



Council Meeting Agenda

26 May 2026 at 1pm

COPACC Meeting Rooms 1 & 2

COLAC OTWAY SHIRE COUNCIL MEETING

Tuesday 26 May 2026

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COLAC OTWAY SHIRE COUNCIL MEETING

NOTICE is hereby given that the next **COUNCIL MEETING OF THE COLAC OTWAY SHIRE COUNCIL** will be held at COPACC on Tuesday 26 May 2026 at 1:00 PM.

AGENDA

1 DECLARATION OF OPENING OF MEETING

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 ACKNOWLEDGEMENT OF COUNTRY

Colac Otway Shire acknowledges the original custodians and law makers of this land, their elders past and present.

RECORDING AND PUBLICATION OF MEETINGS

Please note: All Council meetings will be live streamed and recorded when the meeting is held either at COPACC or online. This includes the public participation sections of the meetings. When meetings are held in other locations, Council will endeavour to make an audio recording of the meeting for community access. Matters identified as confidential items in the Agenda will not be live streamed or recorded regardless of venue or mode.

By participating in open Council meetings, individuals consent to the use and disclosure of the information they share at the meeting (including any personal and/or sensitive information).

As soon as practicable following each open Council meeting, the live stream recording will be accessible on Council's website. Audio recordings are also taken to facilitate the preparation of the minutes of open Council meetings and to ensure their accuracy. Recordings will be retained by Council for a period of four years.

This meeting will be livestreamed to the public via Council's YouTube channel (search Colac Otway Shire Council at www.youtube.com).

3 MEETING ADMINISTRATION

3.1 Present

3.2 Apologies and Leaves of Absence

3.3 Confirmation of Minutes

RECOMMENDATION

That Council confirm the minutes of the Council Meeting held on 28 April 2026.

3.4 Declarations of Interest

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

4 QUESTION TIME

A maximum of 30 minutes is allowed for question time. Any person wishing to participate in public question time by videoconference will need to register their intention to do so by contacting the shire prior to 5pm on Friday 22 May 2026. A maximum of two questions, per person, per meeting is permitted. You must ask a question. Question time is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting. Written questions must be received by 5pm on Sunday 24 May 2026.
2. Questions via videoconference by prior arrangement.
3. Questions from the floor.

5 PETITIONS / JOINT LETTERS

Nil reports.

Item: 6.1

**PP124/2024-1 - 365 Mooleric Road OMBERSLEY -
Use and Development of the Land for Industry
(Stone Processing Facility) and Reduction of
Carparking Requirements**

ADDRESS AND PROPERTY DETAILS	365 Mooleric Road, OMBERSLEY Lot 3 PS429092	APPLICATION NUMBER	PP124/2024-1								
PROPOSAL	Use and development of the land for Industry (Stone Processing Facility) and Reduction in Car Parking										
PERMIT TRIGGERS	<table border="1"> <thead> <tr> <th>Planning scheme clause</th> <th>Matter for which a permit has been applied for:</th> </tr> </thead> <tbody> <tr> <td>35.07-1 (FZ)</td> <td>Use of the land for Industry (cutting, storage and wholesale distribution of stone)</td> </tr> <tr> <td>35.07-4 (FZ)</td> <td>Building or works associated with a use (Industry) in Section 2 of Clause 35.07-1</td> </tr> <tr> <td>52.06-3 (CAR PARKING)</td> <td>Reduce the statutory car parking requirements</td> </tr> </tbody> </table>			Planning scheme clause	Matter for which a permit has been applied for:	35.07-1 (FZ)	Use of the land for Industry (cutting, storage and wholesale distribution of stone)	35.07-4 (FZ)	Building or works associated with a use (Industry) in Section 2 of Clause 35.07-1	52.06-3 (CAR PARKING)	Reduce the statutory car parking requirements
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52.06-3 (CAR PARKING)	Reduce the statutory car parking requirements										
TRIGGER FOR DETERMINATION BY COMMITTEE	Use and development of Industry in the Farming Zone (FZ)										
ZONE	Farming Zone (FZ)	OVERLAYS	Nil								
COVENANTS	Nil										
CULTURAL HERITAGE	The subject area - industry proposal (1.75ha) is not located within an Area of Aboriginal Cultural Heritage Sensitivity, however Aboriginal Cultural Heritage Sensitivity Areas are located within the subject site (204.7ha).										
OFFICER	Adele McErlain	GENERAL MANAGER	Ian Seuren								
DIVISION	Community and Economy										
ATTACHMENTS	<ol style="list-style-type: none"> 1. P P 1242024-1 365 Mooleric Road OMBERSLEY - Plans redacted [6.1.1 - 9 pages] 2. P P 1242024-1 - 365 Mooleric Road OMBERSLEY - Further Information Response Letter [6.1.2 - 10 pages] 										

1. LOCATION PLAN / AERIAL PHOTO

LOCATION PLAN



Figure 1 – Site (highlighted in red) in relation to Colac and Birregurra

AERIAL PHOTO



Figure 2 – Site (highlighted in red) with the area subject to this application highlighted in orange

2. RECOMMENDATION

Planning scheme clause	Matter for which a permit has been applied for:
35.07-1 (FZ)	Use of the land for Industry (cutting, storage and wholesale distribution of stone)
35.07-4 (FZ)	Building or works associated with a use (Industry) in Section 2 of Clause 35.07-1
52.06-3 (CAR PARKING)	Reduce the statutory car parking requirements

That the Planning Committee resolves to issue a Notice of Decision to Grant a Permit for 365 Mooleric Road, OMBERSLEY (Lot 3 PS429092), subject to the following conditions:

Amended Plans

- 1. Before the use and/or development commences, amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and provided in a digital format (where possible). The plans must be generally in accordance with the advertised plans, but modified to show:***
 - a) Details of any signage.***
 - b) The location of all external lighting.***
 - c) A fencing plan (refer condition 3 below).***
 - d) A landscape plan (refer condition 25 below).***
 - e) A land management plan (refer condition 27 below).***

Endorsed Plans

- 2. The use, development and layout as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority.***

Fencing plan

- 3. Concurrent with the submission of plans pursuant to condition 1, a fence location plan must be submitted to and approved by the Responsible Authority. When approved the plans will be endorsed and will then form part of the permit. The plans, which must be drawn to scale with dimensions, must be generally in accordance with the plans submitted with the application, but modified to show post and wire fencing approximately 25 metres from the area of cultural heritage sensitivity to the west. The fencing must be erected within 3 months of the endorsement of this plan and maintained as approved to the satisfaction of the Responsible Authority.***

Noise

- 4. Noise levels emanating from the premises must not exceed those required to be met under the Environment Protection Regulations 2021 and EPA Publication 1826.4: 'Noise limit and assessment protocol for the control of noise from commercial, industrial and trade premises and entertainment venues'.***

Site Operations

- 5. The use hereby permitted by this permit may only operate between the hours of:***
 - a) Monday to Saturday - 7:00am to 5:00pm***
 - b) Sundays and/or Public Holidays - No operations***

except with the prior written consent of the Responsible Authority.

6. **No more than 10,000 tonnes of stone (measured at entry to the site) may be processed on the site in any one calendar year.**
7. **No retail sales are permitted to be undertaken from the site. Wholesale activities are permitted provided the maximum number of heavy vehicle movements per month is not exceeded (refer condition below). Note: the definition of 'retail' and 'wholesale' have the same meaning as in Clause 73.01 of the Colac Otway Planning Scheme.**
8. **The diesel generator must only operate during the approved hours of operation and must be acoustically treated and maintained to ensure compliance with condition 4 of this permit.**
9. **No additional generators or increased generator capacity may be installed without the prior written consent of the Responsible Authority.**

Heavy Vehicle Traffic Management

10. **No more than 30 heavy vehicle truck movements may take place to/from the site in any one calendar month.**
11. **Site operator must keep a register of all heavy vehicle truck movements to/from the site for a period of not less than 24 months. The register must include (but is not limited to):**
 - a) **Time and date;**
 - b) **Vehicle registration number;**
 - c) **Import or export;**
 - d) **Tonnes of stone imported/exported;**
 - e) **Origin or destination (depending on import or export);**
 - f) **Vehicle operator/company.**
12. **Heavy vehicles accessing the site must do so only via Mooleric Road, between the site access (north) and the Princes Highway (south). Heavy vehicles must not access the site from the north unless with the prior written consent of the Responsible Authority.**
13. **Heavy Vehicles entering/exiting the site must have the load covered to limit dust or stone coming off the load while in transit to the satisfaction of the Responsible Authority.**

No intensification or change to operations

14. **The use must not be increased, expanded or intensified beyond that expressly authorised by this permit, including (but not limited to) increases in production volumes, staffing numbers, operating hours, building footprint, outdoor storage areas or vehicle movements.**

Amenity

15. **External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the Responsible Authority.**
16. **Lighting which is to operate outside of operating hours must only be to the minimum extent necessary for on-site security to the satisfaction of the Responsible Authority.**

17. **All areas of the site must be maintained in a clean and tidy manner at all times to the satisfaction of the Responsible Authority.**
18. **The use and development must be managed so that the amenity of the area is not detrimentally affected, through the:**
 - a) **Transport of materials, goods or commodities to or from the land;**
 - b) **Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, wastewater, waste products, grit or oil;**
 - c) **Presence of vermin.**

Dust Management

19. **Prior to the commencement of the use, a Dust Management Plan must be submitted to and approved by the Responsible Authority. The plan must identify potential dust sources and specify mitigation measures to be implemented, including wet-cutting procedures, truck load covering, site housekeeping and response procedures for dust complaints. The use must be operated at all times in accordance with the approved plan.**

Onsite Wastewater Management System

20. **A domestic wastewater management system must be constructed concurrently with the building hereby permitted, so that all wastewater is at all times contained within the curtilage of the site. The design and installation of any wastewater disposal system for any building on the land must comply with the EPA Guidelines for Onsite Wastewater Management (May 2024, or as amended) and the EPA Effluent Dispersal and Recycling Systems Guidance (May 2024, or as amended), to the satisfaction of the Responsible Authority.**

Mooleric Road Upgrade

21. **Prior to the commencement of the use, a road improvement design for Mooleric Road from the entrance of the development to the intersection of Mooleric Road with the road reserve on the south of the lot must be submitted and approved by the Responsible Authority. The sealed road pavement must be designed and constructed to address the additional traffic generated by the development to the satisfaction of the Responsible Authority. The road improvement design must include the requisite information listed in Appendix I (Information to be Shown on Plans) of the Infrastructure Design Manual adopted by Council (2019, Local Government Infrastructure Design Association, or as amended). The upgrade to Mooleric Road must be constructed to the satisfaction of the Responsible Authority.**

Stormwater Runoff

22. **All stormwater runoff from the development, including overflow from water storage, must be taken to a legal point of discharge to the satisfaction of the Responsible Authority.**

Stormwater Management Plan

23. **Prior to the commencement of the development, a Stormwater Management Plan must be submitted to and approved by the Responsible Authority. The Stormwater Management Plan must show how the developed site will be effectively drained without effecting the adjacent properties or causing detrimental downstream effects and must include:**
 - a) **Details of how stormwater will be managed to prevent pollution during both construction and ongoing operation of the development.**

- b) *Measures to ensure the Permissible Site Discharge (PSD) is limited to the pre-development discharge rate for the critical 1 in 5-year ARI (20% AEP) storm event, and that post-development flows are detained to pre-development levels for the critical 1 in 10-year ARI (10% AEP) storm event.*
 - c) *Stormwater treatment measures designed in accordance with Clause 20.3.1 of the Infrastructure Design Manual (IDM) Standard.*
 - d) *Details of site management practices to prevent sediment, litter, and other pollutants from leaving the site.*
 - e) *Full details of all proposed drainage work, including any works required outside the subject land.*
24. *All works, including the stormwater detention system, must be undertaken in accordance with the approved Stormwater Management Plan to the satisfaction of the Responsible Authority.*

Landscaping

25. *Concurrent with the submission of plans pursuant to condition 1, a landscape plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions noted. The plan must show:*
- a. *a survey (including botanical names) of all existing vegetation to be retained and/or removed;*
 - b. *details of surface finishes of pathways and driveways;*
 - c. *a planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, sizes at maturity, and quantities of each plant;*
 - d. *landscaping and planting within all open areas of the site.*

All species selected must be to the satisfaction of the Responsible Authority.

26. *Prior to use commencing, or by such later date as is approved by the Responsible Authority in writing, the landscaping works shown on the endorsed plans must be completed to the satisfaction of the Responsible Authority. The landscaping must thereafter be maintained to the satisfaction of the Responsible Authority, including any dead, diseased or damaged plants are to be replaced.*

Land Management Plan

27. *Concurrent with the submission of plans pursuant to condition 1, a Land Management Plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. Any plans must be to scale and with dimensions. When approved, the Land Management Plan will be endorsed and will then form part of the permit. The plan must include (but not be limited to):*
- a) *Site plan;*
 - b) *Site description;*
 - c) *List of the objectives for the property;*
 - d) *A description of native plant and animals on site (if any) and in the area;*
 - e) *Identification of Land Management Issues;*
 - f) *Goal setting and specification of actions and implementation and monitoring of the identified actions.*

The management of the land and the activities on the site must be conducted in accordance with the endorsed plan at all times to the satisfaction of the Responsible Authority.

Section 173 Agreement

28. *Prior to the commencement of the use, the owner of the land must enter into an agreement under Section 173 of the Planning and Environment Act 1987 with the Responsible Authority. The agreement must be in a form to the satisfaction of the Responsible Authority, and the applicant must be responsible for the expense of the preparation and registration of the agreement, including the Responsible Authority's reasonable costs and expenses (including legal expenses) incidental to the preparation, registration and enforcement of the agreement. The agreement must contain covenants to be registered on the Title of the property so as to run with the land, and must provide that the landowner/operator/permit holder acknowledges and agrees:*

- a) The access road connecting the site to Mooleric Road is a private road managed by Acciona as part of the Mount Gellibrand Wind Farm, authorised under planning permit PL-SP/05/0257.***
- b) Condition 35 of planning permit PL-SP/05/0257 requires, as part of decommissioning works, that all access roads associated with the wind farm will be removed if not otherwise useful to the ongoing management of the land.***
- c) Should the wind farm cease operating and the decommissioning condition trigger, the landowner/operator/permit holder will assume full responsibility for the ongoing management of the access road connecting the site to Mooleric Road to the extent required to provide access to the site by heavy vehicles.***
- d) Colac Otway Shire Council will not provide any financial or operational assistance or resources in the maintenance of the access road.***

The agreement will be registered on Title in accordance with section 181 of the Planning and Environment Act 1987.

Expiry Condition

29. *The permit will expire if the use is discontinued for a period of 3 years.*

Note: The Responsible Authority may extend the periods referred to if a request is made in writing in accordance with the timeframes specified in s69 of the Planning and Environment Act 1987.

3. PROPOSAL

This planning permit application relates to land at 365 Mooleric Road Ombersley, located within a Farming Zone, with a site area of 204.7 hectares.

The application seeks retrospective approval for the use and development for industry, (cutting, storage and wholesale distribution of stone) and a reduction to the car parking requirements (3 car spaces).

The use commenced in 2024 without planning approval and ceased on January 2026 after Council initiated VCAT proceedings. The application seeks to formalise and regularise the previous operations.

The proposal applies to an area in the northeast section of land, is located on an existing gravel hardstand and is adjacent to the wind farm. The application seeks approval for the following:

- The importation of stone from external quarries.
- Cutting and processing of stone within an enclosed shed using wet cutting methods, powered by a 110 KVA diesel generator.
- Onsite storage and palletisation of the processed stone.
- Wholesale distribution of finished stone products and no onsite retail.
- Associated office and staff amenities, car parking, access arrangements and water recycling infrastructure.
- Hours of operation of 7:00am-5:00pm Monday to Saturday with a total of four (4) staff.
- Approximately 15 truck deliveries of raw stone per month (import) and 12 truck movements per month associated with the removal of processed stone (export).
- Deliveries and collections are undertaken by tandem tippers with tri-axle trailers, weighing approximately 42.5 tonnes when fully loaded.

Note that the application does not include extractive industry and expressly excludes the extraction, removal or processing of any stone sourced from the subject land.

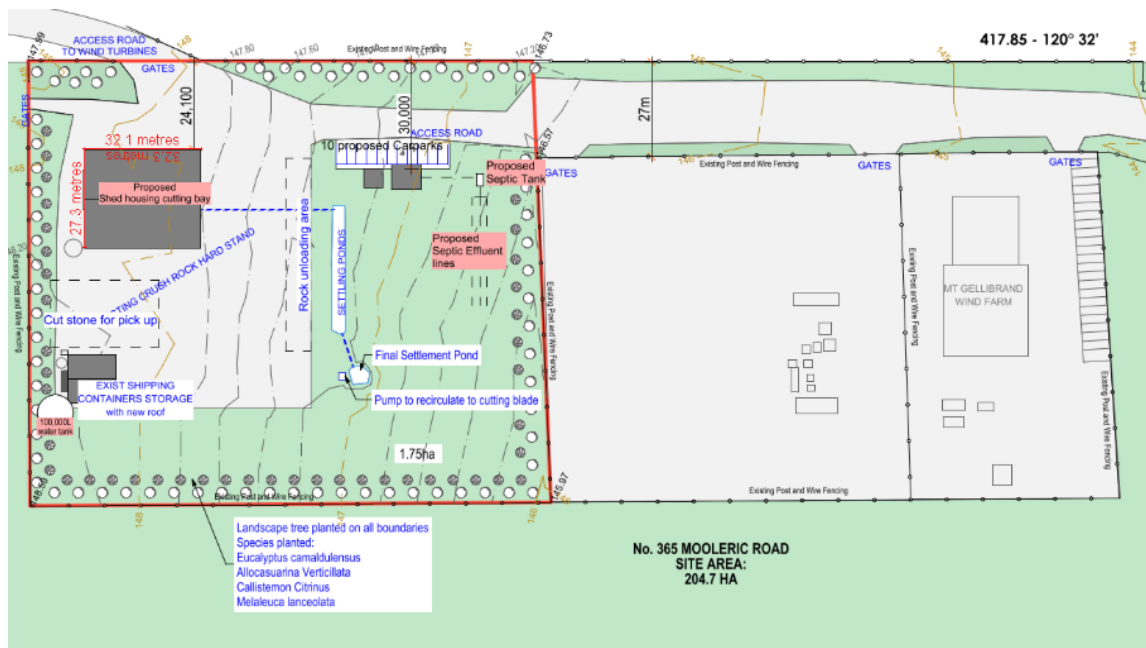


Figure 3 – Proposed Site Plan

4. SUBJECT LAND & SURROUNDINGS

Subject Site

The subject site is known as 365 Mooleric Road, Ombersley which is a large rural holding of approximately 204.7 hectares located within the Farming Zone (FZ). The area affected by the application is approximately 1.75 hectares which comprises gravel hardstand area located in the north-eastern portion of the site, adjacent to the wind farm infrastructure and internal access roads. The permit applicant states that the site was previously used as a concrete batching plant, although no historical planning permit has been located for this use.

The balance of the land (approximately 202.95 hectares) is intended to remain productive agricultural use, being sheep and beef cattle production. The balance of the land has 44 × 3 MW wind turbines as part of the Mount Gellibrand Wind Farm (Planning Permit PL-SP/05/0257, dated 18 August 2006).

Vehicular access to the site is via a private access road connecting to Mooleric Road, an unsealed gravel rural road that serves nearby agricultural and industrial land uses. Mooleric Road connects to the Princes Highway approximately 4.4 kilometres south of the subject site.

Surrounding Area

The area is predominantly rural and agricultural in nature, characterised by a mix of agricultural uses, rural infrastructure, established extractive and energy-related activities.

The Mount Gellibrand Wind Farm is a key feature of the area, occupying parts of the subject land and surrounding properties which includes wind turbines, operations and maintenance facilities, internal access roads and associated infrastructure.

There is an operational quarry located at 320 Mooleric Road to the east/south operated by Birregurra Resources. The quarry extracts, processes, aggregates and crushes rock for construction and landscaping. That permit was issued in June 2017 (PP169/2014) which has an extensive history. This permit was ultimately granted at the direction of the Governor-in-Council in June 2017, with the following hours of operation (condition 6):

- 7am to 6pm (Monday to Friday)
- 7am to 1pm (Saturday)
- No operation on Sunday or Public Holidays
- No truck is to enter the site prior to 7.15am

Condition 23(a) of that permit also restricts the speed of trucks to no more than 40 km/hr on Mooleric Road between the site and the Princes Highway. Trucks may only enter from the south.

To the east and on the same land as the quarry, a Planning Permit (PP159/2023) was recently approved, allowing the construction of a broiler farm for a maximum of 1.56M birds. That permit allows the construction of four manager (caretaker) residences and construction has not yet commenced. The nearest dwelling is located approximately 2kms from the proposed site.

The above operations contribute to an established semi-industrial presence within the broader rural and agricultural landscape.

5. PLANNING SCHEME PROVISIONS

Planning Policy Framework

The relevant sections of the Planning Policy Framework are clauses 02.02 (Vision), 02.03 (Strategic Directions), 02.04 (Strategic Framework Plans), 15.01-1S (Urban Design), 15.01-2S and 15.01-2L (Building Design), 17.01 (Employment), 17.01-1S, 17.01-1R and 17.01-1L (Diversified Economy), 18.02-4S (Car Parking) and 19.03 (Development Infrastructure).

Other relevant provisions

Nil

Relevant Planning Scheme amendments

Nil

6. REFERRALS

Internal Referrals

The application was referred to Council's Infrastructure Department and Health Protection Unit. No objections were raised, subject to standard conditions being included on any planning permit granted.

External Referrals

The application was referred to the Department of Energy, Environment and Climate Action (DEECA) who did not object to the application and did not recommend any conditions. The application was also referred to First Peoples – State Relations who did not respond.

7. PUBLIC NOTIFICATION & RESPONSE

Public notice of the application first occurred in March 2025 with 11 objections received. The application was then amended (February 2026) to remove all proposed extractive components on site to focus on industrial processing of stone imported from external quarries.

A second round of public notice was undertaken in March 2026 with no new objections and no previous objections withdrawn.

Five letters of support were received from local businesses generally in the field of transport, construction or landscaping.

Objectors raised concerns with the process employed by the owner, seeking to authorise a land use which previously operated without a permit, compatibility with the Farming Zone, traffic and safety, amenity impacts (dust and noise), environmental and land management impacts, cultural heritage and impacts on the adjacent wind farm.

8. OFFICER'S ASSESSMENT

Key planning issues for Council consideration include:

- The appropriateness of approving an industrial use within the Farming Zone, having regard to the purpose of the zone.
- Land use compatibility with surrounding agricultural, wind energy and quarry operations.
- Traffic, access and road maintenance impacts, particularly where infrastructure is shared with other permitted uses.
- Whether potential amenity and infrastructure impacts can be adequately managed through permit conditions.

Strategic and Policy Context

The land is within the Farming Zone where the primary purpose is to support agriculture while allowing certain non-agricultural uses, including industry, subject to assessment of land use compatibility, environmental impacts, and protection of agricultural values.

