12.00 noon .am/pm

Assembly Location: COPACC Meeting Room 2
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

In Attendance:

Councillors: Nil ; Apology - Cr Geoff Higgins

Officer/s: Neil Allen
Rayoni Jha

Matter/s Discussed: Colac Aerodrome COM Meeting
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5)

Councillors: /

Officer/s: /

Left meeting at: 1.12pm

Completed by: L. Brooker

C:\Documents and Settings\brooker\Local Settings\Temporary Internet Files\Content.Outlook\RVSP339W\Assembly of Councillors Record revised.doc



COLAC AERODROME COMMITTEE OF MANAGEMENT MEETING

MINUTES of the **Colac Aerodrome Committee of Management Meeting**
 held on **Monday 2 April 2012**
 at **12.00noon, COPACC Meeting Room 2**

TRIM: 11/96646 – Colac Municipal Aerodrome

| ITEMS & ACTIONS | RESPONSIBLE OFFICER | ACTION DUE DATE |
|--|---------------------|-----------------|
| <p>1. ATTENDEES:</p> <p>Neil Allen – Colac Otway Shire; Ranjani Jha – Colac Otway Shire – Ross Higgins, Brendan Reidy, John Callahan, Brian Smith, David Fenn, Norm Tann</p> <p>2. APOLOGIES:</p> <p>Cr Geoff Higgins, David Wade, Michael Murray (via email), S. Robertson (via email)</p> <p>3. GENERAL DISCUSSION</p> <ul style="list-style-type: none"> • No Business Plan currently exists. • Need for Business Plan – 50 year horizon should be considered • Collection of Fee & Charges to be pursued actively • Hangar Lease fee very cheap (too low) – needs to be reviewed by COM • COM to set Fee & Charges and provide list of users with fee payable to Council to assist with fee collection • Honesty Box – torn down frequently (\$57/year only collected in about a year) • Bigger cities sometimes subsidize aerodrome fee for attracting tourists/visitors <p>5. PROCESS OF COMMITTEE OF MANAGEMENT APPOINTMENT</p> <ul style="list-style-type: none"> • Two members of the previous Committee present – <ul style="list-style-type: none"> ○ David Fenn ○ Brendan Reidy • Neil Allen, General Manager Infrastructure & Services acted as the interim Chairperson until appointment of new Chairperson. • Nomination of new Chairperson - <ul style="list-style-type: none"> ○ Brendan Reidy was nominated as the new Chairperson <ul style="list-style-type: none"> ▪ Nominated by - Norm Tann ▪ Seconded by - Ross Higgins ▪ Unanimous vote 6:0 • Neil Allen congratulated the new Chairperson, Brendan Reidy. • The Chairperson nominated the following for the new Committee of Management – | | |

| ITEMS & ACTIONS | RESPONSIBLE OFFICER | ACTION DUE DATE |
|--|------------------------------------|-----------------|
| <ul style="list-style-type: none"> o David Fenn o Norm Tann o Brian Smith o John Callahan o Ross Higgins o Unanimous vote – 6:0 • Nomination of Secretary/Treasurer <ul style="list-style-type: none"> o Norm Tann was nominated as Secretary/Treasurer <ul style="list-style-type: none"> ▪ Nominated by – John Callahan ▪ Seconded by – Brian Smith ▪ Unanimous vote 6:0 o Ross Higgins nominated as Deputy Secretary/Treasurer <ul style="list-style-type: none"> ▪ Unanimous vote 6:0 • Norm Tann to be formal signatory. • David Fenn to manage the landing enquiries (Norm Tann to act as Standby). • Council Representatives – <ul style="list-style-type: none"> o Cr Geoff Higgins o Neil Allen – General Manager Infrastructure & Services o Ranjani Jha – Manager Major Contracts • Frequency of meetings – to be discussed outside of this meeting. Minimum on quarterly basis. • Future meetings to be held in COPACC (if possible) – prior booking required | | |
| <p>6. OTHER BUSINESS</p> <ul style="list-style-type: none"> • Neil Allen formally agreed for the COM to oversee the day to day operational activities of the Colac Aerodrome as per the set roles and responsibilities. • Until formal endorsement by Council, the COM has the power to undertake day to day works as required. • Crushed Wombat - Quote tabled by Norm Tann – \$5133.70 (+GST) – 400 tonne of crushed rock. Item to be deferred to the next meeting. Next meeting after Easter to discuss the crushed rock. <i>(Quote attached)</i> | <p>Brendan Reidy/John Callahan</p> | |
| <p>7. NEXT MEETING / ITEMS FOR NEXT MEETING</p> <ul style="list-style-type: none"> • Tyre fixing required – multi-tiered roller. • Email received by Ranjani Jha from Michael Murray on 2 April 2012 at 11.59 am but read after the COM meeting <i>(see attached). This needs to be discussed at the next COM meeting.</i> | | |
| <p>Next meeting of the newly appointed COM to be held Tuesday 10 April 2012, 12.00noon at COPACC Meeting Room 1.</p> | | |

Time Meeting Concluded: 1.12PM

Norm Tann

From: Stephen Lang [stephen.helen.lang@gmail.com]

Sent: Saturday, 31 March 2012 6:51 PM

To: normtann@bigpond.com

Subject: Airfield Quote

Hi Norm

Thank you for the opportunity to quote for the supply and deliver of wombat for the works at the Colac Airfield.