The proposal generally supports Council and planning policy objectives which encourage economic diversification and employment opportunities within rural areas, particularly where industry relates to regional resource supply chains.

The application indicates the operation supports a small workforce and services downstream construction and landscaping industries, contributing to the broader regional economy.

Farming Zone

The area subject to the application is 1.75 hectares, located on an existing gravel hardstand in the north-eastern portion of the site. The balance of the land (approximately 202.95 hectares) will continue to be used for sheep and beef cattle grazing and for the wind turbines associated with Mount Gellibrand Wind Farm.

The presence of an established quarry along Mooleric Road combined with the approved broiler farm demonstrates a transition from agricultural uses to a mix of agricultural and rural industries. These uses are not considered to compromise the agricultural character of the area. The proposal will provide economic and employment benefits through support of regional construction and landscaping supply chains contributing to the rural economy.

The proposal is confined to a small portion of the land, does not result in the permanent loss of productive agricultural land, nor does it constrain the agricultural use of the balance of the site.

Protection of Agricultural Land

The proposal occupies a small portion (<1%) of the site and is located already on existing hardstand not used for grazing or cropping. The balance of the land is intended to continue with the agricultural use while supporting the wind farm. The proposal does not materially constrain agricultural operations on the remainder of the site.

While the introduction of an industrial use represents a departure from the purpose of the Farming Zone, this departure is not uncommon with surrounding land uses including the wind farm, a quarry and the approved broiler farm. Subject to planning approval, a Land Management Plan should be requested as a condition outlining how the agricultural use will continue to form the dominate land use on the site.

Land Use Compatibility and Amenity

The site benefits from substantial separation distances to surrounding dwellings (exceeding 2 kms). All stone cutting activities are proposed to occur within an enclosed shed and utilises wet cutting, which significantly reduces dust generation. Given this, it is not expected to cause any adverse noise or amenity impacts from the operations.

Objections raised concerns regarding noise, dust, traffic impacts, and shared access infrastructure. While technical material submitted with the application concludes impacts are manageable, the interface between multiple industrial uses within a rural setting remains a key planning consideration, particularly given shared road infrastructure and differing maintenance obligations.

Subject to planning approval, conditions should be imposed to limit any adverse impacts on surrounding uses.

Traffic Impacts

The Traffic Impact Assessment (TIA) provided with the application concludes that the anticipated vehicle movements are low and will be accommodated by the existing road network without any upgrades. The use would take benefit from the upgraded Mooleric Road/Princess Highway interchange.

Mooleric Road is noted on Council's Roads Register with a 'minor' classification with a seal. The sealed section of the road terminates approximately 2.6kms to the north of the subject site where it meets Ondit Road West and Mt Gellibrand Road.

Approximately 30 truck movements are proposed per month, split between importing raw materials and exporting of finished product. For comparative purposes, the nearby quarry generates 1,200 movements per month while the approved broiler farm anticipates 140 truck movements and 90 light vehicle movements per month.

Tube counts undertaken as part of the TIA between 2-8 December 2025 noted between 49-129 vehicle movements per day on Mooleric Road. An additional 30 truck movements per month would not result in the operational capacity of Mooleric Road being exceeded.

In terms of speed, heavy vehicles utilising the quarry are limited to 40km/hr on Mooleric Road as a result of a permit condition. A similar condition was contemplated for the nearby broiler farm application, however VCAT ultimately decided against it as per the below:

“(141) It has been pointed out to us that the Quarry planning permit imposes a speed limit on the quarry trucks. We are not persuaded imposing a permit condition restricting the broiler farm truck speed limit to 40km/h for acoustic reasons is necessary or acceptable in this case. It is not necessary because the acoustic evidence demonstrates there is minimal to no acoustic benefit in reducing the speed. It is not acceptable because this proposal will result in more traffic on the road where some traffic will not have a constrained speed limit. For example, if a 40km/h speed restriction was imposed on the B-doubles and semi-trailers associated with this proposal and the quarry trucks, all other vehicles still have the right to travel at 100km/h. An alternate example is a 40km/h speed limit on all trucks where other vehicles still have the right to travel at 100km/h. These speed differences may create traffic safety impacts. As there is no traffic engineering evidence before us, we are unable to make a finding about this. In any event, it seems to us council acting in its role as the road manager is the appropriate authority to decide what is safe for the traffic travelling on Mooleric Road.”

While the existing 40km/hr speed limit signs along Mooleric Road for 'Quarry Trucks' may inadvertently reduce the speed of heavy vehicles travelling to the subject site, it is not considered necessary to apply a condition to that effect. As VCAT highlighted above it would be for Council (as the road management authority) to decide on the speed limit for Mooleric Road for all heavy vehicle traffic. Council's Infrastructure Department have confirmed that they will be undertaking a Road Safety Audit to determine future speed limit changes.

As part of the broiler farm application, the Department of Transport and Planning imposed permit conditions also require upgrades to the Mooleric Road/Princes Highway intersection which include:

- The existing 'Give Way' signs at the intersection of the Princes Highway and Mooleric Road replaced with a 'Stop' sign and stop line.
- 'Stop Sign Ahead' signs erected on Mooleric Road approaching the Princes Highway.

- Relocate or replace the road name sign and 'quarry' sign located on the approach to Mooleric Road from the Princes Highway to maximise sight lines for vehicles exiting Mooleric Road onto the Princes Highway.

These improvements will benefit the proposed application, and indeed all road users.

Car Parking

The statutory car parking rate for 'industry' is one space to each 100 square metres of leasable floor area. With a leasable floor area of 480sqm, the use generates a statutory car parking rate of 13 spaces. Given the site area, the intended use and the amount of staff present (4) the 10 spaces provided on site is more the sufficient to cater for the use and the reduction is therefore supported.

Infrastructure Impacts

Concerns have been raised regarding road wear, maintenance responsibilities, and cost sharing, particularly where access roads are subject to other existing permit obligations.

Specifically, Condition 8 of the Mount Gellibrand Wind Farm Planning Permit (PL-SP/05/0257, dated 18 August 2006) requires that:

"the use and development must be carried out in accordance with the endorsed traffic management and car parking plan and the costs of any works including maintenance are to be at the expense of the permit holder".

Acciona, as the wind farm operator, submits that the access roads proposed to be used are wind farm access roads constructed and maintained under the 2006 permit for that purpose. Allowing heavy vehicles to use the access road may accelerate road deterioration and would create an unreasonable financial burden on the wind farm operator.

Acciona also refers to decommissioning obligations under the wind farm permit (Condition 35), which requires access roads to be restored when turbines cease operation, and argues that uncontrolled third-party use may compromise that obligation.

The below image shows the extent of the private access road (blue) which traverses the subject site and the site to the north. The access road connects to Mooleric Road (orange) at its eastern end.

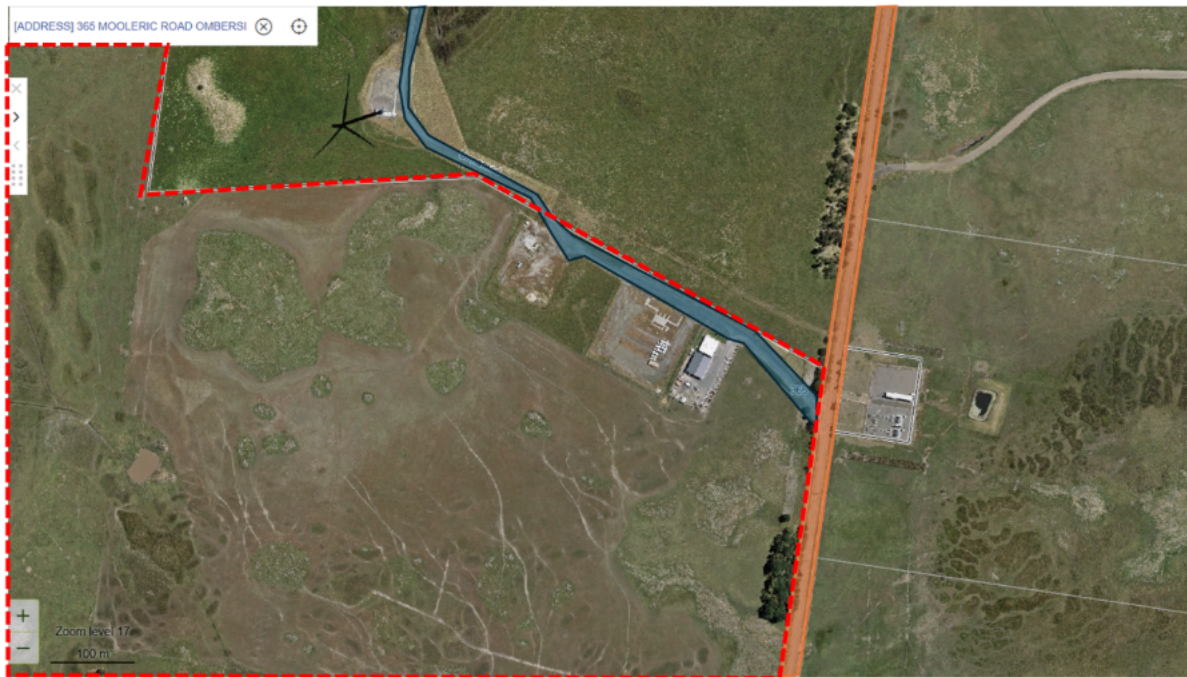


Figure 4 – Site (highlighted in red) with Mooleric Road (orange) and private access road (blue)

While these matters do not preclude approval, they are relevant to the imposition of permit conditions should the application be supported. Specifically, conditions aligning the operations to the wind farm permit conditions should be imposed for consistency and continuity.

Environmental and Land Management Considerations

The amended proposal removes onsite extraction, significantly reducing potential ecological, heritage and land disturbance impacts and no removal of native vegetation. The proposal will use a closed loop water reuse system, limiting wastewater discharge. Council's Infrastructure Department have requested a permit condition be imposed on any future permit issued to ensure appropriate management of stormwater.

Several submitters remain concerned about environmental oversight, compliance monitoring, and long-term operational controls, particularly given the retrospective nature of the application. Should a permit be granted, conditions should be imposed to address these issues.

Additionally, submitters raised concern regarding impact on Aboriginal Cultural Heritage. The below map shows areas of identified Aboriginal Cultural Heritage Sensitivity (yellow), which are located outside of the subject area (red). Nonetheless, the landowner remains responsible for compliance with the *Aboriginal Heritage Act 2006*, regardless of whether an artifact is found within or outside a mapped area. Additionally, DEECA did not object to the application and First Peoples – State Relations did not respond to Council's referral.



Figure 5 – Site area (highlighted in red) with areas of identified Aboriginal cultural heritage (yellow)

Retrospective Nature of Application

The retrospective nature of the application has no bearing on the decision before Council. The permit applicant abided by their commitment as part of the previous VCAT proceedings to cease operations by the end of January 2026. They have lawfully applied for a planning permit which Council must now assess.

Conclusion

The application aligns with Council and planning policy which seeks to allow limited non-agricultural uses that do not adversely affect the use of land for agriculture and which supports regional construction and landscaping supply chains and contributes to the diversification of the rural economy.

9. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.



LOCALITY PLAN

NOTE:
All dimensions, levels & structure to be verified on site before commencement. These drawings are a schematic representation of the building structure and should be read in conjunction with specifications, Engineers drawings and standard building practices. Do not scale off drawing

REVISIONS

Project Name	PLANNING PERMIT
Client Name	[REDACTED]
Site	365 MOOLERIC RD OMBERSLY 3241

Plot Date:	4/02/2026	Drawn:	WH
Drawings:	PLANNING	Job No:	11518
Drawing Title:	LOCALITY PLAN	Rev No:	
Scale:	1 : 100 or as shown	Drawing No.:	P01



SITE PLAN 1:5000
1:5000

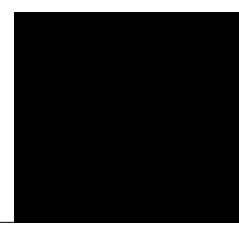
NOTE:
All dimensions, levels & structure to be verified on site before commencement. These drawings are a schematic representation of the building structure and should be read in conjunction with specifications, Engineers drawings and standard building practices. Do not scale off drawing

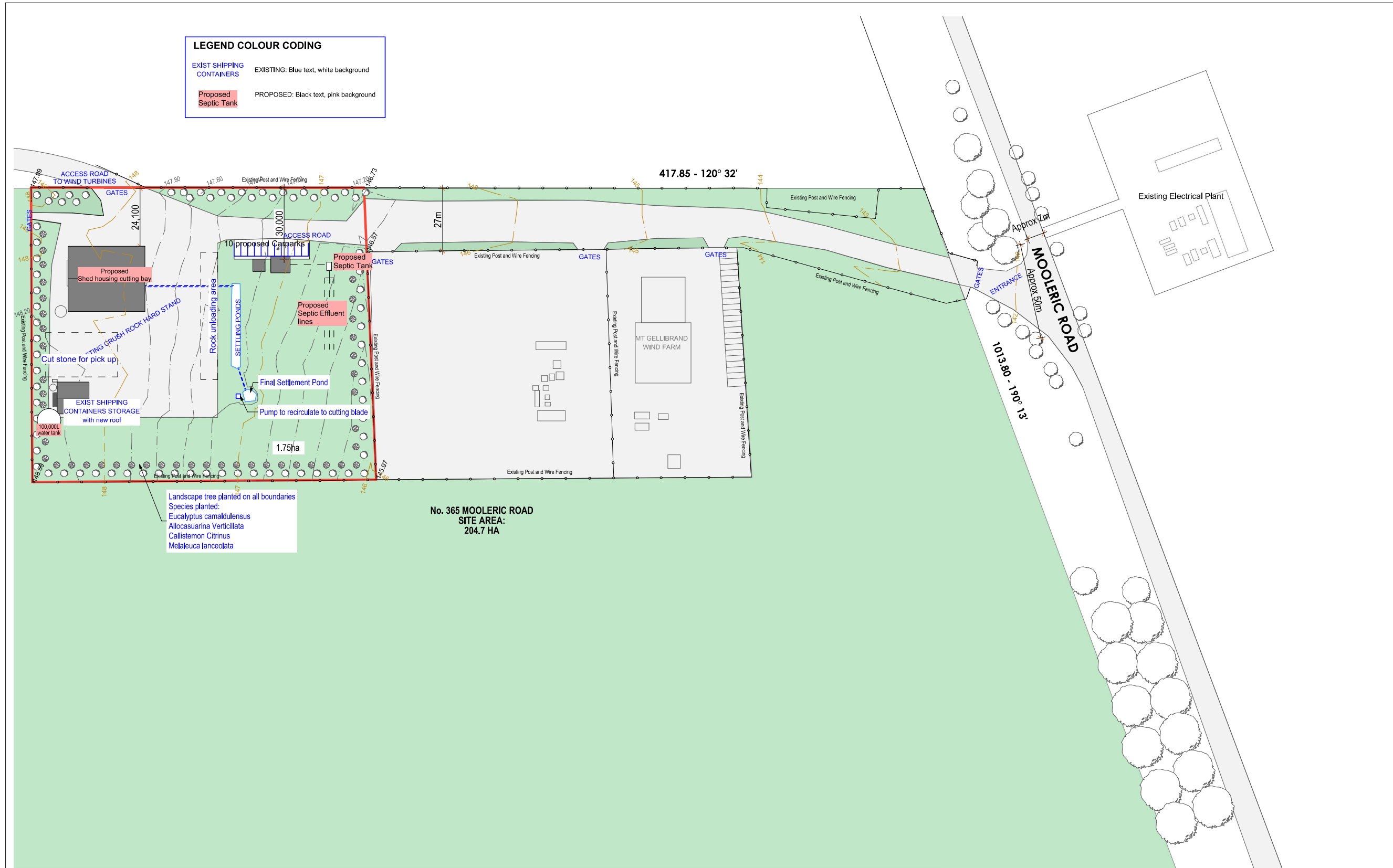
REVISIONS

Project Name	PLANNING PERMIT
Client Name	[REDACTED]
Site	365 MOOLERIC RD OMBERSLY 3241

Plot Date:	4/02/2026
Drawings:	PLANNING
Drawing Title:	SITE PLAN 1:5000
Scale:	1 : 100 or as shown

Drawn:	WH
Job No:	11518
Rev No:	
Drawing No.:	P02





LEGEND COLOUR CODING

EXISTING: Blue text, white background
 PROPOSED: Black text, pink background

Landscape tree planted on all boundaries
 Species planted:
 Eucalyptus camakulensis
 Allocasuarina Verticillata
 Callistemon Citrinus
 Metaleuca lanceolata

No. 365 MOOLERIC ROAD
 SITE AREA:
 204.7 HA

SITE PLAN 1:1000

NOTE:
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REVISIONS

Project Name	PLANNING PERMIT
Client Name	[REDACTED]
Site	365 MOOLERIC RD OMBERSLY 3241

Plot Date:	4/02/2026	Drawn:	WH
Drawings:	PLANNING	Job No:	11518
Drawing Title:	SITE PLAN 1:1000	Rev No:	
Scale:	1: 100 or as shown	Drawing No.:	P03



LEGEND COLOUR CODING

EXIST SHIPPING CONTAINERS EXISTING: Blue text, white background

Proposed Septic Tank PROPOSED: Black text, pink background

SITE PLAN 1:500
1:500

NOTE:
All dimensions, levels & structure to be verified on site before commencement. These drawings are a schematic representation of the building structure and should be read in conjunction with specifications, Engineers drawings and standard building practices. Do not scale off drawing

REVISIONS

Project Name **PLANNING PERMIT**

Client Name [REDACTED]

Site **365 MOOLERIC RD OMBERSLY 3241**

Plot Date: 4/02/2026

Drawings: **PLANNING**

Drawing Title: **SITE PLAN 1:500**

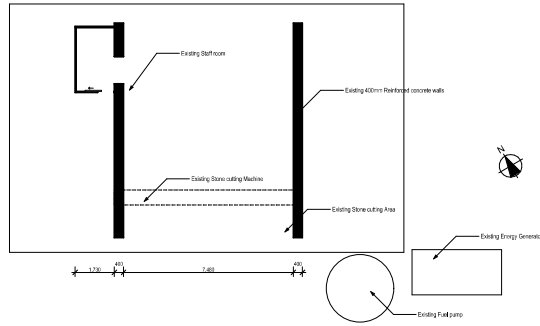
Scale: 1: 100 or as shown

Drawn: **WH**

Job No: **11518**

Rev No:

Drawing No.: **P04**

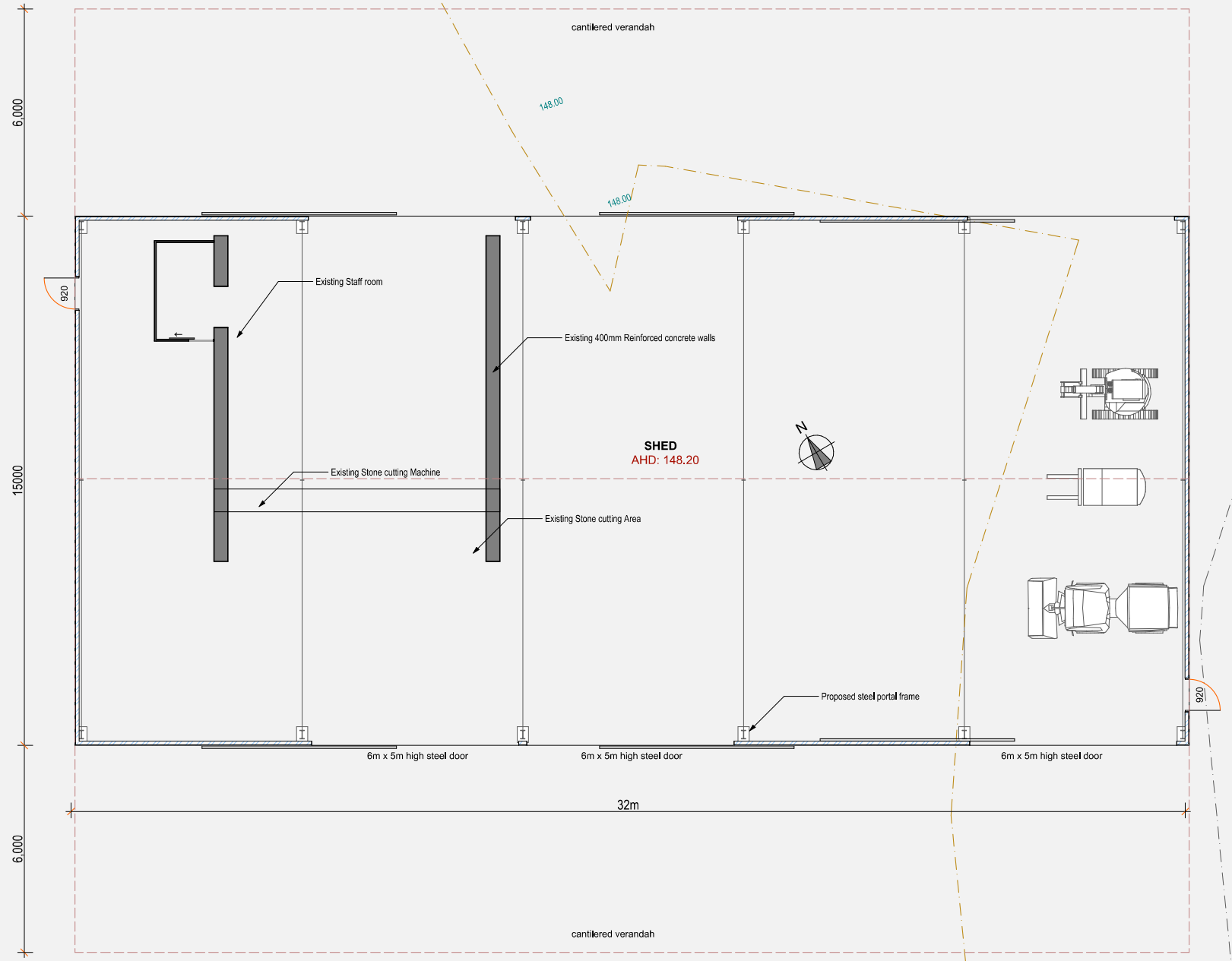


EXISTING CUTTING AREA FLOOR PLAN

1:200



EXISTING CUTTING WHEEL



PROPOSED SHED FLOOR PLAN

1:100

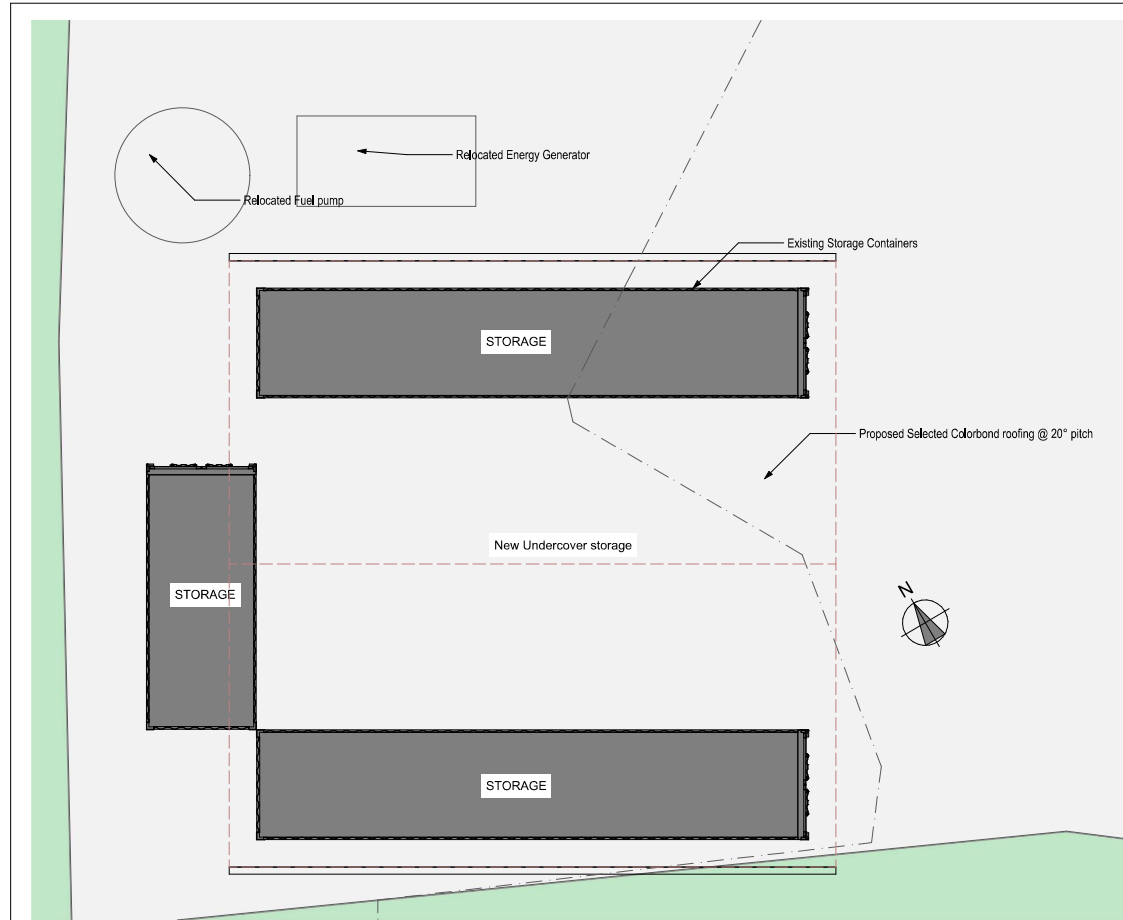
NOTE:
All dimensions, levels & structure to be verified on site before commencement. These drawings are a schematic representation of the building structure and should be read in conjunction with specifications, Engineers drawings and standard building practices. Do not scale off drawing