Supply And deliver: 19mm Crushed Wombat \$17.95m/3 + GST

50mm Minus Wombat \$17.95 + GST

In truck and trailer lots and both materials can be supplied ex stock.

As discussed on the phone 400 tonne of crushed rock, previously used, is approximately 270 m³. The cost for the similar volume (286m³ or 13 truck and trailer loads) of crushed wombat or 50mm minus wombat is \$5133.70 + GST.

If you require any further information don't hesitate to call Steve or Phil on 52331570

Regard Steve Lang Coragulac Quarries

31/03/2012

1

Ranjani Jha

From: michael murray [mmurray.amandr1@bigpond.com]
Sent: Monday, 2 April 2012 11:59 AM
To: Ranjani Jha
Subject: com

Ranjani I am still incapacitated and not at work. Cant attend today, and have messages from s Robertson and d wade cant attend. I would be happy to be on com as member but not sec/treas. Sorry for late message, best I could do

Regards michael



Agenda

Colac Marketing Strategy Workshop

Wednesday, 4 May 201
Lake Colac Bowling Club
11.00 am – 2.00 pm

ATTENDEES:

Cr Stephen Hart (Mayor), Cr Russell, Cr Buchanan, Cr Stuart Hart,
Cr Higgins

Also in attendance:

Rob Small, Neil Allen, Colin Hayman, Jack Green, Mike Barrow, Adrian
Healey, Tamzin McLennan

Kylie Warne, Warne Marketing
Tara Iacovella, Warne Marketing
Emma Bell, Warne Marketing

Apologies:

Cr Brian Crook

Agenda Topics

11.00 am

Declaration of Interest

Nil

11.00 am – 2.00pm

Colac Marketing Strategy

Warne Marketing



Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting.

Assembly Details:

Date: 4 April 2012
Time: 5:15pm – 6:15pm

Assembly Location: Central Reserve – Colac Youth & Recreation Club
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay)

In Attendance:

Councillors: Cr Brian Crook
...../...../...../.....

Officer/s: Ian Seuren – Manager Recreation, Arts and Culture
...../...../...../.....

Matter/s Discussed: See attached meeting agenda.



.....
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5)

Councillors: Not applicable
...../...../...../.....

Officer/s: Not applicable
...../...../...../.....

Left meeting at: At conclusion of the meeting at 6:15pm
Completed by: Ian Seuren – Manager, Recreation, Arts and Culture

| | | |
|--|---|----------------|
| 
Agenda | <h2 style="text-align: center;">Central Reserve Advisory Committee</h2> <p style="text-align: center;">Wednesday 4 April 2012
5:15pm-7:00pm
Colac Youth and Recreation Centre</p> | |
| | <p>INVITEES:</p> <p>Ian Seuren (Colac Otway Shire)
 Cr. Brian Crook (Colac Otway Shire)
 Nick Lang (Colac Football & Netball Club Inc.)
 Bruce Roberts (Colac Football & Netball Club Inc.)
 Helen Gibson (Colac Netball Club Inc.)
 Graham Tevelein (Colac Youth & Recreation Club)
 Rob Osborne (Colac & District Cricket Association Inc.)
 Phil Lang (Colac & District Cricket Association Inc.)
 Val Russell (Colac & District F/L Netball Association Inc.)
 Bob Mason (Colac & District Football Netball League)
 Sam McDonald (Colac Auskick)
 Gerard Kavenagh (Little Athletics Colac)
 Terry Stephens (Colac & District Dog Obedience Club)
 Steve Cheater (Colac City Bowls Club)
 Simon Dewar (Colac Secondary College)
 David Latham (Colac Otway Rovers)</p> | |
| | <h3 style="text-align: center;">Agenda topics</h3> | |
| 1. | APOLOGIES: | |
| 2. | WELCOME & INTRODUCTION | Cr Brian Crook |
| 3. | Confirmation of Minutes from Previous Meeting and Business Arising | All |
| 4. | Facilities Maintenance Report (Infrastructure)
Grounds Maintenance Report (CosWorks)
- As circulated | Ian Seuren |
| 5. | CYRC Facility Improvement Update | Ian Seuren |
| 6. | Central Reserve Master Plan – funding application update | All |
| 7. | Update from all User Group Representatives | All |
| 8. | General Business | All |
| 9. | Items for future meetings | All |
| 11. | Next meeting:
 Wednesday 6 June 2012 | |



Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. {See over for Explanation/Guide Notes}

Assembly Details:

Date: 10, 4, 12
Time: 12.00 noon am/pm

Assembly Location: COPACC REHEARSAL ROOM
(some e.g.'s. COPACC, Colac Otway Shire Offices, 2 - 6 Rac Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

In Attendance:

Councillors: Apology + Cr A. Higgins
Officer/s: Rajni Jha
Apology: Neil Allen
Matter/s Discussed: Colac Aerodrome COM Meeting

(some e.g.'s. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5)

Councillors: /
Officer/s: /

Left meeting at: 1.40 pm
Completed by: L. Brooker

C:\Documents and Settings\brooke\Local Settings\Temporary Internet Files\Content.IE5\ARVSP339V\Assembly of Councillors Record revised.doc

| | | |
|--|---|---|
|  <p>Agenda</p> | <h1>Councillor Workshop</h1> <p>Wednesday, 11 April 2012
COPACC Meeting Room
9.00 am to 1.30 pm</p> | |
| | <p>ATTENDEES:
 Cr Stephen Hart (Mayor), Cr Buchanan, Cr Crook, Cr Stuart Hart, Cr Smith (from 10.30am to 10.35am), Cr Russell
 Rob Small (CEO)
 Colin Hayman (GM, Corporate & Community Services) from 9.35am
 Jack Green (GM, Sustainable Planning & Development)
 Neil Allen (GM, Infrastructure & Services)</p> <p>Part:
 Stewart Anderson, Terry Demeo</p> <p>Apology:
 Cr Higgins</p> | |
| | <h2>Agenda Topics</h2> | |
| 9.00 am | Declaration of Interest
Nil | |
| 9.00 am – 9.15 am | Planning Committee Briefing Session | Katrina Kehoe, Doug McNeill, Patrick Cauchi |
| 9.15 am – 9.30 am | Colanda Housing | Rob Small |
| 9.30 am – 10.15am | MEMPC/MRRP & MFMP | Stewart Anderson |
| 10.15 am – 10.30 am | Neighbourhood Safer Places Update | Stewart Anderson |
| 10.30 am – 10.35 am | Planning Committee Meeting | |
| 10.35 am – 10.50 am | Powerline Clearing – Trees and Vegetation - discussion | |
| 10.50 am – 11.20 am | Neighbourhood Safer Places Update | Stewart Anderson |
| 11.20 am – 11.50 am | Old Beechy Rail Trail – discussion | |
| 11.50 am – 12.50 pm | Lunch | |
| 12.50 pm – 1.30 pm | G21 Economic Development Strategy | Terry Demeo |

The Registrar of Titles
Land Victoria
570 Bourke Street
Melbourne Victoria 3000

Pursuant to Notice T201114G affecting Certificate of Title 10123 Folio 830 the Colac Otway Shire Council (incorporating the former Colac City Council) of 2-6 Rae Street, Colac in the State of Victoria hereby consent to the Transfer of Land between the transferor Helen Elizabeth Ellis and Kenneth John Smith and the transferee JF & KL Duvnhoven Pty Ltd 52 Campbell Street, Colac in the State of Victoria.

THE COMMON SEAL of COLAC OTWAY
SHIRE COUNCIL was hereto affixed

.....
Executed by the Colac Otway Shire Council
through its authorised delegate,

This document may be reproduced by any process except in accordance with the provisions of the Copyright Act and for the purpose of the Copyright Act 1968 or pursuant to a written agreement. This information is only valid at the time and in the form obtained from the State of Victoria accepts no responsibility for any subsequent release, publication or reproduction of the information

VICTORIAN LAND TITLES OFFICE

NEED HELP ?

Application by Acquiring
Section 106(e) Transfer of Land Act 1958
For Entry of Notice of Intention to Acquire
to the Land Acquisition and Compensation



T201114G

190734 0944 106E T201114G
Land Titles Office Use Only

Lodged at the Land Titles Office by:

Name: Sewells Solicitors
Phone: (052) 31 5711
Ref: DAC Customer Code 1558N

The applicant applies for endorsement of the notice of intention to acquire in respect of the land described and requires notice of any dealing with the land to be served upon the applicant at the address for service of notices.

Land (Title affected)

Part of the land described in Certificate of Title Volume 10123 Folio 830 and being part of Lot 68 on Plan of Subdivision 3902 being land marked R1 on Plan of Subdivision PS 334455T a copy of which is endorsed hereon.

Applicant (Full name and address)

THE MAYOR COUNCILLORS AND CITIZENS OF THE CITY OF COLAC of 2 Rae Street, Colac.