REVISIONS

Project Name	PLANNING PERMIT
Client Name	[REDACTED]
Site	365 MOOLERIC RD OMBERSLY 3241

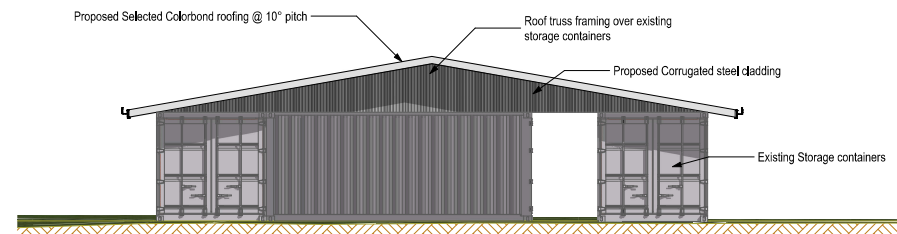
Plot Date:	4/02/2026
Drawings:	PLANNING
Drawing Title:	SHED PLANS
Scale:	1 : 100 or as shown

Drawn:	WH
Job No:	11518
Rev No:	
Drawing No.:	P05



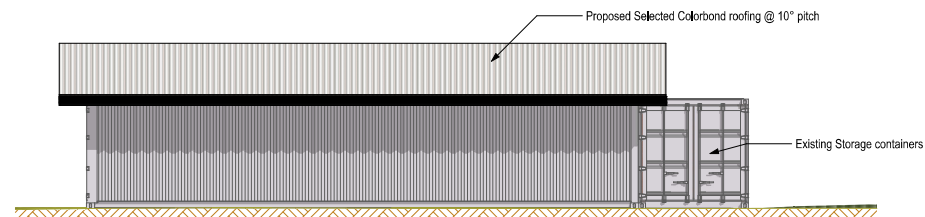
PROPOSED FLOOR PLAN

1:100



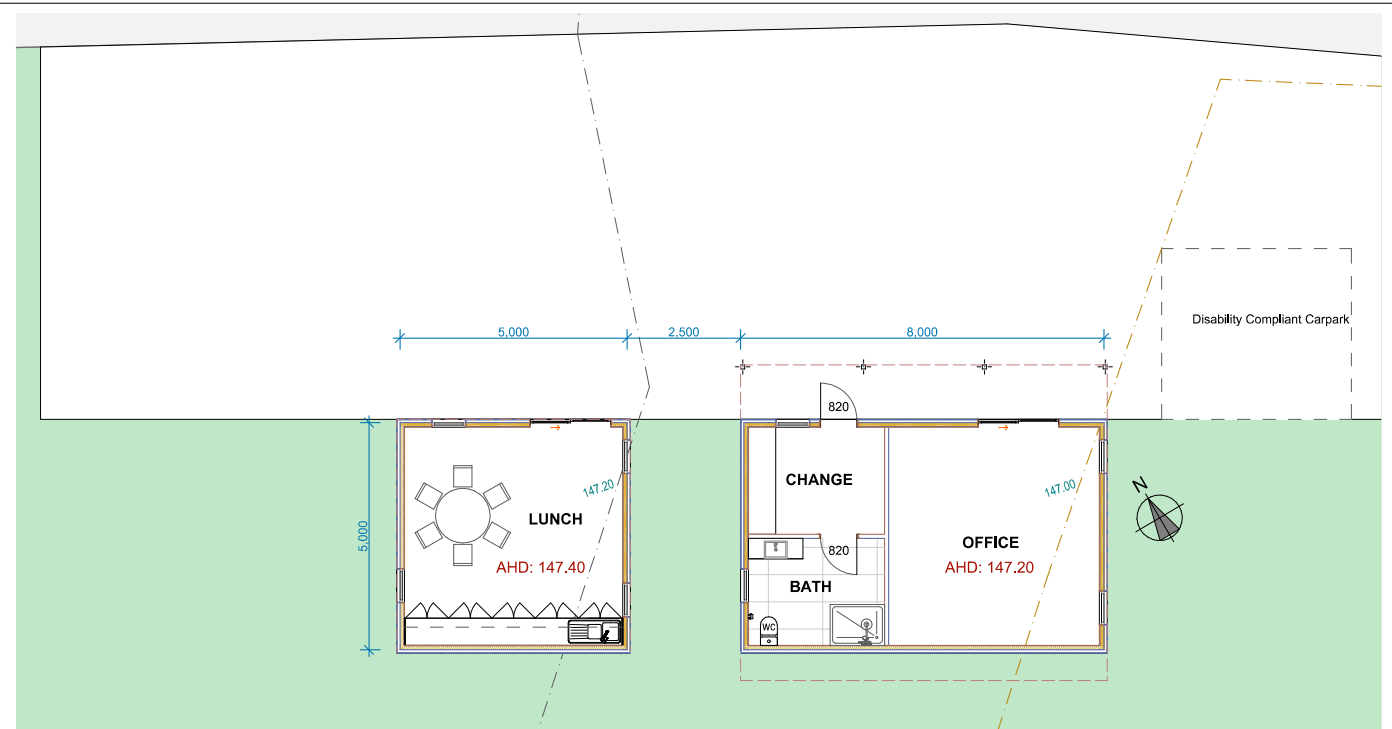
EAST CONTAINER ELEVATION

1:100



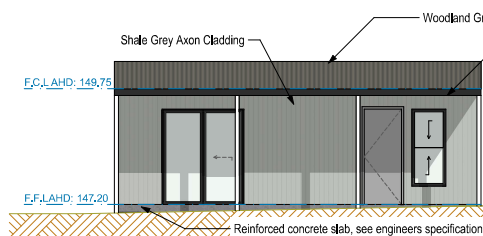
NORTH CONTAINERS ELEVATION

1:100



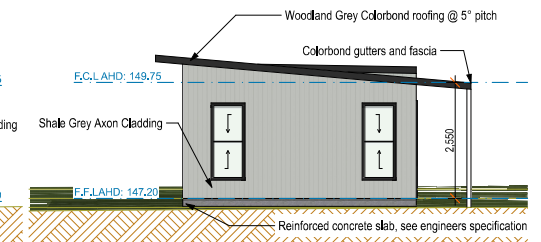
PROPOSED OFFICE FLOOR PLAN

1:100



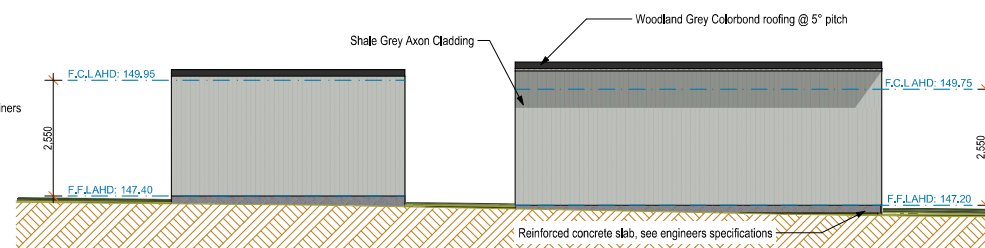
OFFICE NORTH ELEVATION

1:100



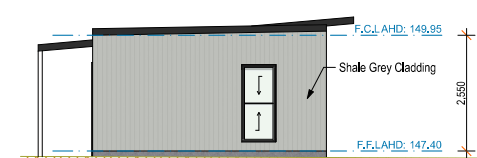
OFFICE EAST ELEVATION

1:100



OFFICE SOUTH ELEVATION

1:100



OFFICE WEST ELEVATION

1:100

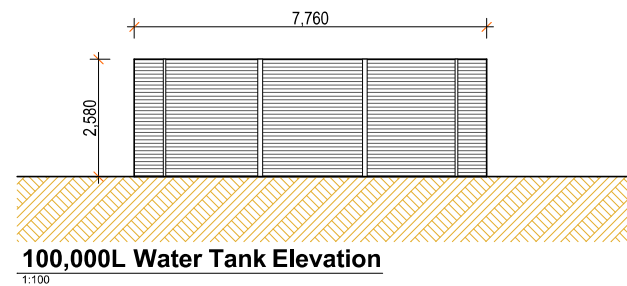
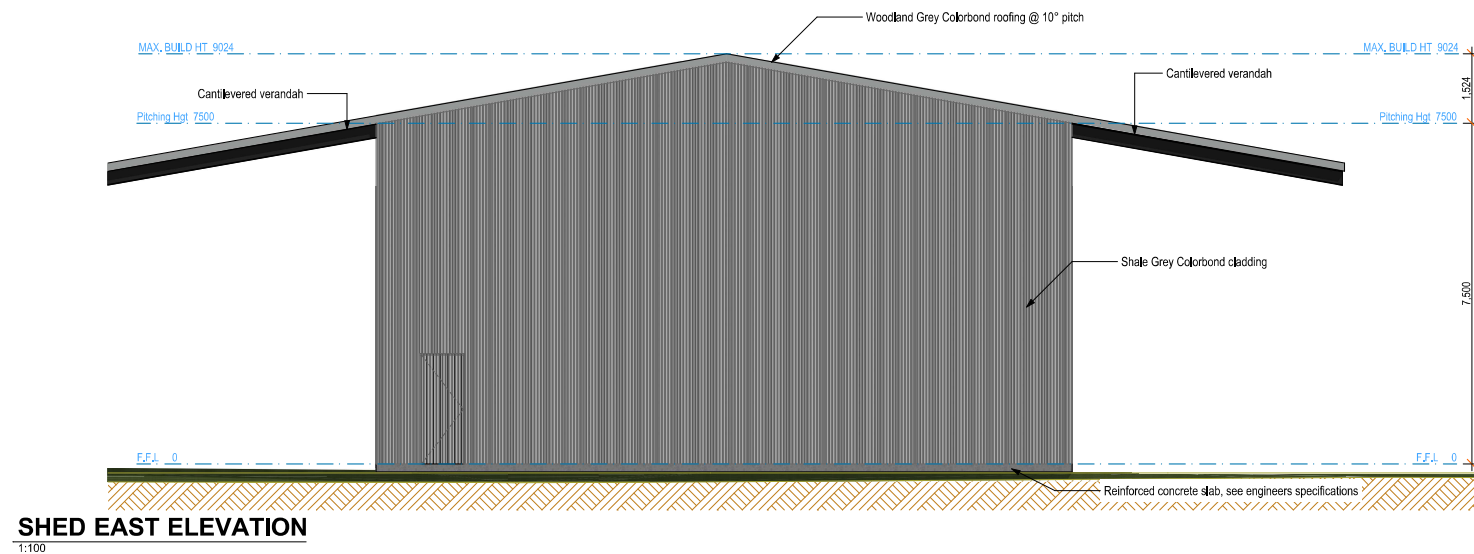
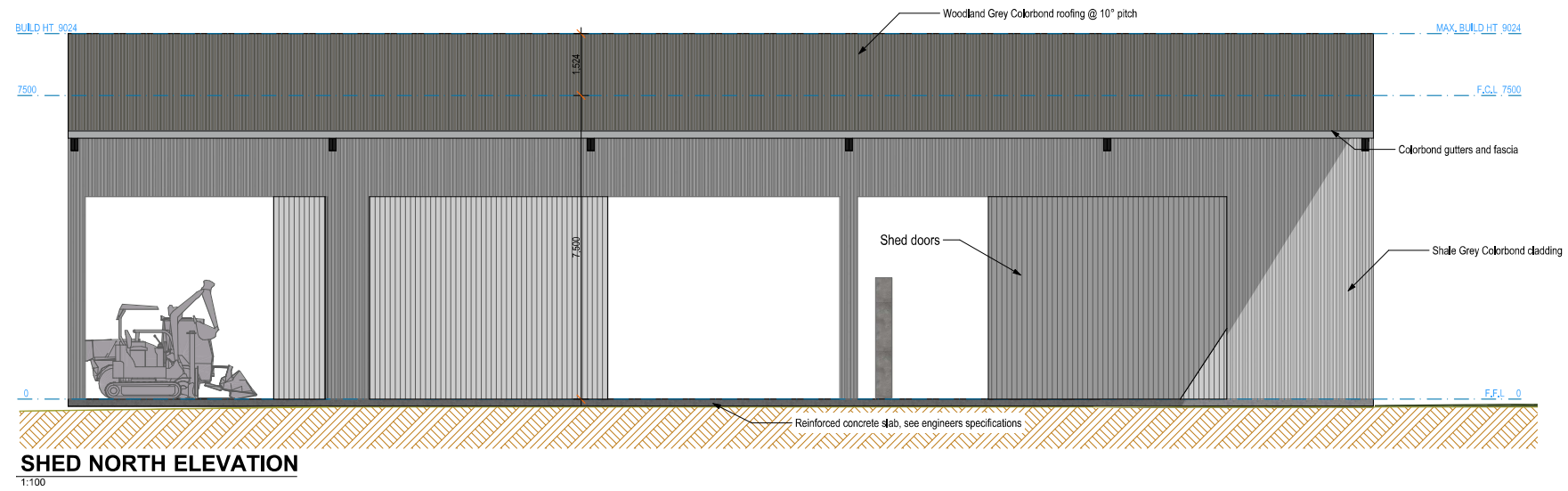
NOTE:
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REVISIONS

Project Name	PLANNING PERMIT
Client Name	[REDACTED]
Site	365 MOOLERIC RD OMBERSLEY 3241

Plot Date:	4/02/2026
Drawings:	PLANNING
Drawing Title:	STORAGE & OFFICE PLANS
Scale:	1 : 100 or as shown

Drawn:	WH
Job No:	11518
Rev No:	
Drawing No.:	P06



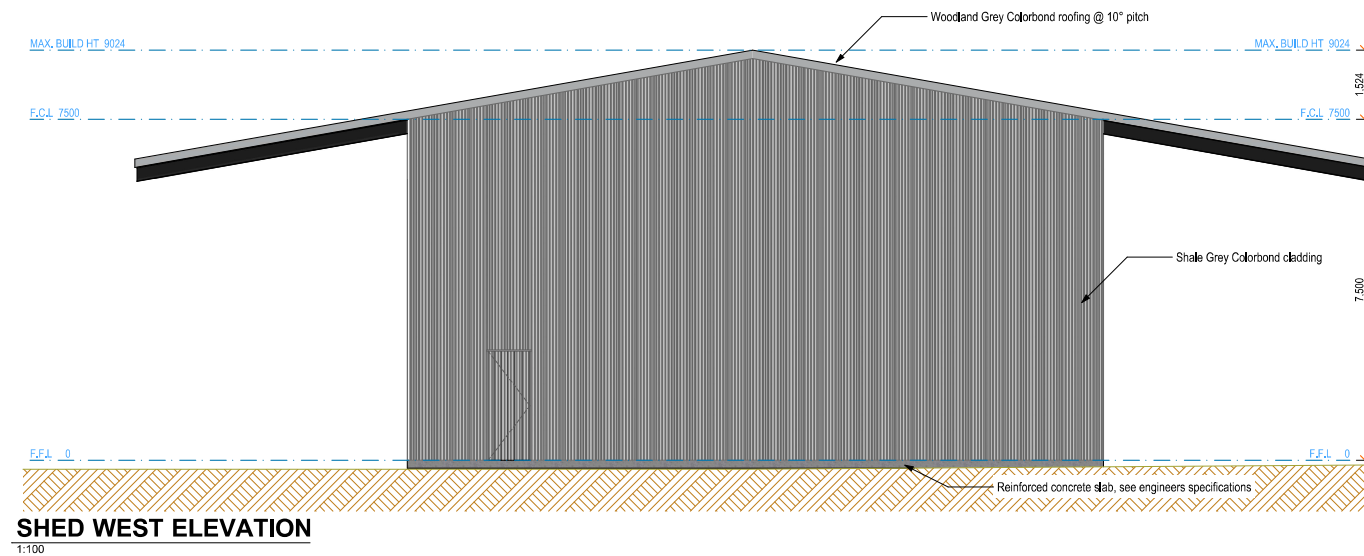
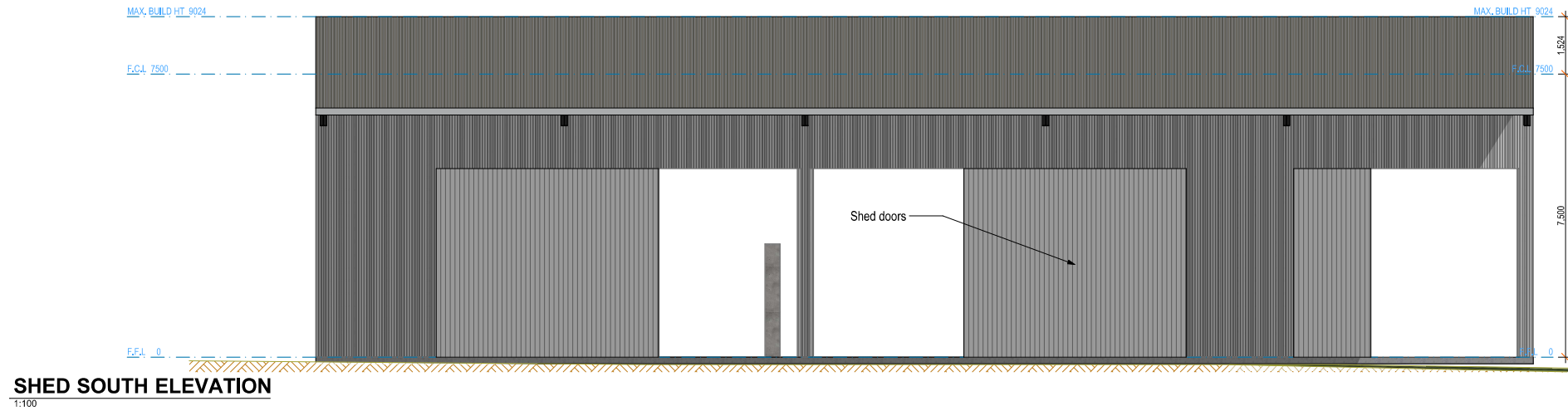
NOTE:
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REVISIONS

Project Name **PLANNING PERMIT**
Client Name [REDACTED]
Site **365 MOOLERIC RD OMBERSLY 3241**

Plot Date: 4/02/2026
Drawings: **PLANNING**
Drawing Title: **SHED ELEVATIONS**
Scale: 1 : 100 or as shown

Drawn: **WH**
Job No: **11518**
Rev No:
Drawing No.: **P07**



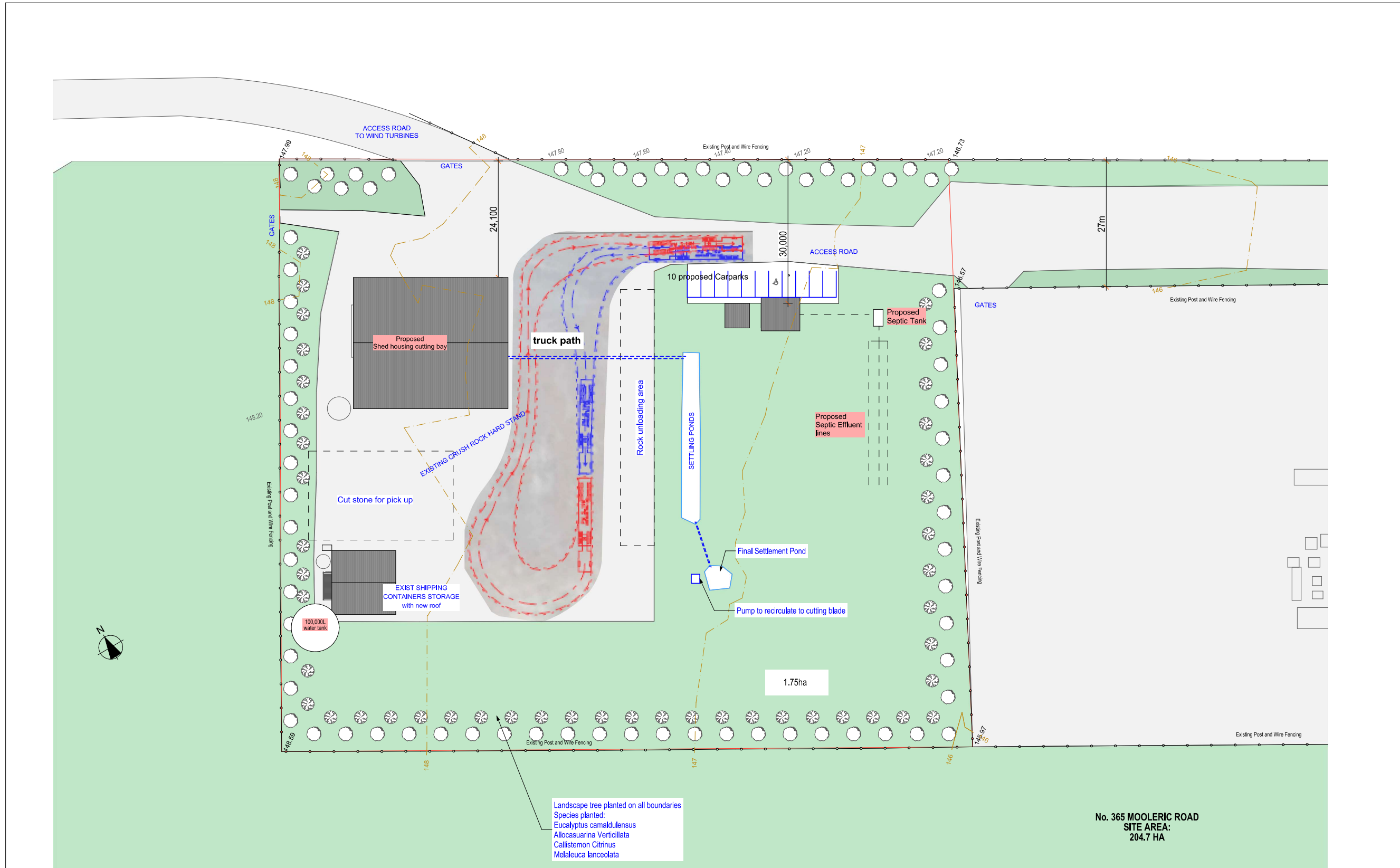
NOTE:
All dimensions, levels & structure to be verified on site before commencement. These drawings are a schematic representation of the building structure and should be read in conjunction with specifications, Engineers drawings and standard building practices. Do not scale off drawing

REVISIONS

Project Name	PLANNING PERMIT
Client Name	[REDACTED]
Site	365 MOOLERIC RD OMBERSLY 3241

Plot Date:	4/02/2026
Drawings:	PLANNING
Drawing Title:	SHED ELEVATIONS
Scale:	1 : 100 or as shown

Drawn:	WH
Job No:	11518
Rev No:	
Drawing No.:	P08



No. 365 MOOLERIC ROAD
SITE AREA:
204.7 HA

SITE PLAN 1:500 TRUCK PATH

1:500

NOTE:
All dimensions, levels & structure to be verified on site before commencement. These drawings are a schematic representation of the building structure and should be read in conjunction with specifications, Engineers drawings and standard building practices. Do not scale off drawing

REVISIONS

Project Name	PLANNING PERMIT
Client Name	[REDACTED]
Site	365 MOOLERIC RD OMBERSLY 3241

Plot Date:	4/02/2026	Drawn:	WH
Drawings:	PLANNING	Job No:	11518
Drawing Title:	SITE PLAN 1:500 TRUCK PATH	Rev No:	
Scale:	1: 100 or as shown	Drawing No.:	P09



23 February 2025

[REDACTED]
Senior Statutory Planner
Colac Otway Shire Council
Po Box 283
Colac VIC 3250

Via email: inq@colacotway.vic.gov.au

[REDACTED]
PLANNING APPLICATION: PP124/2024-1
SUBJECT LAND: 365 Mooleric Road, OMBERSLEY
PROPOSAL: Use and development of the Land for Industry

Hansen Partnership acts on behalf of [REDACTED] (the Permit Applicant) in relation to this matter.

I refer to Council's Request for Further Information (RFI) dated 16 October 2025 and provide the following responses to the specific items of further information requested. These responses should be read in conjunction with the appended:

- Application to amend a Planning Permit Application pursuant to Section 57A of the *Planning and Environment Act 1987*.
- A Planning Memo, which provides:
 - a detailed and accurate description of the amended proposal; and
 - A detailed assessment of the amended proposal against the applicable provisions of the Colac Otway Planning Scheme.
- Amended plans, which provide a clear graphic representation of the amended proposal and the area of land to which the amended application applies.
- A Traffic Impact Assessment, which details (as requested by Councils' RFI and in addition to other matters):
 - Proposed sources of rock:
 - Proposed vehicle movement routes:
 - Anticipated vehicle movements on daily basis:
 - Proposed hours of operation:
 - Any necessary improvements to the road network.
- Correspondence from the EPA which confirms the basalt cutting activity is not a prescribed activity per Schedule 1 of the Environment Protection Regulations 2021 and does not require a permission from EPA.

	FURTHER INFORMATION REQUESTED	RFI RESPONSE
1	<i>Please note there a fee required to be paid to amend the application after notice.</i>	It is requested that Council issue an invoice for the amendment of the application after the giving of notice.
2	<i>I note the application was amended on 25/09/2025 by Geoff Beach to remove the extraction of embedded rocks. However, I would also point out that the 'applicant' as recorded on the submitted application form signed 29/11/2024 is Rosevear Planning Associates. Please advise and provide an updated application form if necessary.</i>	<p>Please refer to the enclosed application to amend a Planning Permit Application pursuant to Section 57A of the <i>Planning and Environment Act 1987</i> and the associated Planning Memo.</p> <p>These documents confirm that:</p> <ol style="list-style-type: none"> 1. The amended proposal does not include the extraction of embedded rocks. 2. As is detailed on the submitted application form, the permit Applicant is Hansen Partnership
3	<i>Please confirm that the proposal only relates to land at 365 Mooleric Road OMBERSLEY Lot: PT 3 PS: 429092 V/F: 10470/618 Parish of Turkeith, noting that the application has recently been amended. To avoid confusion, it would be helpful if all lots which form the subject of this application could be clearly identified.</i>	<p>We confirm that the proposal relates only to land at 365 Mooleric Road OMBERSLEY Lot: PT 3 PS: 429092 V/F: 10470/618 Parish of Turkeith.</p> <p>There is no other land affected by the amended application.</p>
4	<i>The site plan must be amended to clearly identify the area of land to which this application relates. If this now only applies to land associated with the cutting of stone, car parking and associated buildings, then the site plan should reflect this.</i>	Please refer to the enclosed amended site plan, which clearly identifies the area of land to which the amended application applies.
5	<p><i>Please confirm that this an accurate description for the proposal.</i></p> <p><i>"Use and Development of land for the purpose of an Industry (cutting, storage and wholesale distribution of stone) on 365 Mooleric Road OMBERSLEY and to reduce the statutory car parking requirements".</i></p>	<p>Please refer to the enclosed and application to amend a Planning Permit Application pursuant to Section 57A of the <i>Planning and Environment Act 1987</i> and associated Planning Memo.</p> <p>The appended application form set out all the matters for which the amended proposal triggers a planning permit requirement under the Colac Otway Planning Scheme, specifically:</p> <ul style="list-style-type: none"> • Clause 35.07-1 (FZ): Use of land for Industry. • Clause 35.07-4 (FZ): Buildings and works associated with a Section 2 use (Industry). • Clause 52.06-3: To reduce the minimum number of car parking spaces required under Clause 52.06-5. <p>The appended Planning Memo provides a detailed description of the amended proposal.</p>

6	<p>Existing rockpiles <i>While the amended proposal has been noted, it remains unresolved whether the application continues to seek approval to utilise stone from the existing on-site stockpiles (i.e. loose rock piles) and transport this to the cutting area for processing.</i></p> <p><i>You are requested to confirm, without ambiguity, whether the amended proposal relies on the use of these existing on-site loose rockpiles, or whether all stone proposed for processing will be imported to the site from external sources.</i></p>	<p>We confirm that the amended proposal involves, only, the importation of stone from external sources.</p> <p>The amended proposal does not seek approval to extract, remove, treat or process any stone sourced from the subject land, including but not limited to from existing on-site rockpiles.</p>
7	<p><i>To be considered if loose rockpiles are to be utilised</i></p> <p><i>Your letter dated 16/01/2025 advises that “the proposal is focussed on the processing of loose rock piles on the property only. Once this material is exhausted, the process will cease unless further approval is granted by the Responsible Authority”.</i></p> <p><i>Council has proceeded to date on the basis that “loose rocks” are rocks that are located on the surface of the ground. Council previously advised you that it does not accept that the removal of embedded rocks/stone can be characterised as agricultural pasture improvement when they are being removed for processing /cutting plant as part of the industrial use. Clarification around this point is required. If the existing on-site stockpiles are to remain in situ and are no longer forming part of this application, please confirm that the ‘rock piles map’ etc no longer forms part of the application documentation.</i></p>	<p>We confirm that the existing on-site stockpiles are to remain in situ, and their extraction, removal, treatment or processing no longer forms part of the amended proposal.</p> <p>On this basis, we confirm that the previously submitted ‘rock piles map’ no longer forms part of the application documentation.</p>
8	<p><i>If the removal of stone from onsite stockpiles no longer forms part of this application, please update the [REDACTED] Planning Report to reflect the application ‘as amended’ on 25/09/2025, as the current report is inaccurate.</i></p> <p><i>In addition, the report references both 365 Mooleric Road OMBERSLEY Lot: PT 3 PS: 429092 V/F: 10470/618 Parish of Turkeith and 432 McDonnells Road Ombersley Lot 2 PS429092B V/F: 10470/617 Parish of Turkeith. 432 appears to have been removed from the application site. Similarly, if 432 McDonnells Road Ombersley is included in the application, then the report should reflect this.</i></p>	<p>The previously submitted [REDACTED] Planning Report does not form part of the amended application.</p> <p>As such, rather than updating the previously submitted [REDACTED] Planning Report as requested, please refer to the appended Planning Memo which provides a detailed and accurate description of the amended proposal.</p>

<p>9</p>	<p>DEECA outstanding information – rock piles</p> <p><i>DEECA advised on 28/04/2025 that the application does not include an ecological assessment, and thus there is insufficient information regarding potential impacts to native vegetation and the impacts to threatened species. DEECA Regions is concerned that these rock piles may have now become refuge for native fauna including threatened fauna such as Striped Legless Lizard, Tussock Skink and Fat-tailed Dunnart. Furthermore, the placement of these stone piles may be in areas of native vegetation, and thus their removal may impact the native vegetation within these areas. Particularly, any of the rock piles that are located within the mapped wetland.</i></p> <p><i>The information provided in the application does not support the Department of Energy Environment and Climate Action (the Department) or the Responsible Authority in making a proper assessment of the proposed extractive industry at the site. Therefore, DEECA Regions recommends that further information is sought that includes:</i></p> <p><u><i>Flora and Fauna Assessment</i></u></p> <p><i>1. A flora and fauna assessment of 365 Mooleric Road and 432 McDonnells Road, Ombersley (including all areas of rock collection) prepared by a suitably qualified and experienced person to the satisfaction of the responsible authority. The assessment should include:</i></p> <p><i>a. c. A flora and fauna survey.</i> <i>b. A habitat hectare assessment.</i> <i>c. Identification of the vegetation and native fauna habitat across the two properties.</i> <i>d. The total extent of vegetation on the property and the extent of native vegetation proposed to be removed, lopped or destroyed.</i> <i>e. A description of the steps that have been taken to avoid and minimise the removal of native vegetation and the removal of native fauna habitat including the practicality of alternative options which do not require the removal of these values.</i></p> <p><i>If no stone from the subject site is to be used, it is likely that the flora and fauna assessment from DEECA may not be required. However, this will ultimately depend on the final form of the proposal and confirmation from DEECA.</i></p>	<p>As noted above, we confirm that the amended proposal does not seek approval to extract, remove, treat or process any stone sourced from the subject land (including from existing on-site rockpiles).</p> <p>On this basis, we are of the view that the requested item of further information (Flora and Fauna Assessment) is not necessary to inform the assessment of the amended proposal by Council and DEECA.</p> <p>We appreciate however that this will only be confirmed by Council and DEECA following referral and review of the amended application.</p>
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10	<p>Farming Zone/Agricultural Activities</p> <p><i>I note from the amended application form that 'rock will be brought in from other sources and not from Geoff Beach's property'. Rocks sourced externally, brought onto the site, cut onsite and sold.</i></p> <p><i>If rock is intended to be sourced offsite and brought onsite, please advise of the intended ongoing operations for the remainder of the site, and how this use will support the agricultural productivity on the land and whether this land is intended to be used for extensive grazing of livestock or cropping.</i></p>	<p>As is detailed in the appended plans, that part of the subject site affected by the amended application is 1.75ha in area, and predominantly comprises a large and existing gravel hardstand area that is not currently utilized for productive agricultural purposes.</p> <p>The balance of the subject site (202.95ha) is intended to continue to be utilized for productive agricultural purposes, namely sheep and beef cattle production.</p> <p>In theory, the proposal would result in 0.85% of the total site area of 204.7ha being lost to productive agricultural use. However, as noted above that part of the subject site affected by the amended application predominantly comprises a large and existing gravel hardstand area that is not currently utilized for productive agricultural purposes.</p> <p>For these reasons, it is our submission that the amended proposal does not substantially detract from the productive agricultural capacity of the subject site.</p> <p>It is also noted that should the amended application be approved and the current proposal cease operations in the future, by the nature of the proposal the area affected by the amended application could readily revert to productive agricultural use.</p>
11	<p>Truck Movements</p> <p><i>Please advise whether onsite movement of stone across the paddocks is no longer proposed under this application.</i></p>	<p>We confirm that, under the amended application, the onsite movement of stone across the paddocks of the subject land is no longer proposed.</p>
12	<p><i>Please advise whether there will be any additional truck movements as a result of stone being brought into the site? If so, please advise of the size of truck, number of movements per day/week and times.</i></p>	<p>Please refer to the appended Planning Memo which details proposed truck movements associated with the amended proposal.</p>
13	<p><i>Please advise whether additional tonnage of rock beyond 5,000 and 10,000 tonnes a year will be brought into the site as a result of the amended proposal?</i></p>	<p>Please refer to the appended Planning Memo which details anticipated maximum volumes of rock. In summary, the amended proposal is predicated upon an anticipated maximum of 10,000 tonnes per annum being brought to the site.</p>
14	<p><i>Council's Infrastructure Department has requested a Traffic Impact Assessment. The report must detail the source of rock and how rocks are planned to be brought to site including the no. of trips that will be generated on daily basis and the proposed hours of operation.</i></p> <p><i>Council's Infrastructure Department Road notes that road upgrade works may be required depending on the findings contained within the traffic report.</i></p>	<p>Please refer to the appended Traffic Impact Assessment.</p>

15	<p>Water Recycling <i>The further information response dated 29/11/2024, advises that there will be an on-site process for water recycling which would use the stone sludge at the end of the water recycling to make chemical free agricultural fertiliser. Please provide additional details in relation to this process as its not entirely clear how this would occur and what onsite wastewater treatment processes will be undertaken.</i></p>	<p>Water for processing is intended to be sourced from rainwater collected from the roofs of proposed buildings and stored in the proposed on-site rainwater tanks.</p> <p>The intent is to collect and store rainwater for use during processing, with post-processing water directed to on-site settling ponds, with settled water then pumped back to the cutting bay for (re)use during processing; this is effectively designed to be a 'closed loop' system, negating the need for the sourcing of water from any dams or from groundwater sources.</p> <p>It is anticipated that 50 litres per day will be required for proposed processing operations.</p> <p>In the event that (for example during drought conditions) insufficient water was available in the proposed on-site rainwater tanks, water would be carted to site and filled into the proposed on-site rainwater tanks for use within the proposed 'closed loop' system.</p>
16	<p><i>The information provided in Rosevear Planning Associates RFI response and objector response provides contradicting information regarding where water will be sourced from in association with the proposal. There appears to be considerable contradiction between the letters of 16/01/2025 and 28/05/2025. Council requires clarity on:</i></p> <p><i>a) Where the water will be sourced from. i.e. is groundwater being used? If so, a groundwater monitoring plan should be provided to prevent pollutants and contaminants from entering the aquifer.</i></p> <p><i>b) If water is to be sourced from a dam, please include a plan that shows the dam location as well as dam capacity, water/pipe runs and whether these are existing or proposed. All works associated with the water/pipe run must be shown on the site plan and details provided.</i></p> <p><i>c) In the event that dams on the property are dry, will water be brought into the site and where will this be stored?</i></p> <p><i>d) If a dam is to be used, even only in drought season, information on how the dam is currently used, any associated licenses and how any potential impacts to the existing / licensed dam use will be managed.</i></p> <p><i>e) What licences will be required for the use of the dams, noting that this dam is licenced for agricultural purposes and not commercial.</i></p> <p><i>f) How much water will be used in associated with the proposed use.</i></p> <p><i>g) How will wastewater will be managed to avoid potential contamination on and offsite. A wastewater</i></p>	<p>a) Water will be sourced from roofs and stored in proposed rainwater tanks. In exceptional circumstances, water would be carted to site.</p> <p>b) Water is not proposed to be sourced from a dam.</p> <p>c) In exceptional circumstances, water would be carted to site and stored within the proposed on-site rainwater tanks.</p> <p>d) Water is not proposed to be sourced from a dam.</p> <p>e) Water is not proposed to be sourced from a dam.</p> <p>f) 50 litres per day will be required for proposed processing operations.</p> <p>g) Post-processing water will be directed to on-site settling ponds, with settled water then pumped back to the cutting bay for (re) use. It is our submission that such a 'closed loop' system, involving the use of 50 litres of water per day, negates the need for the amended application to be informed by a Wastewater Management Plan as requested, and that any potential concerns with the management of water associated with the amended proposal could be readily addressed via appropriate conditions of permit, should the amended proposal ultimately be approved.</p> <p>h) The submitted site plan shows the key elements of the proposed 'closed loop' system and identifies those that are existing and proposed.</p>

	<p>management plan should be prepared by a suitably qualified person.</p> <p><i>h) Your letter dated 16/01/2025 advises that wastewater is proposed to be recycled by return flow into settling ponds (35m x3.0m x1.0m deep). Please show these ponds on the site plan and advise what works (if not existing) are required to create these ponds.</i></p> <p><i>The RFI response dated 16 January 2025 advises:</i></p> <p><i>'The stones are cut with a diamond blade saw that uses water to cool the blade and suppress dust. The water supply is sourced from a registered dam on the property and recycled by return flow and settling ponds (35m x 2.0m x 1.0m deep)'</i></p> <p><i>and</i></p> <p><i>'Emissions from the proposal will be effectively limited to a slurry of rock dust and water. The water is recycled to a nearby dam on the site, which is registered for irrigation purposes and the rock dust (effectively soil) will be extracted via a settling pond and distributed across the wider property.'</i></p> <p><i>Comparatively, Rosevear Planning Associates response to the concerns raised by objectors advises:</i></p> <p><i>'The proponents have no intention of using ground water in any of the processes associated with the proposal. Sufficient rainwater will be collected from the roof of the proposed shed to satisfy cutting requirements etc. and in the event of a drought, water will either be brought from one of the registered commercial dams on the property or bought in tanker loads. All cutting processes will use recycled water.'</i></p>	
17	<p><i>A Stormwater Strategy Report addressing how the stormwater will be managed at site to prevent pollution and possible contamination.</i></p>	<p>It is our submission that a 'closed loop' system, involving the use of 50 litres of water per day, negates the need for the amended application to be informed by a Stormwater Strategy Report as requested.</p> <p>We further submit that that any potential concerns with the management of water associated with the amended proposal could be readily addressed via appropriate conditions of permit, should the amended proposal ultimately be approved.</p>

18	<p>Proposed Buildings/Dust/Noise <i>The letter dated 16/01/25 notes that “all cutting and polishing activities will be conducted within the new shed which will be designed and constructed to ensure noise impacts to all other sensitive land uses do not exceed required levels”. Similarly, within the letter dated 28/05/2025 you have advised that ‘stone cutting process is done in a sealed area’. In addition, within the letter dated 16/01/2025, you have advised that the shed has been designed to ensure that air-borne emissions do not exceed required levels. Please advise how the proposed open sided shed has been designed to contain noise and dust levels to avoid a potential disturbance to the surrounding area?</i></p>	<p>As is detailed on the submitted plans, the newly designed shed housing cutting equipment will be fully enclosed. We note that the nearest sensitive noise receptor is the existing dwelling at 695 Mooleric Road, which is greater than 2 kilometres from that part of the subject site affected by the amended proposal.</p> <p>Given the substantial distance to the nearest sensitive receptor, it is our submission that the proposal is unlikely to detrimentally impact upon the amenity of area.</p> <p>We further submit that that any potential concerns with noise or dust generation associated with the amended proposal could be readily addressed via appropriate conditions of permit, should the amended proposal ultimately be approved.</p> <p>Finally, we enclose written correspondence from the EPA confirming advice that the proposal is not a prescribed activity per Schedule 1 of the Environment Protection Regulations 2021 and does not require permission from EPA.</p>
19	<p><i>Please advise of what dust extraction and noise insulation is proposed to allow for this building to be sealed. Any extraction equipment/plant must be detailed on the plans.</i></p>	<p>No dust extraction equipment is proposed as the use of water in processing eliminates the creation of dust. No noise insulation measures are proposed for the reasons outlined above.</p> <p>Any potential concerns with noise or dust generation associated with the amended proposal could be readily addressed via appropriate conditions of permit, should the amended proposal ultimately be approved.</p>
20	<p><i>I note the shed is not proposed to be enclosed on all sides but contains large openings with no dust extraction/filtration equipment shown on the plans. Please advise whether this is incorrect.</i></p>	<p>As is detailed on the submitted plans, the newly designed shed enclosing cutting equipment will be fully enclosed.</p>
21	<p><i>A dust and noise management plan should be provided to support this application.</i></p>	<p>As noted above, it is our submission that any potential concerns with noise or dust generation associated with the amended proposal could be readily addressed via appropriate conditions of permit, should the amended proposal ultimately be approved.</p>

22	<p>Stone Crushing <i>I note the Planning Report references that “the proposal does not include the crushing of loose stone and therefore does not constitute a high impact activity pursuant to Part (2) of Regulation 55”. I also note that the application documentation has previously advised that stone offcuts would be ‘crushed’ and used to maintain the outdoor storage yard surrounding the shedding. Please clarify this contradiction.</i></p>	<p>We confirm that it is intended to periodically crush a small amount stone off-cuts on site, in order to maintain the existing hard stand area and ensure that it remains fit for purpose. No crushed product is intended to be sold. In relation to the amended application, as detailed on the submitted plans we confirm that the proposed activity area is not located within any mapped areas of Cultural Heritage Sensitivity.</p>
23	<p><i>If stone is proposed to be crushed on site, how will this process be undertaken and where would this occur on the site? This should be annotated on the site plan.</i></p>	<p>The intent is to further cut all offcuts into smaller salable product, which will function to minimize any stone needing to be crushed. All required stone crushing would be undertaken utilizing mobile crushing plant brought to the site on an as needs basis, which is anticipated to be undertaken every 3-4 years based on low amounts of offcuts to be generated. Stone crushing will occur within the shed which will also house the stone for crushing.</p>
24	<p>Fencing <i>Please advise whether the site is to be fenced in any way and if so, please provide details and the location of all fencing. Please note that all proposed fencing should be outside of areas of identified cultural heritage and should aim to exclude these areas from employees and vehicle traffic.</i></p>	<p>As per the submitted amended plans, the site is currently fenced with existing post and wire fencing. Existing fencing is outside of all areas of Aboriginal Cultural Heritage Sensitivity, and act to exclude such areas from employee and vehicular traffic.</p>
25	<p>Cultural Heritage <i>I note the CHMP letter which advises that:</i></p> <p><i>“an appraisal of planning information, and the current development plans, shows that the proposed activity area is not located within a mapped area of cultural heritage sensitivity. Current VicPlan imagery shows that the development activity is to occur outside nearby mapped areas of cultural heritage sensitivity (Figure 1). As a result, a mandatory CHMP will not be required for the proposed activity”.</i></p> <p><i>I would add that if the activity area extends into any areas of cultural heritage sensitivity, which includes the removal of stone from the existing on-site stockpiles, then a Cultural Heritage Management Plan may be required. Please confirm this is also your understanding.</i></p>	<p>In relation to the amended application, we confirm that the proposed activity area is not located within any mapped areas of cultural heritage sensitivity, and the amended proposal does not involve the removal of stone from existing on-site stockpiles.</p>

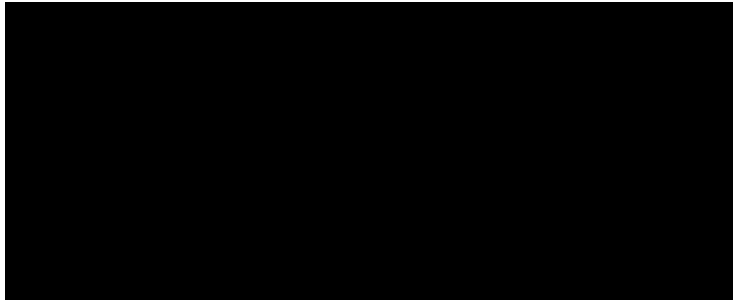
We trust that the above responses, read in conjunction with the appended documentation, provides a clear and complete response to Council's 16 October 2025 request for further information.