Notice of intention to acquire

The notice of intention to acquire a copy of which is annexed was served on * 5th July, 1994.
* Insert date of service of notice of intention to acquire on the persons having an interest in the land

Address for Service of Notice (Including postcode)

Sewells Solicitors of 38 Murray Street, Colac 3250.

Dated: 13/7/1994

Signed for and on behalf of the applicant acquiring authority

CITY OF COLAC
[Signature]
Town Clerk / CEO
(signature of Secretary or other responsible officer - please state qualification)

X106E
V. 10123 - F 830
(PART)
GR 9894
[Signature]

Land Titles Office Use Only

APA


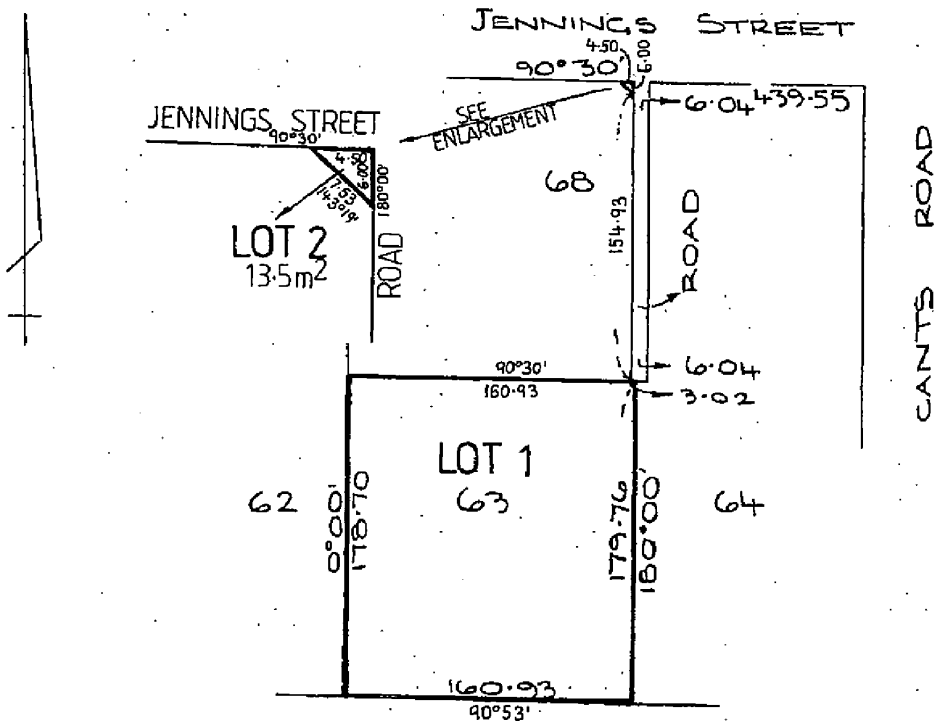


Licence No. 2926L

26/7/94

Delivered by LANDATA®. Land Victoria timestamp 17/01/2012 09:06 Page 1 of 1

| | | | | | |
|---|----------------------------|---------------------------------|--|--------------------------------------|--|
| TITLE PLAN | | EDITION 1 | | TP 818345R | |
| Location of Land
Parish : ELLIMINYT
Township : --
Crown Allotments : 8 (PART), 9 (PART) & 10 (PART)
Crown Portion : --
Section : 9
Last Plan Reference : LP 3902 & PS 334455T
Title References : VOL.10123 FOL. 830
Depth Limitation : NIL | | | Notations
NOTE 1 : LOT 1= LOT 63 ON LP 3902 & PART OF CROWN ALLOTMENTS 9&10 SECTION 9
NOTE 2 : LOT 2 = PART OF LOT 63 ON LP 3902 & PART OF CROWN ALLOTMENT 8 SECTION 9
NOTE 3 : TOGETHER WITH A RIGHT OF CARRIAGE-WAY OVER THE ROADS SHOWN MARKED "A-1" ON CERTIFICATE OF TITLE VOL. 9713 FOL. 950 | | |
| Easement Information | | | | | THIS PLAN HAS BEEN PREPARED BY LAND REGISTRY, LAND VICTORIA FOR TITLE DIAGRAM PURPOSES

Checked by: 
Assistant Registrar of Titles
Date 12.13.104 |
| E - Encumbering Easement | | R - Encumbering Easement (ROAD) | | A - Appurtenant Easement | |
| Easement Reference | Purpose / Authority | Width (Metres) | Origin | Land benefited / In favour of | |
| | | | | | |
|  | | | | | |
| LENGTHS ARE IN METRES | SCALE | SHEET SIZE A-3 | | | |
| Sheet 1 of 1 Sheet | | | | | |