I have also attached a number of letters of support for the proposal, which outlines the economic benefits to the local based business.

Should you wish to discuss any aspect of this further information response or the submitted amended application, please do not hesitate to contact the undersigned.

Yours sincerely,

Hansen Partnership Pty Ltd



Senior Associate | **Town Planning**

Item: 6.2

Amendment C131cola - Anomalies Amendment

OFFICER	Sean O'Keeffe
GENERAL MANAGER	Ian Seuren
DIVISION	Community and Economy
ATTACHMENTS	1. C131cola Planning Scheme Anomalies [6.2.1 - 8 pages]

1. PURPOSE

The purpose of this report is to seek approval to commence a planning scheme amendment to the Colac Otway Planning Scheme. The Amendment seeks to remove errors and inconsistencies (or anomalies) and redundant provisions currently in the planning scheme.

2. EXECUTIVE SUMMARY

This Planning Scheme Anomalies Amendment (C131cola) to the Colac Otway Planning Scheme was previously considered by Council at its meeting on the 26 August 2025 where Council resolved to request that the Minister for Planning authorise the preparation and exhibition of Amendment C131cola to the Colac Otway Planning Scheme.

In response to the above resolution and upon seeking authorisation from the Minister for Planning, the Minister's delegate, the Department of Transport and Planning (DTP), raised administrative and process issues regarding several of the individual anomalies identified within the amendment.

Council officers have further reviewed and resolved the list of anomalies and the required information from DTP to accompany the authorisation request. It has been determined that several of the identified sites should be removed from the anomalies list and that two additional sites be added to the list as part of c131cola.

Council officers are now seeking a resolution from Council to resubmit c131cola to the Minister for Planning for authorisation and to commence the exhibition of the amendment.

3. RECOMMENDATION

That Council:

- 1. Notes that it previously considered Amendment C131cola to the Colac Otway Planning Scheme at its 26 August 2025 meeting.**
- 2. Notes that the Department of Transport and Planning, as the Minister for Planning's delegate, has requested additional information regarding Amendment C131cola.**
- 3. Notes that the list of properties included in Amendment C131cola to the Colac Otway Planning Scheme has been amended and updated.**
- 4. Pursuant to section 8A of the Planning and Environment Act 1987, request the Minister for Planning to authorise the preparation and exhibition of Amendment C131cola to the Colac Otway Planning Scheme.**
- 5. Pursuant to section 19 of the Planning and Environment Act 1987, place Amendment C131cola on exhibition for a period of six weeks and write to all concerned landowners and occupiers notifying them of the amendment.**
- 6. Authorises Council officers to make any necessary formatting and administrative corrections or changes to Amendment C131cola documents prior to sending the amendment to the Minister for Planning for authorisation.**

4. KEY INFORMATION

This Planning Scheme Anomalies Amendment (C131cola) to the Colac Otway Planning Scheme was previously considered by Council at its meeting on the 26 August 2025 where Council resolved:

That Council:

- 1. Notes that it resolved at its meeting in April 2025 to request the Minister for Planning to authorise the preparation and exhibition of Amendment C131cola to the Colac Planning Scheme.**
- 2. Authorises officers to include two additional mapping anomalies in Amendment C131cola prior to exhibition and to delete one anomaly that was previously listed, as identified in the attachments to this report.**
- 3. Pursuant to section 8A of the Planning and Environment Act 1987, request the Minister for Planning to authorise the preparation and exhibition of Amendment c131cola to the Colac Planning Scheme.**
- 4. Pursuant to section 18 of the Planning and Environment Act 1987, please Amendment c131cola on public exhibition for a period of 6 weeks**
- 5. Authorises officers to make any necessary minor formatting and administrative corrections to Amendment C131cola documents prior to sending to the Minister for Planning for authorisation.**

After previously submitting c131cola to the Minister for Planning for authorisation in 2025 following Council's resolution, DTP requested further information on several of the 27 sites identified within the amendment.

Key requirements of DTP were as follows:

- The need to consult with land managing government departments and authorities forming part of the amendment prior to the formal public exhibition period.

- Justification of several sites including Council land to be disposed and several of the government owned sites identified within Apollo Bay.
- Clarification on several administrative and processing matter.

In response to this request, officers have contacted all government agencies and authorities whose land is included within this Amendment. It is noted that Council had proposed to formally contact these agencies as part of the exhibition process rather than beforehand. Further, once exhibition commences these agencies and authorities will still be required to be formally notified, along with all other landowners forming part of the amendment.

Some other changes to the list include:

- Barwon Water during the informal consultation process requested that an additional site in Apollo Bay be added to the anomalies list.
- An additional site in Beeac (a residential lot occupied by a private dwelling but zoned for public use) was also identified as part of the Northern Towns Growth Plan project.
- The government owned/occupied sites within Apollo Bay forming part of Council's resolution (26 August 2026) have been removed. DTP advised that the work being undertaken under the Apollo Bay Structure Plan project can consider the application and/or removal of overlays in Apollo Bay as part of its consideration and implementation.

Considering sites have been removed and added to the list of planning scheme anomalies, a further resolution of Council is required to progress to the Minister for Planning.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

This report considers the overarching governance principles and ensures that decisions are made in accordance with relevant legislation and priority is given to achieving the best outcomes for the community, including future generations.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

This amendment will be processed in accordance with the provisions of the *Planning and Environment Act 1987* and relevant Ministerial Directions.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

All planning scheme amendment documentation will be made publicly available. The community would be allowed to make submissions to the amendment and have them heard by an independent Panel appointed by the Minister for Planning if required.

Public Transparency (s58 LGA 2020)

A planning scheme amendment must be processed in accordance with the provisions of the *Planning and Environment Act 1987*. This process includes public consultation and the review of any unresolved submissions by an independent Panel. All amendment documentation would be publicly available as part of the exhibition process, consistent with the relevant planning legislation.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-29:

THEME 1 – PLACE

1.1 – Enliven and beautify our townships and natural environments

THEME 2 – PEOPLE

3.1 – Elevate the efficiency and effectiveness of our Council

3.2 – Make well-informed, transparent decisions for the betterment of the community through best practice governance.

Financial Management (s101 *Local Government Act 2020*)

This amendment would reduce the planning permit load on Council, thus removing costs associated with processing planning permit applications. It would also be of benefit to future land owners by removing the financial burden of applying for a planning permit.

Service Performance (s106 *Local Government Act 2020*)

This amendment would reduce the planning permit burden on the Colac Otway community, particularly with regards to additional costs and fees, as well as building delays.

Risk Assessment

Not applicable.

Communication/Implementation

The Amendment would be formally exhibited for a period of six weeks by way of notice in the Colac Herald and Council website.

Human Rights Charter

No impact.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

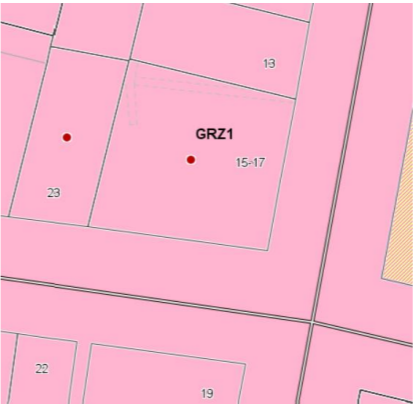








Options





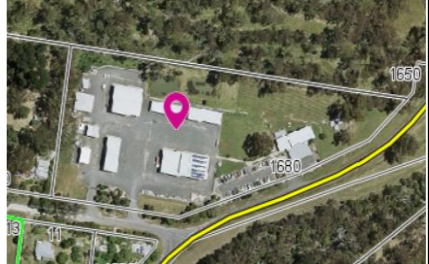

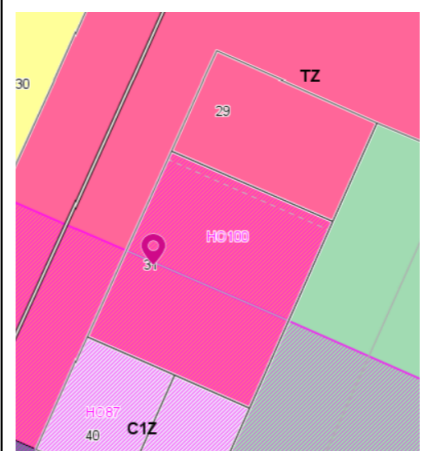



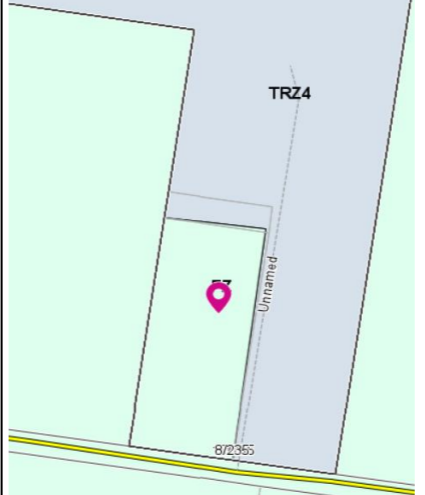


Option 1 – Prepare and exhibit Amendment C131cola to the Colac Otway Planning Scheme.

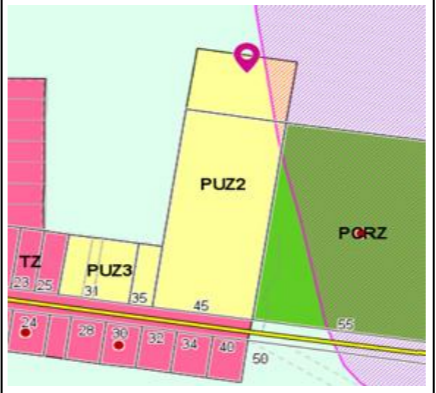

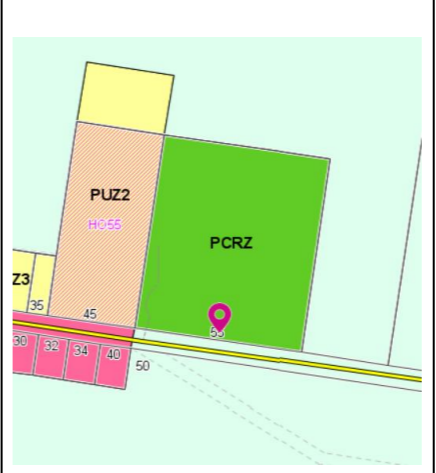
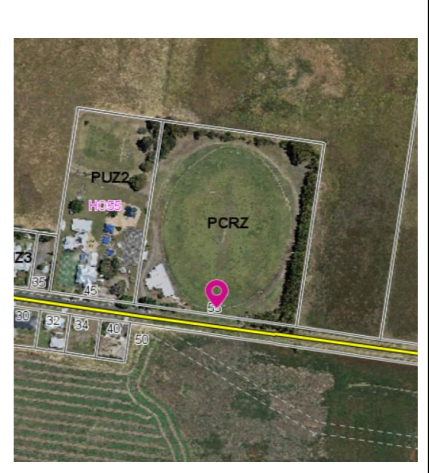


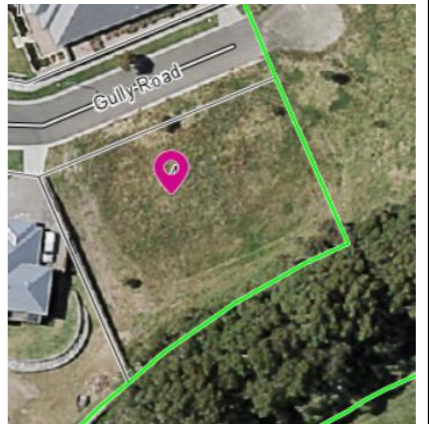
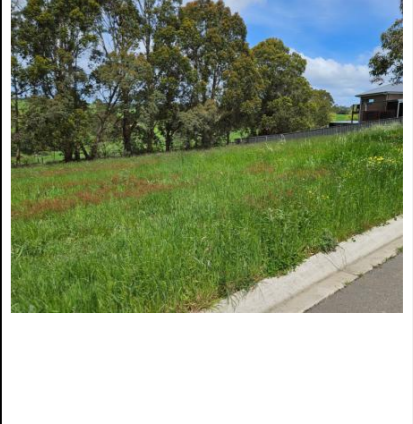



This option is recommended as it would allow the process of amending the Colac Otway Planning Scheme to commence and enable planning anomalies in the Colac Otway Planning Scheme to be corrected.

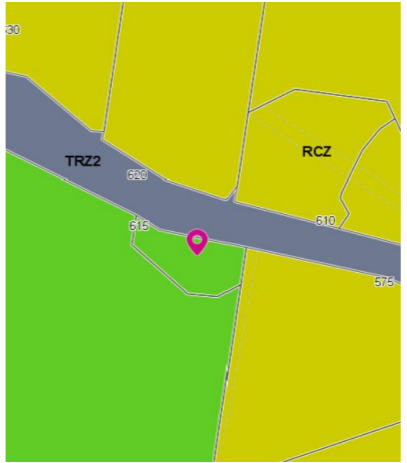
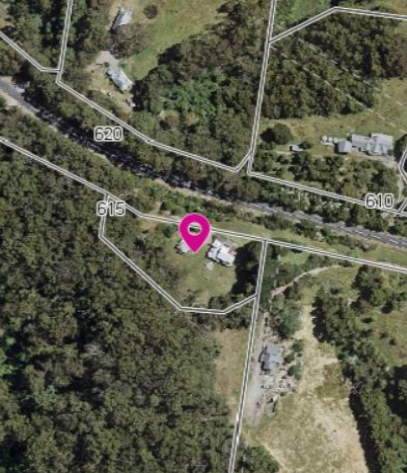


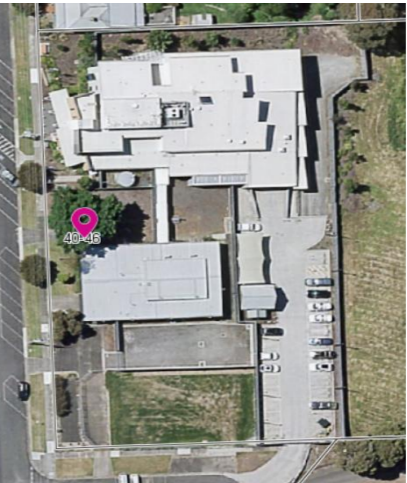

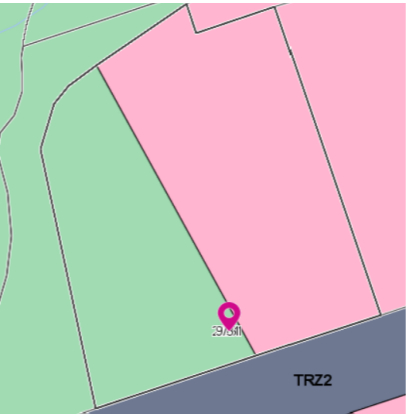
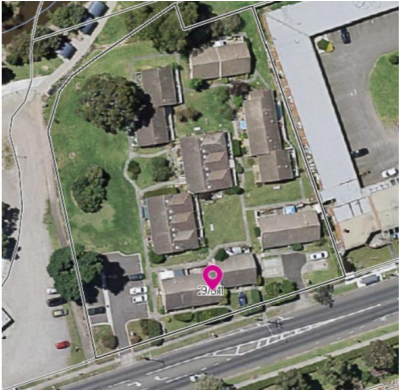

Option 2 – Do not prepare and exhibit Amendment C131cola to the Colac Otway Planning Scheme.


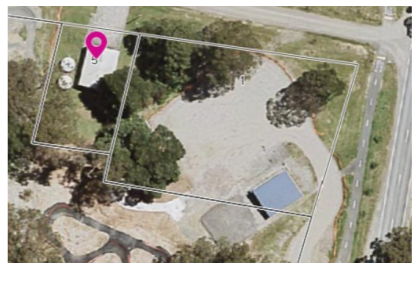

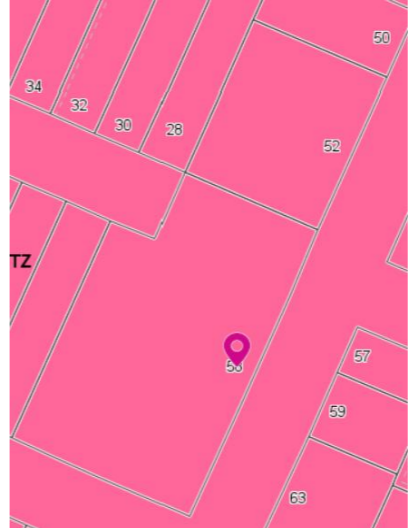
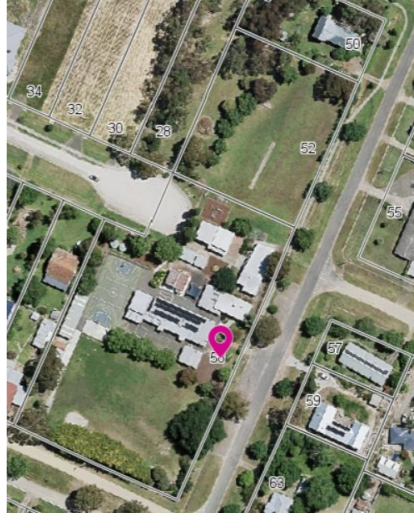

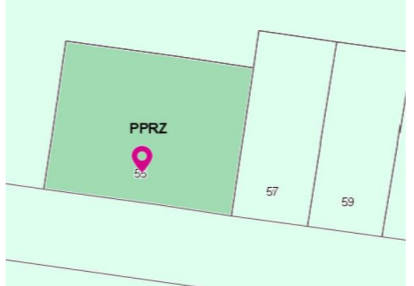


This option is not recommended as it would maintain the status quo, fail to correct identified anomalies in the planning scheme and continue to generate additional unnecessary work for Council and the community due to unnecessary requirements for planning permits.

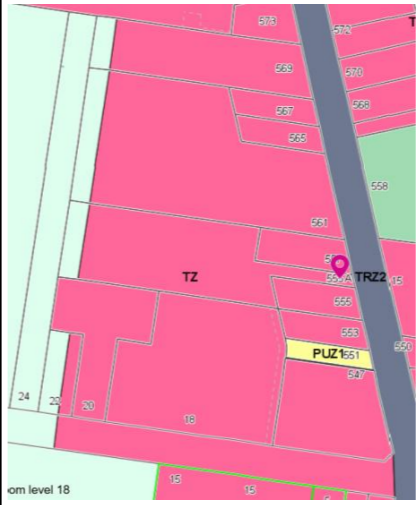

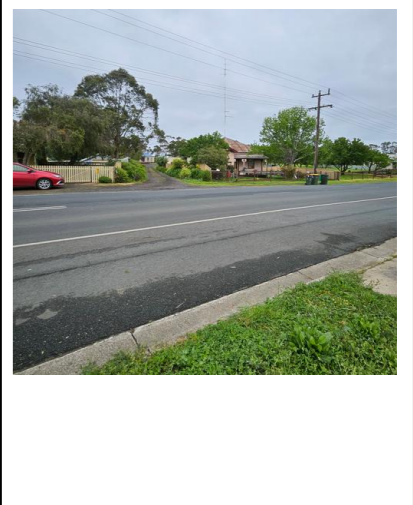
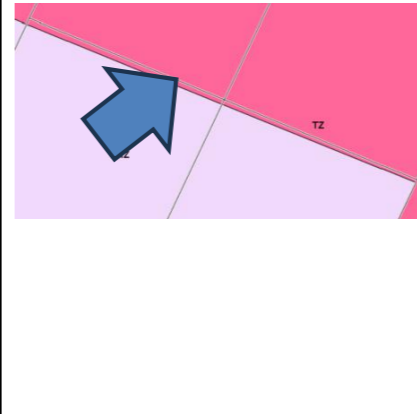


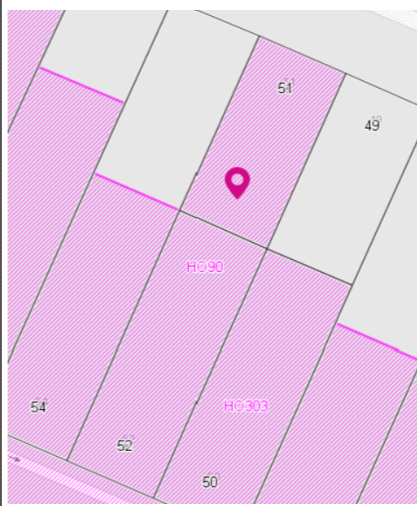


NO.	ADDRESS	PROPOSED CHANGE	REASON FOR CHANGE	SENSITIVE USES	PROPONENT	VIEWS OF RESPONSIBLE AGENCIES	CURRENT PLANNING SCHEME	AERIAL IMAGE	SITE PHOTO
1	15 - 17 Hart Street and 23 Miller Street Colac	Rezoning land from General Residential Zone Schedule 1 (GRZ1) to Public Use Zone 3 (PUZ3) Health and Community	The land is owned by Colac Area Health and is currently occupied by a health centre. The current residential zone does not reflect the land ownership nor the current use. The proposed rezoning correctly identifies the current use, and will allow for the health centre to be extended if required, without the need for a planning permit.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	Colac Area Health does not object			
2	135 Slater Street Elliminyt	Rezoning from Rural Living Zone (RLZ) and General Residential Zone Schedule 1 (GRZ1) to Public Use Zone 2 (PUZ2) Education	The Elliminyt Primary School is owned by the Department of Education and is used for educational purposes. The current Rural Living and General Residential Zones do not reflect the land ownership and ongoing use. The rezoning to a public use education zone will reflect the current land use, will ensure a single zone across the entire school site and will allow for the land to be developed as required for educational purposes, without the need for a planning permit.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The proposed rezoning will allow a Sensitive Use to establish on the land. However, it is noted that the land is currently used for the purposes of a Sensitive use (Primary school) and has been for a number of years. There is a reasonable expectation that the probability of any environmental concerns on the land is low.	Identified by Colac Otway Shire	The Education Department does not object.			
3	1 Polwarth Street Colac and 3 Polwarth Street	Rezoning part of No.3 Polwarth Street from Public Use Zone 2 (PUZ2) Education to General Residential Zone Schedule 1 (GRZ1). Rezoning part of No.1 Polwarth Street from Public Park and Recreation Zone (PPRZ) to Public Use Zone 2 (PUZ2), and rezoning part of the open space reserve at Polwarth Street from Public Use Zone 2 (PUZ2) and General Residential Zone Schedule 1 (GRZ1) to Public Park and Recreation Zone (PPRZ).	No. 1 Polwarth Street is owned by Colac Otway Shire and used as the Colac East Kindergarten. Part of the kindergarten site (the play area, outbuildings and carpark to the north of the main kindergarten building), is included in the public park zone. Part of the PUZ2 also extends into the parkland to the rear of the main kindergarten building and into the private dwelling at abutting No. 3 Polwarth Street. Another part of the rear parkland (directly behind No's. 3 and 5 Polwarth Street) is zoned GRZ1. It is proposed to rezone the land to accurately reflect current land uses, the land tenure and the existing land title boundaries, and to facilitate future development.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The land to be rezoned to a residential zone is a sliver of land that already contains a dwelling.	Identified by Colac Otway Shire	Colac Otway Shire supports the Amendment			

4	41 McLachlan Street Apollo Bay	Delete Heritage Overlay HO18 from 41 McLachlan's Street Apollo Bay.	Heritage Overlay HO18 applies to the land. This Overlay was applied to the former Apollo Bay Masonic Hall site and building, with the hall building noted as having heritage significance. The hall building was destroyed by fire in recent times and the land has since been subdivided into two land parcels. As the heritage building is no longer on the land and the land has been subdivided, the Heritage Overlay should be removed. Council's Heritage Advisor supports the removal of the HO.	No zoning changes are proposed	Identified by Colac Otway Shire	Not applicable			
5	1680 Birregurra Forrest Road Barwon Downs	Rezone land from Township Zone (TZ) to Public Use Zone 7 (PUZ7) Other public use	The site is owned by the Department of Sustainability and Environment and used as a government depot. The land is included in the Township Zone. It is proposed to rezone the land to the Public Use Zone Schedule 7 to reflect its ownership and use and to remove the need for future planning permits at any development stage.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	The Department of Sustainability and Environment does not object			
6	29 and 31 Strachan Street Birregurra	Delete HO100 from 31 Strachan Street Birregurra and insert HO100 on 29 Strachan Street Birregurra	No. 29 Strachan Street Birregurra is occupied by a former Freemasons Hall and is co-owned by Freemasons Victoria and two other private landowners. Heritage Overlay HO100 acknowledges the significance of the hall and of the site. The reference in the Planning Scheme Ordinance is for the Heritage Overlay on No.29 Strachan Street, and so is correct. However, HO100 is incorrectly mapped on the abutting lot at 31 Strachan Street on the Heritage Overlay mapping layer. This abutting land is privately owned and not associated with the Freemasons or the abutting site. The dwelling on the site and the land has no heritage significance in accordance with the relevant heritage citation. The heritage mapping overlay should be deleted on No.31 Strachan Street and applied to No.29 Strachan Street to reflect the Planning Scheme Ordinance and the heritage values of the site.	No zoning changes are proposed	Identified by Colac Otway Shire	Not applicable			 
9	11/235 McKays Road Irrewarra	Rezone land from Farming Zone (FZ) to Transport Zone 4 (TRZ4) Other transport use	The land forms part of Colac airport, and was recently subdivided off a parent agricultural allotment and purchased by Colac Otway Shire to facilitate the economic development of the airport precinct. The airport is being progressively development for airport related businesses. This land parcel was never rezoned from the Farming Zone to the Transport Zone, as previously agreed. A rezoning is required to facilitate the further development and expansion of the Colac airport on airport land, as identified by Council.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	Colac Otway Shire supports the Amendment			

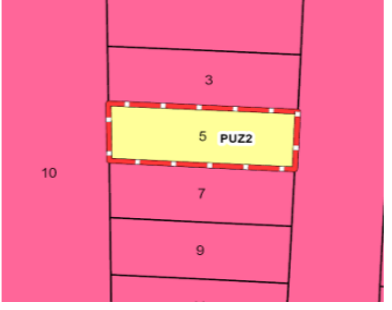


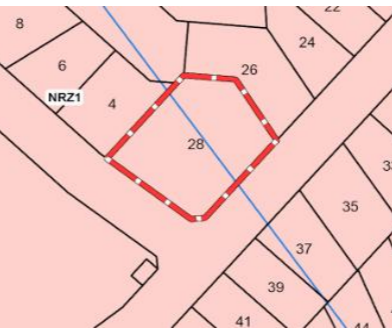

7	20 Main Street Beeac	Rezone land from Public Use Zone 2 Education (PUZ2) to Farming Zone (FZ)	Part of 20 Main Street Beeac, which fronts both Main Street and Lang Street, is zoned Public Use Zone 2 (PUZ2). This portion of land lies directly behind Beeac Primary School. This land is not part of the school site, nor is it owned by the Department of Education. This section of land should be included in the Farming Zone to match the zoning of the balance of the lot at 20 Main Street, and to reflect its private ownership and land use.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The portion of the land to be rezoned to the Farming Zone is already used for agriculture. It is noted that the land is currently zoned for school purposes and the probability of any environmental concerns on the land is low.	Identified by Colac Otway Shire	Not applicable			
8	55 Lang Street Beeac	Rezone land from Public Conservation and Resource Zone (PCRZ) to Public Park and Recreation Zone (PPRZ)	Beeac Recreation Reserve is used for recreational purposes. The land is owned by Colac Otway Shire and is occupied by a community centre and a sports oval. The current zoning of the land is for a public use associated with conservation and resource purposes. The incorrect open space zoning has been applied to the reserve, and it should be rezoned to the PPRZ to reflect its existing development and its use as the Beeac Recreational Reserve.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	Colac Otway Shire supports the Amendment			
9	4 Gully Road Elliminyt	Rezone land from General Residential Zone (GRZ1) Schedule 1 to Public Park and Recreation Zone (PPRZ)	This land forms part of a new residential subdivision in Elliminyt. The land was handed over to Council by the developer as part of the subdivision approval process. The land is zoned residential but is identified and used for open space purposes. The zone should reflect the land ownership and the use of the land.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	Colac Otway Shire supports the Amendment			
10	44 Polwarth and 2B George Street Colac	Rezone land from General Residential Zone Schedule 1 (GRZ1) to Transport Zone 1 (TRZ1) State transport infrastructure	Part of rail reserve along the southern boundary of the rail track is included in the GRZ1. The land should be rezoned to TRZ1 to support the rail operator, its public ownership and current land use, and to match the land title boundary.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	No response			

<p>11</p>	<p>615 Great Ocean Road Apollo Bay</p>	<p>Rezone land from Public Conservation and Resource Zone (PCRZ) to Rural Conservation Zone (RCZ)</p>	<p>The land is freehold land privately owned and contains a single residential dwelling. The land has been included in the abutting conservation zone land (the National Park) and zoned PCRZ. The zoning is incorrect, as a privately owned single dwelling is generally prohibited in the PCRZ. The underlying zoning is Rural Conservation Zone which reflects the zoning of surrounding zones and Council's strategic intent and also allows for a dwelling, subject to a planning process.</p>	<p>The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The portion of the land to be rezoned to the Rural Conservation Zone is already used for a Sensitive use (a residential dwelling) and the probability of any environmental concerns on the land is low.</p>	<p>Identified by Colac Otway Shire</p>	<p>Not applicable</p>			
<p>12</p>	<p>40-46 Queen Street Colac</p>	<p>Rezone part of site from General Residential Zone Schedule 1 (GRZ1) and Public Park and Recreation Zone (PPRZ) to Public Use Zone 7 (PUZ7) Other public use</p>	<p>The site is occupied by the Colac Police Station and Court complex and is owned by the Department of Energy, Environment and Climate Action. Part of the site is included in both residential and open space zones. The zoning boundaries do not match the land title boundaries. The entire justice complex should be rezoned to the Public Use Zone 7 to reflect the land ownership and use and the land title boundaries and also to facilitate any future works or development at the justice complex.</p>	<p>The proposed rezoning will not allow a Sensitive Use to establish on the land</p>	<p>Identified by Colac Otway Shire</p>	<p>Victoria Police do not object</p>			
<p>13</p>	<p>31 Murray Street E East Colac</p>	<p>Rezone part of site from Public Park and Recreation Zone (PPRZ) to General Residential Zone Schedule 1 (GRZ1)</p>	<p>The land is owned by the Department of Families, Fairness and Housing and is used for higher density public housing. Part of the land occupied by dwellings is included in the abutting Council open space zoning. The land should be included in the residential zone to reflect its land use and surrounding zoning and to facilitate any future residential development of the site.</p>	<p>The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The portion of the land to be rezoned to the General Residential Zone is already used for a sensitive use (residential dwellings) and the probability of any environmental concerns on the land is low.</p>	<p>Identified by Colac Otway Shire</p>	<p>Department of Families, Fairness and Housing does not object</p>			

14	5 Rivendell Lane Forrest	Rezone land from Public Conservation and Resource Zone (PCRZ) to Public Use Zone 1 (PUZ1)	The site is owned by the Department of Energy, Environment and Climate Action and is occupied by the Forrest CFA fire station. The land has been included in the abutting conservation zone land zoned PCRZ. The current zoning does not reflect the use of the site. The PUZ1 (Service and Utility) best reflects the government authority land use and development.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	Not applicable			
15	52 and 58 Beal St Birregurra	Rezone land from Township Zone (TZ) to Public Use Zone 2 (PUZ2) Education	The land is occupied by the Birregurra Primary School, which is owned by the Department of Education. The land is included in the Township Zone, which generally triggers planning permit applications for any works at the school. The rezoning of the two land titles to the PUZ2 will reflect the land ownership, its public educational use and will be consistent with the zoning of other government schools in the Colac region.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The proposed rezoning will allow a Sensitive Use to establish on the land. However, it is noted that the land is currently used for the purposes of a Sensitive use (Primary school) and has been for a number of years. There is a reasonable expectation that the probability of any environmental concerns on the land is low.	Identified by Colac Otway Shire	The Education Department does not object.			
16	55 Factory Road Cororooke	Rezone land from Public Park and Recreation Zone (PPRZ) to Farming Zone (FZ)	The site was the former Cororooke Tennis Club, and is owned by Colac Otway Shire. The tennis courts are now redundant (new tennis courts are located elsewhere in Cororooke). The land is no longer required for public recreational purposes and will be disposed of by Council. The underlying zoning is Farming Zone, therefore the zone should revert to the Farming Zone.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The land to be rezoned to the Farming Zone is owned by and was historically used by Council for community and recreational purposes. The probability of any environmental concerns on the land is low. The land will be sold with disclaimers noting that any future owner must undertake their own investigations into the suitability of the land for a sensitive use.	Identified by Colac Otway Shire	Colac Otway Shire supports the Amendment			

17	555A, 561, and 569 Corangamite Lake Road Cororooke and 22 Corunnun Road Cororooke	Rezone land from Farming Zone (FZ) to Township Zone (TZ)	The rear of the lots fronting Corangamite Lake Road and part of a lot fronting Corunnun Road in Cororooke are zoned Farming Zone. The zoning boundary does not match the land title boundaries. Part of each land parcel should be rezoned to the Township Zone to reflect the zoning of the balance of the lot, the land title boundaries and the underlying residential land uses.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The land to be rezoned to a residential zone is a sliver of land across multiple land titles that already contain dwellings. The probability of any environmental concerns on the land is low as the land was historically used for residential purposes.	Identified by Colac Otway Shire	Not applicable			
18	50 & 52 Main Street Birregurra	Rezone parts 50 and 52 Main Street Birregurra from the Township Zone (TZ) to the Commercial 1 Zone (C1Z)	Very minor strip of land (indicated by arrow) along the northern boundary of 50 & 52 Main Street Birregurra is included in the Township Zone. The zoning boundary should match the land title boundary. The sliver of land across both lots should be rezoned to the Commercial 1 Zone to reflect the zoning of the balance of the lot.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The proposed commercial zone may contain residential dwellings however the land in question is a thin sliver of land and the probability of any environmental concerns on the land is low.	Identified by Colac Otway Shire	Not applicable			
19	51 Molesworth Street Birregurra	Delete Heritage Overlay (HO90) from 51 Molesworth Street Birregurra	A Heritage Overlay applies to the lot, which has recently been subdivided off the rear of the lot fronting Main Street (52 Main Street Birregurra). A new dwelling was built on No.51 Molesworth Street in 2022. The lot at 51 Molesworth Street, although still included in the Heritage Overlay, makes no contribution to the Birregurra Main Street Heritage Overlay Precinct. The site also cannot be viewed from Main Street. Other lots subdivided off the rear of Main Street have all had their heritage overlays removed. The Heritage Overlay HO90 on the site is redundant and should be deleted from the lot to reduce any unnecessary planning permit burden.	No zoning changes are proposed	Identified by Colac Otway Shire	Not applicable			

20	309 Great Ocean Road Apollo Bay	Rezone from Rural Conservation Zone (RCZ) to Public Use Zone 7 (PUZ1) Other public use	The land is owned by Barwon Water and is currently used for water supply purposes in Apollo Bay. The land should be rezoned to the PUZ1 (Service and utility) which reflects the public authority land ownership and the ongoing use of the land.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Barwon Water	Supported by Barwon Water			
21	Barwon Downs Wellfield Intake	Delete Environmental Significance Overlay Schedule 3 (ESO3) that covers the redundant Barwon Downs Wellfield Intake Area	Barwon Water has advised Council that it no longer intends to utilise the Barwon Downs Wellfield Intake Area for urban water supply purposes. The water authority has completed decommissioning of the groundwater extraction bores at the Barwon Downs Bore field. The Overlay is now redundant and serves no purpose, and should be removed from the planning scheme to minimise unnecessary planning permit triggers.	No zoning changes are proposed	Identified by Barwon Water	Supported by Barwon Water			
22	96 Moore Street, Colac	Rezone from Public Use Zone 2 (PUZ2) Education to Public Park and Recreation Zone (PPRZ) and delete Design and Development Overlay 9 (DDO9)	The site was a former school site which has been closed for several years. Council intends to use this land as sports fields as part of the Colac West redevelopment. The Public Park and Recreation Zone is the appropriate zone for this use. The DDO9 also applies to part of the site. This Overlay relates to design objectives for land fronting Murray Street. The Overlay is also redundant and should be removed.	The proposed rezoning will not allow a Sensitive Use to establish on the land	Identified by Colac Otway Shire	Colac Otway Shire supports the Amendment			
23	10 Kettles Road, Yeo	Rezone from Public Park and Recreation Zone (PPRZ) to Farming Zone (FZ)	The Council owned Yeo Hall site and adjacent open space are no longer used for community purposes. Colac Otway Shire Council has resolved to dispose of Yeo Hall. Given this, the Public Park and Recreation Zone will no longer be the relevant zoning for the land. Surrounding land is in the Farming Zone, which is the appropriate zone to apply to the land.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The land to be rezoned to the Farming Zone is owned and was historically used by Council for community and recreational purposes. The probability of any environmental concerns on the land is low. The land will be sold with disclaimers noting that any future owner must undertake their own investigations into the suitability of the land for a sensitive use.	Identified by Colac Otway Shire	Colac Otway Shire supports the Amendment			

24	5 Coulston Street Beeac	Rezone from Public Use Zone 2 (PUZ2) Education to Township Zone (TZ)	The site is privately owned and included in the Public Use Zone 2. The land is not linked to any educational use. All surrounding residential land is included in the Township Zone which is the underlying zone and reflects the current land use.	The proposed rezoning has been considered against section 12 of the Planning and Environment Act 1987. The land is to be rezoned to a residential zone and is already used for a residential use and has been for many years. The probability of any environmental concerns on the land is low.	Identified by Colac Otway Shire	Not applicable			
25	28 Overview Crescent Apollo Bay	Rezoning land from Neighbourhood Residential Zone Schedule 1 (NRZ1) to Public Use Zone Schedule 1 (PU1Z) Service and utility	The land is owned by Barwon Water and is currently included in a residential zone. There is an existing water supply tank on the land that is to be commissioned in the near future to supply potable water for the surrounding new residential subdivision. The land should be rezoned to the PUZ1 which reflects the public authority land ownership and the ongoing use of the land.	The proposed rezoning will not allow a Sensitive use to establish on the land	Identified by Barwon Water	Supported by Barwon Water			

Item: 7.1

Project Budget Adjustments and Cash Reserve Transfers

OFFICER	Mikael Blyth
GENERAL MANAGER	Doug McNeill
DIVISION	Infrastructure and Environment
ATTACHMENTS	Nil

1. PURPOSE

To present the project budget adjustments and cash reserve transfers for Council ratification and approval. These budgets are for 2025-26 Capital Works and Operational projects.

2. EXECUTIVE SUMMARY

The project budget adjustments presented in this report relate to the 2025-26 financial year. The report seeks formal approval to adjust project budgets, create new projects where needed, or recognise that some projects are complete and can be formally closed. The report demonstrates good governance and project management practice and provides improved transparency to the community about matters that occur outside of the annual budget cycle.

3. RECOMMENDATION

That Council:

- 1. Approves the project budget adjustment in Table 1 at a net cost of \$167,000.***
- 2. Approves the project budget adjustment in Table 2 at a net cost of \$9,000.***

4. KEY INFORMATION

The following project budget transfers are presented for Council consideration and transparency to the community. Amounts are presented as exclusive of GST as per Council's adopted budget and financial reporting as follows:

- Increases in the project expense budget are presented without brackets.
- Decreases in the project expense budget are presented with brackets.

Council allocates funding to projects through its annual budget or by specific resolution. Where matters arise that require urgent action to address compliance or safety concerns, and the service delivery cannot be reasonably stopped, the Chief Executive Officer may need to approve establishment of a project to address the issue. In these instances, the Chief Executive Officer will advise all Councillors as soon as possible, and the project will be ratified by Council at the next practical meeting through Table 1. The opening balances, at the time of writing this report, before any transfers recommended in this report are considered, are:

- Unallocated Renewal Funds (WO38793): \$2,448,542 (Capital)
- Unallocated Discretionary Funds (WO38810): \$276,014 (Operational)

Table 1 – New projects for Council approval

Project Name	Funding Source	Basis for Variation	Project Allocation (Ex GST)	
			Exp	Income
Speedway Road, Simpson Stabilisation Project	WO38793 – Unallocated Renewal Funds	To carry out emergency roadworks on Speedway Road, Simpson, as the current road condition poses a safety risk to road users.	\$150,000	\$0
Deans Creak Road and Pound Road, Elliminyt - Intersection upgrade with Road Safety Platforms (RSP)	\$461,000 from Supplementary Funding round provided by TAC. \$16,000 Council Contribution from WO38793 – Unallocated Renewal Fund	Installation of road safety treatments at the intersection of Deans Creak Road and Pound Road. Council has been successful attracting a TAC grant under the supplementary round of the State's Safer Local Roads and Streets Program. Council's contribution is \$16,000 towards a total project cost of \$477,000.	\$477,000	\$461,000

From time to time, situations arise whereby initial budgets need to be reconsidered to achieve their planned objectives and project scope. It is important that Council's decisions to adjust project budgets are open and transparent to the community. Therefore, any changes to project budgets or cash reserves are reported in Tables 2 and 3 of this report to demonstrate the diligence and transparency of the organisation's financial management principles.

Table 2 Existing Project budgets requiring adjustment (Capital Projects)

Project Name	Transfers from project account	Transfers to project account	Basis for Variation	Project Budget Adjustment (Ex GST)	
				Exp	Income
Old Cable Station Museum Driveway Renewal	WO 38793 Unallocated Renewal Funds	WO38700 - 2025 - 2026 Capital Works - Apollo Bay Old Cable Station Museum Driveway Renewal	The initial scope of work was limited to the renewal of the car park pavement. However, following excavation of the existing pavement, the contractor identified that the driveway requires an additional 100 mm subbase layer of FCR to ensure the long-term performance of the asphalt. In addition, the removal of a tree stump has resulted in the need to extend the existing retaining walls to maintain stability of the garden bed.	\$9,000	\$0

Table 3 Existing Project budgets requiring adjustment (Operational Projects)

Project Name	Transfers from project account	Transfers to project account	Basis for Variation	Project Budget Adjustment (Ex GST)	
				Exp	Income
Nil					

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

This report contributes to the financial viability by ensuring Council approves and is well informed about the allocation and movement of project funds to achieve the best outcomes for the municipal community.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Not applicable.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Not applicable.

Public Transparency (s58 LGA 2020)

This report contributes to public transparency by ensuring that the allocation and movement of project funds is made available to the community.

Alignment to Plans and Strategies

Council Plan 2025-2029:

Theme 2 - PEOPLE

3.1 - Elevate the efficiency and effectiveness of Council

3.2 - Make well informed decisions for the betterment of the community through best practice governance.

Financial Management (s101 Local Government Act 2020)

This report contributes to financial management principles by recording the allocation and movement of project funds that may impact on the budget, current and future.

Service Performance (s106 Local Government Act 2020)

This report contributes to service performance for project delivery by considering the allocation and movement of project funds for successful project outcomes.

Risk Assessment

There are no identified Workplace Health and Safety implications or identified risks associated with this report.

Communication/Implementation

Implementation of Council's decision will be undertaken by the responsible officers within Council. Project partners and stakeholders will be notified of Council's decision where relevant by the Project Sponsor or Project Manager.

Human Rights Charter

There are no matters identified with this report that impact on human rights as defined in the charter.

Officer General or Material Interest

No officer declared an interest under the Local Government Act 2020 in the preparation of this report.

Options

Option 1 – Approve transfers as per the recommendation.

This option is recommended as the project budgets and cash reserve transfers supports implementation of Council's strategies and/or to respond to statutory obligations or organisational risks.

Option 2 – Not approve transfers as recommended.

This option is not recommended as transfers are necessary to allow ongoing delivery and closure of projects, which have been through a series of governance checks.

Item: 7.2

Public Art EOI – Recommendation for Funding Allocation

OFFICER	Heidi Taylor
GENERAL MANAGER	Ian Seuren
DIVISION	Community and Economy
ATTACHMENTS	Nil

1. PURPOSE

To present the outcomes of the Public Art Expressions of Interest (EOI) process and seek Council endorsement of the preferred artist and a staged delivery approach for public art commissioning.

2. EXECUTIVE SUMMARY

Council undertook an open Public Art Expressions of Interest (EOI) process to identify high-quality public art proposals across Colac Otway Shire. The EOI was intentionally broad rather than site-specific, to test market interest, capability and inform future, more targeted commissioning.

A total of 20 submissions were received, with 15 assessed as compliant. Submissions represented a diverse range of approaches, including murals, sculpture, and community-led concepts. While several proposals demonstrated strong artistic merit, a number were either highly conceptual or lacked sufficient detail to support immediate delivery.

Submissions were independently assessed against Council's weighted criteria, including artistic quality, place-based relevance, delivery readiness, governance, risk and value for money. The evaluation identified Proponent 2 (as listed in the confidential attachment to this report) as the preferred artist, based on the strength of their existing body of work, demonstrated experience, and a well-developed, scalable proposal capable of timely delivery.

Council has an approved public art budget of \$40,000 in 2025-26, with a further \$20,000 allocated in 2026-27.

It is proposed that Council adopt a staged approach to delivery, including proceeding with the preferred artist to deliver a refined public art outcome with an allocation of up to \$20,000 in 2025-26, with scope and final site to be confirmed in collaboration with Council officers to maximise placemaking outcomes and community impact.

The remaining funding will be carried forward into the 2026-27 financial year and combined with the next year's allocation to support a future targeted, site-specific EOI process of approximately \$40,000. This approach responds to learnings from the current round and is intended to encourage more detailed, place-responsive proposals.

3. RECOMMENDATION

That Council:

- 1. Notes the outcomes of the Public Art Expressions of Interest (EOI) process.***
- 2. Endorses Proponent 2 (as listed in the confidential attachment to this report) as the preferred artist for the delivery of a public art project.***
- 3. Approves a staged approach to public art delivery, including:***
 - a. Allocation of \$20,000 from the 2025-26 Budget to deliver a public art project; and***
 - b. Carry forward of the remaining \$20,000 from the 2025-26 Budget into the 2026-27 financial year to support a future targeted Public Art EOI process.***
- 4. Authorises Council officers to work with the preferred artist to refine the project scope and confirm final site selection from the identified locations to maximise placemaking outcomes and community impact.***
- 5. Notes that a further, site-specific EOI process will be undertaken in 2026-27 to support future public art commissioning aligned to identified priorities.***
- 6. Authorises the Chief Executive Officer or delegate to finalise all necessary agreements and approvals to enable delivery of the endorsed public art project.***

4. KEY INFORMATION

- **EOI model:** Open, non-site-specific Public Art Expressions of Interest process.
- **Total compliant submissions:** 15 (from 20 received).
- **Applicant mix:** Individual artists, community groups and organisation.
- **Assessment framework:** Weighted criteria aligned to Council's Public Art Policy.
- **Approved budget (2025-26):** \$40,000
- **Recommended allocation:** \$20,000 (2025-26 delivery)
- **Recommended carry forward:** \$20,000 to 2026-27 for future targeted EOI

EOI Process

The EOI was publicly advertised for a period of 12 weeks, inviting submissions from artists, community groups and organisations for the delivery of public art projects across Colac

Otway Shire. Promotion included Council communication channels, Artshub and direct outreach to relevant networks to encourage broad participation.

The process was intentionally open and not tied to specific sites, enabling Council to test market interest, capability and identify community and sector priorities.

The EOI confirmed strong interest from the sector, but highlighted that more detailed, site-specific proposals are required to support confident delivery and maximise place-based outcomes.

Assessment Methodology

All compliant submissions were independently assessed using a structured, weighted evaluation framework. Assessment criteria included:

- Artistic quality and innovation.
- Relevance to Colac Otway Shire identity.
- Community engagement and impact.
- Public amenity and visitor economy contribution.
- Budget viability and value for money.
- Delivery capability and governance readiness.
- Maintenance and lifecycle considerations.

Assessment outcomes were determined based on consistent scoring across panel members, ensuring a transparent and defensible process.

Assessment Outcome and Proposed Approach

The assessment identified Proponent 2 (as listed in the confidential attachment to this report) as the preferred artist, based on demonstrated experience, strong portfolio, and a well-developed, scalable proposal suitable for delivery.

The EOI confirmed strong interest from the sector, but highlighted the need for more detailed, site-specific proposals to support delivery and maximise place-based outcomes.

A staged delivery approach is recommended to maximise both immediate outcomes and future impact:

- Delivery of a single, refined public art project in 2025-26 (up to \$20,000), with scope and site to be finalised in collaboration with Council to optimise placemaking outcomes.
- Carry forward of the remaining \$20,000 to 2026-27 to support a more targeted, site-specific EOI process informed by learnings from the current round.

Following endorsement, a funding agreement will be executed with the preferred proponent, including defined milestones, approvals and reporting requirements.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

The EOI process and recommended staged delivery approach align with the governance principles by:

- Supporting transparent and accountable decision-making through an open EOI and structured assessment process.
- Delivering community benefit and place-based outcomes through targeted public art investment.
- Promoting community participation and inclusion through artist-led engagement.
- Enabling continuous improvement, with this EOI informing future, site-specific commissioning.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

The proposal aligns with Council's Public Art Policy, supporting equitable, place-based investment in public art.

It also supports delivery of the Council Plan 2025-29, particularly in relation to placemaking, community connection and creative industries.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Environmental impacts are expected to be minimal.

Projects will prioritise durable materials and finishes to reduce maintenance and extend asset life. Opportunities to consider sustainable materials and site integration will be addressed during project development.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

The EOI was publicly advertised, enabling broad participation from artists and community groups.

The selected approach includes targeted engagement during project development, ensuring the final outcome reflects local identity and site context.

Submissions were assessed on the quality and feasibility of proposed engagement, in line with Council's Community Engagement Policy.

Public Transparency (s58 LGA 2020)

The process aligns with public transparency principles through:

- Open and equitable EOI advertising.
- Documented and consistent assessment methodology.
- Clear reporting to support informed Council decision-making.

Project outcomes will be publicly communicated following endorsement.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 1 - PLACE

1.2 - Enhance our community and social spaces and collaborate with communities to deliver healthy and climate resilient environments

Theme 2 - PEOPLE

2.2 - Build greater community connection through social, cultural, and recreational opportunities.

Theme 3 - PROSPERITY

4.3 - Build economic opportunities from local arts, culture, sports, science and technology

5.3 - Increase tourism offerings and investment in Colac Otway Shire through events, products and attractions

Overall, the approach delivers immediate placemaking outcomes while building a stronger pipeline for future investment.

Financial Management (s101 *Local Government Act 2020*)

The proposal is within the approved 2025-26 budget of \$40,000.

A staged approach as follows is recommended:

- \$20,000 allocated to delivery in 2025-26.
- \$20,000 carried forward to 2026-27 and be combined with an additional \$20,000 currently allocated in the draft 2026-27 Budget.

This supports financial prudence, reduces delivery risk, and enables a more targeted future EOI process.

Existing officer resources will support project delivery.

Service Performance (s106 *Local Government Act 2020*)

The approach supports service performance by:

- Delivering accessible, place-based cultural outcomes.
- Ensuring value for money through competitive assessment.
- Embedding continuous improvement via a staged delivery model and future refinement.

Risk Assessment

Key risks relate to project delivery, scope definition, cost certainty and alignment with community expectations.

There is also a risk that site selection or project complexity could impact delivery timelines or outcomes if not clearly defined upfront.

Mitigation measures include:

- Selection of a delivery-ready and experienced artist, reducing design and implementation risk.
- Adoption of a staged delivery approach, with a reduced initial scope (\$20,000) to ensure feasibility and control costs.
- Officer-led refinement of project scope and site selection to maximise placemaking outcomes and manage site-specific constraints.
- Establishment of a formal funding agreement, including clear milestones, deliverables and reporting requirements.
- Application of standard Council governance, approval and project management processes.
- Further risks related to approvals, site conditions or stakeholder expectations will be managed through ongoing oversight, early engagement and clear project scoping.

Overall, the level of risk is considered low and appropriately managed within existing Council frameworks.

Communication/Implementation

Following endorsement, Council will:

- Confirm and contract the preferred artist.
- Refine project scope and site selection.
- Secure required approvals.
- Progress delivery within 2026.

Communications will include:

- Public announcement.
- Stakeholder engagement.
- Project updates via Council communication channels.

A future targeted EOI will be developed for 2026-27 and communicated broadly.

Human Rights Charter

No adverse human rights impacts have been identified.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Options

Option 1 – Endorse the recommended approach (Preferred).

This option is recommended as it endorses the preferred artist and staged delivery model, enabling a low-risk, deliverable public art outcome in 2025-26, while strengthening Council's future commissioning approach through a targeted EOI in 2026-27. The approach balances immediate outcomes with longer-term strategic impact.

Option 2 – Endorse an alternative funding approach with amendments.

This option is not recommended. Changes to the recommended artist, funding allocation or delivery approach may introduce delivery risk, delays and misalignment with the EOI assessment outcomes. Amendments may also require further evaluation and negotiation, impacting timelines and feasibility.

Option 3 – Do not endorse the recommended project(s).

This option is not recommended. It would result in no public art outcome from the current EOI process, despite budget availability, significant officer resourcing and stakeholder interest. It would also delay delivery, reduce program momentum, and limit Council's ability to achieve its placemaking, community engagement and cultural development objectives.

Item: 7.3

Draft Economic Development Framework – Public Exhibition

OFFICER	Heidi Taylor
GENERAL MANAGER	Ian Seuren
DIVISION	Community and Economy
ATTACHMENTS	1. Colac Otway Economic Development Framework FOR EXHIBITION [7.3.1 - 26 pages]

1. PURPOSE

To present the draft Economic Development Framework to Council and seek endorsement to release the document for public exhibition, seeking community and stakeholder feedback.

2. EXECUTIVE SUMMARY

This report presents the draft Economic Development Framework (Framework) for the Colac Otway Shire and seeks Council endorsement to release the document for public exhibition.

The framework represents a shift from a traditional Economic Development Strategy to a long-term, principles-based approach, designed to guide economic growth, investment attraction and decision making across Council. It establishes a whole-of-Council approach, aligning strategic direction, planning, infrastructure, advocacy and service delivery to support coordinated and sustainable economic outcomes.

Development of the framework has been informed by extensive engagement with local businesses, industry stakeholders, regional partners and government agencies. This engagement consistently identified that addressing foundational constraints to growth – particularly workforce, housing, infrastructure, planning and investment readiness – is critical to achieving meaningful and sustained economic change.

In response, the Framework adopts a 10-year strategic horizon, supported by a staged approach to delivery. It focuses on the key conditions required to enable growth, rather than a broad set of disconnected actions, and provides a clearer basis for prioritisation, sequencing and decision making over time.

A detailed implementation and action plan will be developed following exhibition and adoption to guide delivery across short, medium and longer term horizons. This will include timebound actions and clear reporting and will be used to support ongoing monitoring and regular Council updates. The action plan will be finalised and published alongside the adopted framework, following consideration of community and stakeholder feedback.

The Framework is intended to support Council in:

- Assessing investment and funding opportunities;
- Guiding business planning and resource allocation; and
- Strengthening advocacy and partnership activity.

Subject to Council endorsement, the draft Framework will be released for public exhibition, providing the community and stakeholders with an opportunity to review and provide feedback prior to finalisation and adoption.

3. RECOMMENDATION

That Council:

- 1. Approves the draft Economic Development Framework for public exhibition for a minimum period of six (6) weeks, in accordance with Council's Community Engagement Policy.***
- 2. Notes that Council will provide the opportunity for submitters to be heard, either in person or via a nominated representative, at a Submissions Committee meeting prior to Council considering the final Economic Development Framework.***
- 3. Notes that a further report will be presented to Council following the exhibition period to consider community and stakeholder feedback and seek endorsement of the final Economic Development Framework.***

4. KEY INFORMATION

Background

Colac Otway Shire is experiencing ongoing economic change driven by factors including workforce availability, housing supply, infrastructure capacity and broader regional trends. These factors influence the ability of local businesses to grow and for new investment to occur.

Council's previous economic development work identified a broad range of priorities; however, feedback from businesses, stakeholders and Councillors highlighted the need for a more focused and prioritised approach, aligned to local capacity and delivery.

In response, Council has developed a refreshed draft Economic Development Framework, providing a clearer and more practical basis to guide economic decision making.

Consultant

Urban Enterprise was engaged by Council to prepare an Economic Development Framework. Council officers have worked closely with Urban Enterprise throughout the process to shape the approach, strengthen engagement and refine the strategic direction.

Urban Enterprise brings experience in regional and diverse economies, supporting a framework that reflects both local conditions and broader economic context.

Economic Development Framework

The draft Economic Development Framework represents a shift from a traditional strategy to a long-term, principles-based approach to guide economic growth, investment attraction and decision making across the Shire, aligned with the Council Plan and broader strategic priorities.

It establishes a whole-of-Council approach, aligning strategic direction, planning, infrastructure, advocacy and service delivery to support coordinated economic outcomes.

The draft Framework is informed by consistent feedback that addressing key constraints – particularly workforce, infrastructure, planning and investment readiness – is essential to enabling sustainable growth.

It adopts a 10-year horizon with a staged approach to delivery, providing a stronger basis for prioritisation and sequencing rather than a broad set of actions delivered concurrently.

Engagement and Evidence Base

The draft Framework is informed by extensive engagement and analysis, including:

- Place based engagement sessions across Colac, Forrest and Apollo Bay.
- Direct engagement with over 120 local businesses.
- Targeted engagement with regional bodies, State agencies, industry stakeholders, Councillors and Council Executive.

Key themes that informed the draft Framework include:

- Structural constraints limiting growth (workforce, housing, serviced land and infrastructure).
- The importance of investment readiness over promotion alone.
- The need for clearer prioritisation, sequencing and transparency in Council's role.
- A stronger economic identity and investment narrative.

Framework Structure

The draft Framework is structured around:

- A long-term vision.
- A lead (enabling) pillar, focused on foundational conditions for growth.
- Supporting pillars identifying where growth is realised.
- A staged approach to delivery.

It distinguishes between:

- **What enables growth** (workforce, infrastructure, planning and investment readiness); and
- **Where growth occurs** (industry, visitor economy and community outcomes).

Implementation Approach

A separate implementation and action plan will be developed following exhibition and adoption. This will outline timebound, sequenced actions across short, medium and longer term horizons.

Progress will be reported to Councillors through regular Economic Development updates providing visibility of delivery, supporting monitoring and enabling ongoing prioritisation.

The Framework will ultimately guide Council decision making in:

- Assessing projects and funding opportunities;
- Business planning and resourcing; and
- Advocacy, partnerships and investment attraction activities.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

The draft Economic Development Framework is consistent with the overarching governance principles of the *Local Government Act 2020*. It supports transparent and lawful decision making, promotes long-term economic, social and environmental sustainability, and prioritises achieving the best outcomes for the Colac Otway community.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

The draft Economic Development Framework aligns with the Council Plan 2025-29 and supports Council's strategic objectives relating to economic growth, investment attraction, employment and community wellbeing. The report has been prepared in accordance with the *Local Government Act 2020* and supports Council's obligations relating to strategic planning, governance and decision making.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

The draft Framework supports long-term economic, social and environmental sustainability by promoting investment that aligns with local capacity and sustainable growth outcomes. There are no direct environmental impacts arising from public exhibition of the draft Framework. Environmental matters will be managed through implementation and statutory processes.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

The draft Framework has been informed by extensive engagement undertaken in February 2026, including publicly advertised place-based sessions held across Colac, Forrest and Apollo Bay, providing accessible opportunities for community and business participation.

In addition to these sessions, an online public survey was made available to seek broader community input. Targeted engagement was also undertaken with over 120 local businesses, industry stakeholders, regional partners, State agencies, Councillors and Council Executive to ensure a broad and representative evidence base.

The engagement process had a clear purpose and scope, provided participants with relevant information, and directly informed the development, structure and priorities of the draft Framework.

Subject to Council endorsement, the draft Framework will be released for public exhibition, providing an opportunity for community and stakeholder feedback prior to final adoption.

Public Transparency (s58 LGA 2020)

The draft Economic Development Framework supports Council's public transparency obligations by ensuring decision making processes are open, accessible and clearly communicated to the community.

The draft Framework will be presented to Council at an open meeting and, subject to endorsement, released for public exhibition, enabling community access, understanding and input.

The draft Framework improves transparency by clearly articulating Council's approach to economic development, priorities and decision making, while any confidential information will be managed in accordance with legislative requirements.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 3 - PROSPERITY

4.1 - Attract business and government investment to stimulate industry and business growth

4.2 - Protect and leverage our traditional agricultural and manufacturing industries to create new economic opportunities, preparing for and responding to changes to the natural environment

4.3 - Build economic opportunities from local arts, culture, sports, science and technology

4.4 - Work with key partners to improve the employability of our residents based on the opportunities and networks available

5.1 - Facilitate growth and diversification of the visitor economy to increase visitation, length of stay and employment outcomes

5.2 - Enhance promotion of Colac Otway Shire as a destination

5.3 - Increase tourism offerings and investment in Colac Otway Shire through events, products and attractions

5.4 - Improve tourism infrastructure that leverages our natural tourism and recreation assets

The draft Economic Development Framework directly supports **Theme 3 – Prosperity** of the Council Plan 2025-29 by providing a coordinated, long-term approach to economic growth, investment attraction and employment outcomes.

The draft Framework aligns with Council Plan priorities by:

- Supporting the attraction of business and government investment (4.1).
- Strengthening agriculture and manufacturing and supporting diversification (4.2).
- Enabling opportunities across arts, culture and innovation (4.3).
- Supporting workforce development and employability (4.4).
- Facilitating growth and diversification of the visitor economy (5.1–5.3).
- Supporting improved tourism infrastructure and investment (5.4).

The draft Framework provides the strategic structure to prioritise, sequence and deliver these outcomes over time.

Financial Management (s101 Local Government Act 2020)

There are no immediate financial implications arising from endorsement of the draft Economic Development Framework for public exhibition. The draft Framework is strategic in nature and does not commit Council to specific expenditure or funding allocations.

Future actions arising from the Economic Development Framework will be considered through Council's annual business planning and budget processes, ensuring alignment with Council's financial policies and prudent management of resources and financial risk.

Service Performance (s106 *Local Government Act 2020*)

The draft Economic Development Framework supports improved service performance by providing clearer strategic direction, prioritisation and coordination of Council's economic development activities.

The draft Framework promotes equitable, accessible and responsive service delivery by guiding how Council engages with businesses, investors and the community, and supports continuous improvement through monitoring and staged implementation.

There are no direct changes to service delivery arising from endorsement of the Framework at this stage.

Risk Assessment

Key risks associated with the draft Framework relate to community and stakeholder expectations, delivery constraints and changing economic conditions. These include expectations of short-term outcomes, reliance on external investment and funding, and Council's capacity to deliver initiatives over time.

There is also a risk that, without clear communication, the Framework may be interpreted as a commitment to deliver all outcomes simultaneously, rather than as a long-term, staged approach to economic development.

These risks are mitigated through the draft Framework's staged implementation approach, clear articulation of Council's role and influence, alignment with business planning and budget processes, and ongoing monitoring and reporting to Council. The public exhibition process will also provide an opportunity to manage expectations and incorporate community feedback prior to final adoption.

Communication/Implementation

Subject to Council endorsement, the draft Economic Development Framework will be released for public exhibition, supported by clear communication outlining the purpose, priorities and timeframes of the draft Framework.

Following the exhibition period, feedback will be reviewed and incorporated into a final Framework for consideration at a future Council meeting.

Implementation will be guided by a separate action plan, outlining staged, time-bound actions across short, medium and longer-term horizons and integrated into Council's annual planning and reporting processes.

The draft Framework will be exhibited for a period of 6 weeks, with feedback closing the end of June 2026.

Human Rights Charter

No impact.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Options

Option 1 – Approve the draft Economic Development Framework for public exhibition.

This option is recommended as it enables the draft Framework to be released for public exhibition, providing the community and stakeholders with an opportunity to review and inform the final document. The draft Framework has been developed through extensive engagement and analysis, and this step ensures transparency and supports a robust, informed basis for final adoption.

Option 2 – Approve the draft Economic Development Framework for public exhibition with amendments.

This option is not recommended as the draft Framework has been developed through a comprehensive process, including engagement with businesses, stakeholders, Councillors and Council officers. Amendments at this stage may disrupt the internal consistency of the draft Framework and limit the ability to test the full strategic approach through public exhibition. Any refinements are more appropriately considered following community feedback.

Option 3 – Do not approve the draft Economic Development Framework for public exhibition.

This option is not recommended as it would delay progression of the Framework, limit opportunities for community and stakeholder input, and impact Council's ability to progress a clear and coordinated approach to economic development, investment attraction and decision making.



Colac Otway Economic Development Framework 2026-2036

Final Draft Report

Prepared by Urban Enterprise for Colac Otway Shire Council

May 2026

www.urbanenterprise.com.au

Acknowledgment of Country

We acknowledge the traditional custodians of the land on which our work is based and pay our respects to their Elders past and present. We extend that respect to all First Nations people.

Report Acknowledgments:

The Colac Otway Economic Development Framework 2026-2036 was prepared by Urban Enterprise in collaboration with Colac Otway Shire Council. The report was authored by Jonathan Rochwerger (Urban Enterprise).

Version Control

Issue:	Date:	Description:	Reviewed:
01	25 April 2026	Draft Report	JR
02	14 May 2026	Revised Draft Report	JR
03	18 May 2026	Final Draft Report	JR

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Attachment 7.3.1 Colac Otway Economic Development Framework FOR EXHIBITION

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Our Economic Development Framework

The Colac Otway Economic Development Framework sets out how Council will support jobs, local businesses and investment across Colac Otway over the next 10 years.

Economic Development Vision

Colac Otway will be a confident, investment-ready regional economy - growing jobs and prosperity by enabling industry, workers, residents and visitors to thrive – as well as strengthening value-adding industries and building resilient, liveable towns for future generations.

The framework provides direction through a set of strategic pillars and goals, to be implemented and achieved over a 10-year horizon.

Strategic Pillars and Goals

LEAD STRATEGIC PILLAR	
	<p>Pillar 1: Enabling Economic Growth and Development <i>Ensure Colac Otway Shire has the investment-ready land, co-ordinated infrastructure, targeted investment attraction and skilled workforce required to unlock growth, support industry expansion and create local jobs</i></p>
Goals	<p>Goal 1: Investment Readiness and Facilitation Goal 2: Targeted Investment and Development Goal 3: Strengthen Skills Development and Training Pathways</p>
SUPPORTING STRATEGIC PILLARS	
	<p>Pillar 2: Productive and Resilient Industrial Economy <i>Reinforce Colac Otway’s strengths in manufacturing and agribusiness (inc. food and fibre) to ensure local industries remain competitive and generate economic and employment outcomes for the Shire</i></p>
Goals	<p>Goal 4: Advanced and Innovative Food and Fibre Goal 5: Increased Local Value Capture Goal 6: Industry Resilience and Adaptability</p>
	<p>Pillar 3. Sustainable Visitor Economy Growth <i>Build on the Shire’s strong tourism profile, anchored by the Great Ocean Road and natural assets, to create a more sustainable and high-value visitor economy that safeguards key environmental assets for future visitors and disperses the economic benefits of tourism year-round across the Shire.</i></p>
Goals	<p>Goal 7: A Higher Value Visitor Economy Goal 8: Sustainable Visitor Destination</p>
	<p>Pillar 4. Inclusive Growth and Community Prosperity <i>Support a place-based and inclusive approach to economic development ensures residents across all townships can access economic and employment opportunities – promoting wellbeing and shared prosperity – through skills development, as well as provision of housing, services and amenity</i></p>
Goals	<p>Goal 9: Attract and Retain Local Workers Goal 10: High-Amenity Communities</p>
	<p>Pillar 5. Business Engagement and Support <i>Establish strong relationships with local businesses and business networks across the Shire enable Council to respond to local needs, reduce barriers, and foster a supportive operating environment – promoting business confidence, retention, and growth</i></p>
Goals	<p>Goal 11: Strong Business Engagement and Networks</p>
	<p>Pillar 6. Leadership and Partnerships <i>Deliver coordinated leadership and collaboration across government, industry and community stakeholders, strengthening Council’s position and realise growth opportunities</i></p>
Goals	<p>Goal 12: Coordinate Economic Development Priorities Goal 13: Advocate and Promote Colac Otway’s Economic Role and Identity</p>

Framework Outcomes

Council plays a lead role in enabling and supporting economic outcomes for Colac Otway through this framework, which is influenced through partnerships with key stakeholders, attracting private and public investment, as well as broader market conditions. The intended outcomes will benefit businesses, residents, workers and visitors to the Shire¹.

<ul style="list-style-type: none">✓ Attract new business✓ Retain existing business✓ Encourage the growth of existing business✓ Attract investment✓ Diversify the economy✓ Improve and align local skills	<ul style="list-style-type: none">✓ Retain the population✓ Grow the population✓ Attract visitors and support tourism the industry✓ Increase employment opportunities✓ Improve quality of life for residents✓ Increase global activity
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¹ Source: Performance Measurement Toolkit for Economic Development, Economic Development Australia, 2021

1. Our Approach to Economic Development

Colac Otway Shire Council has prepared a ten-year *Economic Development Framework 2026-2036*, which will provide direction for guiding inclusive and sustainable economic growth across the Shire.

Economic Development Principles

Council’s approach to local economic development aligns with the World Bank definition:

“To build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation.”

This is supported by four overarching principles that provide a more holistic, integrated and contemporary approach for economic development.

1. **Wellbeing and liveability are at the heart of economic development**
2. **Growth should reflect the identity, character and needs of the community**
3. **Collaboration and partnerships are key for broader representation, buy-in and implementation**
4. **Successful economic development needs to be sustainable, inclusive and have a long-term focus**

The Role of Council

Local Governments have an important role to play in supporting and achieving economic development outcomes.

Leadership	Providing strategic direction and resourcing for a Council-led program, initiative and/or funding commitment that delivers economic benefits to the community and local businesses.
Advocacy	Representing local interests to state and federal governments, industry, and investors to secure funding, policy support, infrastructure, and opportunities that benefit the local economy
Planning	Creating the policy, regulatory, and planning environment that promotes economic activity through business operations and investment facilitation.
Collaboration	Working in partnership with businesses, industry, government and/or community groups to leverage resources, share knowledge, and deliver joint economic initiatives.
Engagement	Actively communicating with and involving the community, businesses, and stakeholders to understand needs, build support, and ensure economic development initiatives are inclusive and locally relevant

Source: Performance Measurement Toolkit for Economic Development, Economic Development Australia, 2021

These roles, which are undertaken in collaboration with government, industry and community partners, influence framework delivery as outlined in the Action Plan.

These activities are delivered through a range of levers and functions undertaken across Council departments, which requires a holistic, whole-of-government approach that is achieved through an overarching economic development framework.

Framework Preparation

The framework was prepared through a strategic, collaborative and evidence-based process.



This provides a mix of qualitative and quantitative data to help identify realistic and priority framework actions, as well as a framework to monitor progress and framework outcomes.

2. Stakeholder Contributions

This Framework was informed by contributions from government, industry and community stakeholders. This provided strategic insights into the regional and localised priorities for economic development across the Shire, to support the desired outcomes of key partners.

Stakeholder Engagement Summary

The following stakeholders were engaged through a combination of workshops, interviews and online surveys as part of the framework development process.

Table 1. Stakeholder Engagement Summary

Stakeholder Group	Representatives
Council	Council Officers Councillors
Industry and Government	Health <ul style="list-style-type: none"> - Colac Area Health Foundation - Barwon Health Education, Research & Employment <ul style="list-style-type: none"> - South West TAFE Government Agencies <ul style="list-style-type: none"> - Great Ocean Road Coast and Parks Authority (GORCAPA) - Great Ocean Road Regional Tourism (GORRT) - Department of Energy, Environment and Climate Action of Victoria (DEECA)
Community and Business	Colac Community Apollo Bay Community Forrest Community

Stakeholder Engagement Insights

Stakeholders identified the following aspirational objectives and outcomes to be achieved through the Economic Development Framework, to meet the needs of local and regional partners.

- **Foster business establishment, growth and development** through Council support for small enterprises and large organisations, ensuring there are sufficient services and retail offerings to address service gaps and reduce expenditure leakage to surrounding urban centres.
- **Attract and enable investment** through proactive investment attraction, activation of industrial and commercial land and obtain funding for enabling infrastructure.
- **Support population attraction and retention** by increasing opportunities to live and work locally across Colac as well as smaller rural and coastal communities.
- **Improve accommodation supply and quality**, including worker housing to help meet industry needs, as well as commercial visitor accommodation to support the visitor economy and encourage overnight stays.
- **Enhance liveability, wellbeing and social outcomes** through provision of services, housing, community facilities, as well as improving public places and spaces to encourage utilisation and spend in key precincts.
- **Develop a high-value and more sustainable visitor economy** that attract new visitors, encourages visitor spend (through product development) and disperses visitors across the Shire, whilst balancing conservation of key environmental assets.
- **Strengthen education, skills and workforce pathways** to provide employment opportunities for residents and meet industry needs, particularly for key sectors such as agriculture, manufacturing and health.

3. Our Framework and Policy Influences

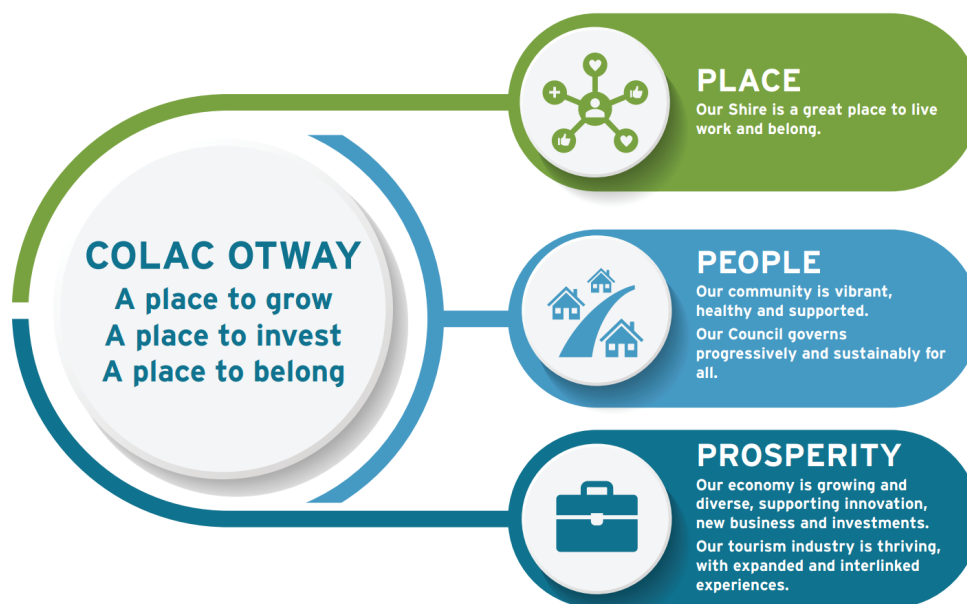
The Framework directions and actions are influenced by local, as well as broader regional, state and national policies, ensuring alignment of outcomes and objectives across levels of government.

The Economic Development Framework contributes to the Colac Otway Shire Council Plan 2025-2029 and has been designed to support the Council vision:

“Colac Otway is a thriving regional hub where residents prosper, business find opportunity and visitor stay longer.”

The Council vision is guided by the following strategic objectives regarding *place, people and prosperity*, which encompasses the key elements of the economy. These objectives are supported and underpinned by this framework.

Figure 1. Colac Otway Shire Council Plan – Strategic Objectives



Source: Colac Otway Shire Council, Council Plan 2025

The framework is also influenced by a suite of other local, regional and government documents, ensuring strategic alignment with broader priorities and policies. This includes various themes that impact economic development, including *community, environmental sustainability, infrastructure, housing* and the *visitor economy*.

Table 2. Supporting Strategic Documents

Document	Themes
Colac Otway Shire Documents	
Council Plan 2025-2029	Community, Governance, Economy, Visitor Economy
Community Vision 2050	Community
Creative Colac Otway Arts and Culture Strategy 2018-2022	Arts and Culture, Community Infrastructure
Environmental Sustainability Strategy 2023-2033	Environment
Climate Change Action Plan 2023-2033	Environment, Climate Action and Resilience
Gender Equality Action Plan 2022-2026	Community, Social Cohesion and Inclusion
Asset Plan 2025-2035	Infrastructure
Financial Plan 2025-26 to 2034-35	Financial Management
Social Housing Plan 2021-2024	Housing
Advocacy Priorities 2026	Advocacy, Infrastructure
Regional Documents	
Barwon Regional Economic Development Strategy 2022	Economic Development
Visitor Economy Plan for the Great Ocean Road Region: 2024-2035 Destination Management Plan	Visitor Economy
Apollo Bay Destination Action Plan 2018-2020	Visitor Economy
Colac Destination Action Plan 2020-2025	Visitor Economy
Victorian Government Documents	
Plan for Victoria 2025	Strategic Planning, Housing, Infrastructure
Department of Jobs, Skills, Industry and Regions Strategic Plan 2023-2027 (2025 Update)	Economic Development, Productivity
Victoria's Housing Statement 2024-2034	Housing
Great Ocean Road Strategic Framework Plan 2024	Visitor Economy, Sustainable Tourism
Experience Victoria 2033	Visitor Economy
Victoria's Economic Growth Statement 2024	Economic Development, Productivity
Victoria's Infrastructure Strategy 2025-2055	Infrastructure, Climate Change, Productivity, Housing
Strong, Innovative, Sustainable: A New Strategy for Agriculture in Victoria 2020	Agriculture, Industry Development

Source: Various, compiled by Urban Enterprise, 2026

4. Our Region

Colac Otway Shire has a diverse geography and multi-faceted economy, with varied communities, industries and assets that contribute to the economy and development of the region.

About the Shire

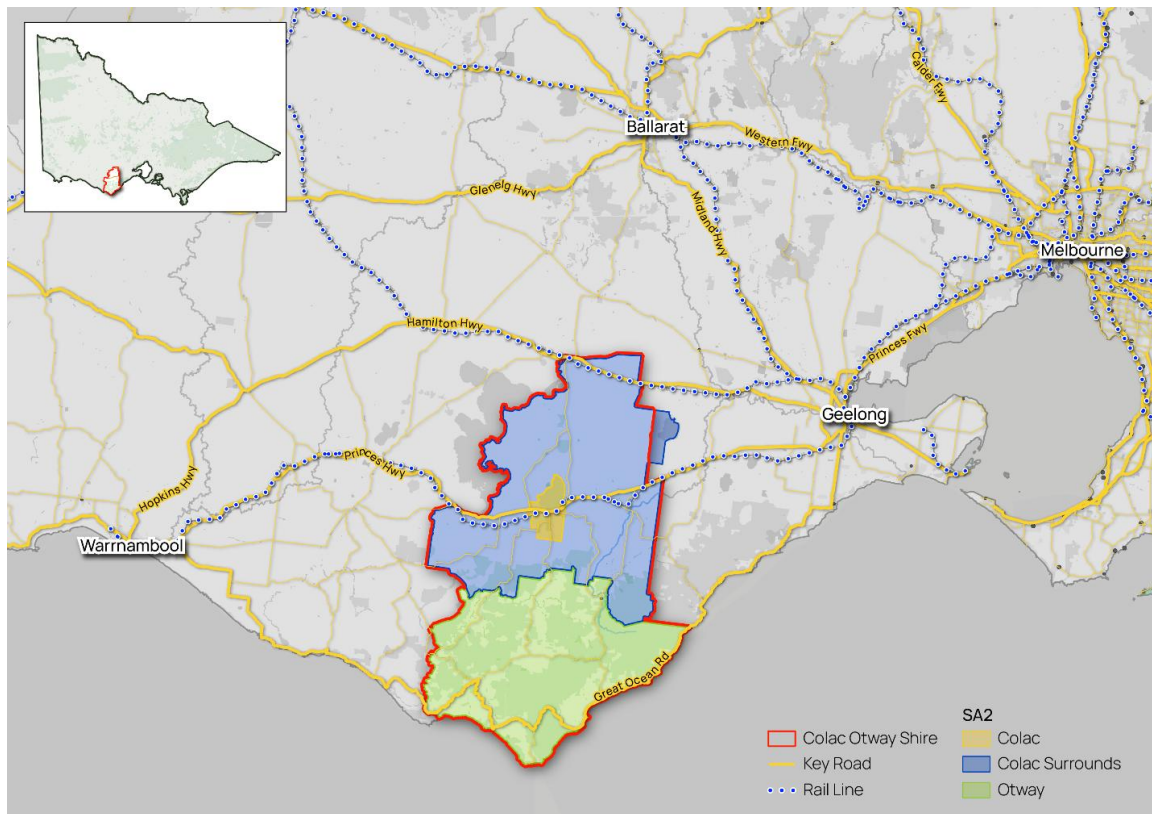
Colac Otway Shire, which is in South-Western Victoria, is positioned between the regional cities of Geelong, Ballarat and Warrnambool, and located less than two-hours' drive west of Melbourne. The Shire has a diverse geography, with a mix of coastal areas, as well as forested and rural hinterland, which contributes to primary industry and tourism (amongst other industries). It is also supported by the key service and population centre of Colac, together with a network of smaller rural and coastal townships that provide amenity and support residents, workers and visitors.

The Shire is well-connected to major markets via a combination of road and rail transport networks, including the Princes Highway and Great Ocean Road. This offers efficient access to Melbourne and Geelong – as well as its domestic and international transport and freight networks – supporting trade, visitor flows, resident and commuter access.

Sub-Regional Snapshot

The Shire is made up of three unique and distinct sub-regions that captures the diversity across communities and industry – including **Colac**, **Colac Surrounds**, and **Otway**. The attributes and trends for the sub-regions provides localised context, informs the opportunities and future directions of the framework. This helps identify variations across the municipality with regards to localised strengths, barriers to growth and economic opportunities.

Figure 2. Colac Otway Shire Locational Context



Source: Urban Enterprise, 2026

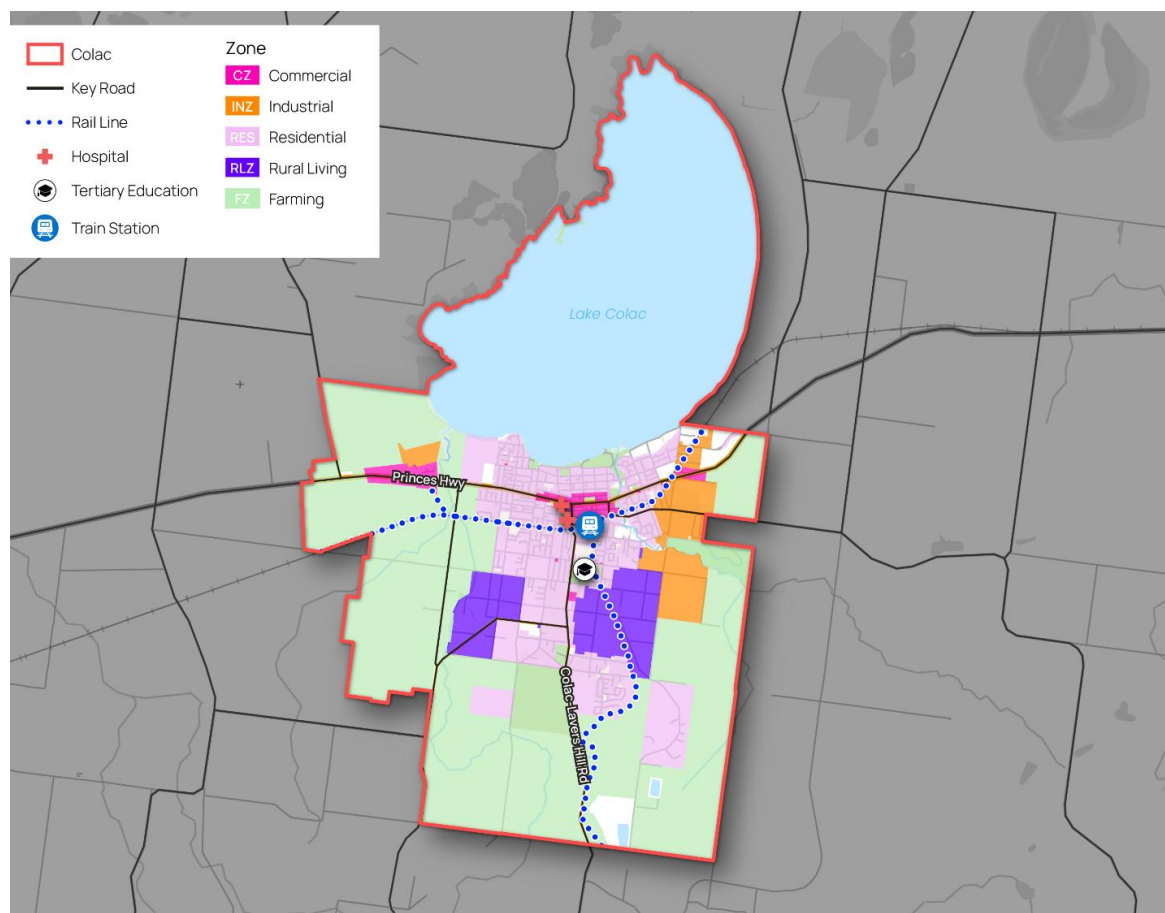
Colac Sub-Region: Primary service centre and economic hub

Colac is the primary economic, population industrial and service centre of the Colac Otway Shire, strategically located on the Princes Highway and rail corridor approximately 160 km south-west of Melbourne, with strong connections to Geelong and regional Victoria.

The population, workforce and industry is supported through provision of zoned land, including commercial land in the CBD area, residential land bordering the central area, as well as industrial-zoned land near the Colac boundaries. This accommodates anchor organisations, such as Colac Area Health and South West TAFE, major industrial employers in dairy, meat processing and timber manufacturing, as well as civic, retail and professional services across the town centre. In addition, Lake Colac (and the foreshore area) provides significant amenity for residents and visitors.

Through these assets, Colac supports a large population as well as population nodes in smaller townships and neighbouring Local Government Areas.

Figure 3. Colac Sub-Region



Source: Urban Enterprise, 2026

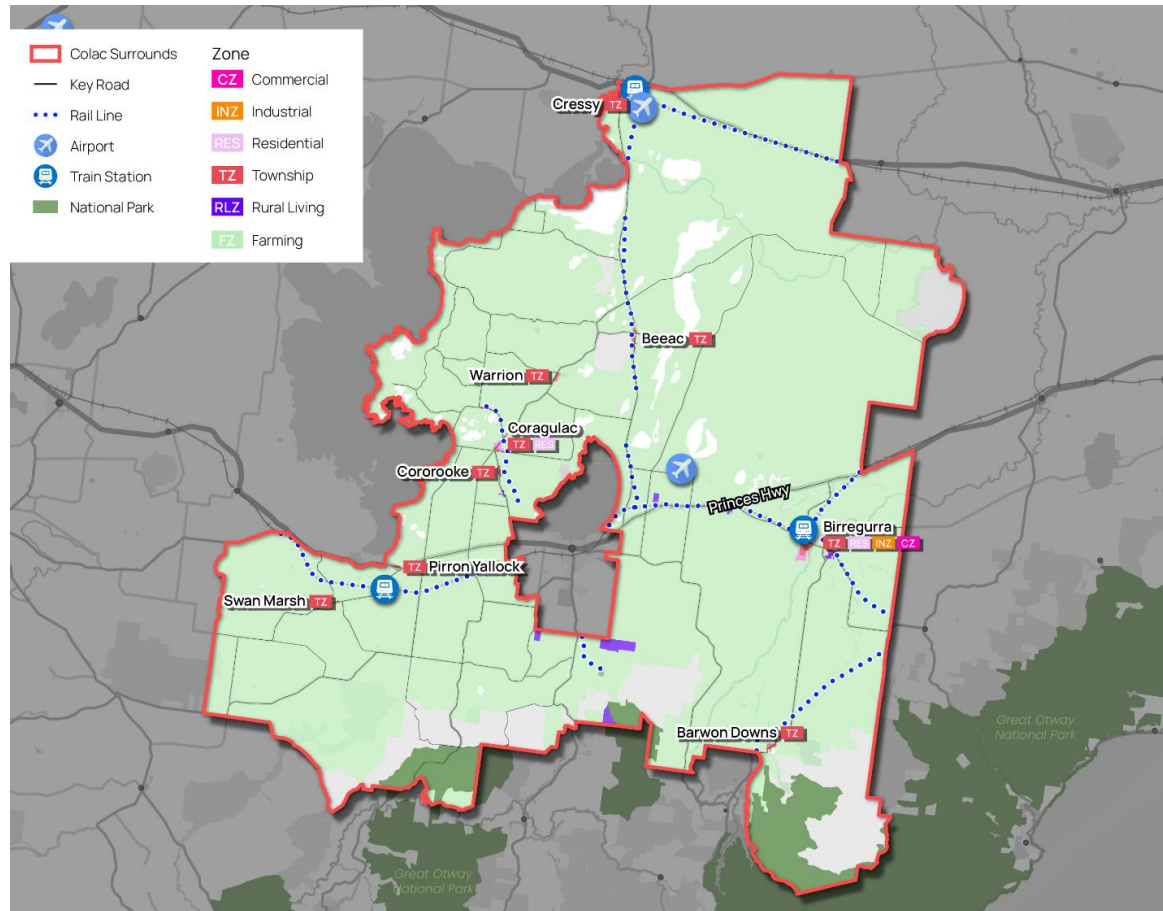
Colac Surrounds Sub-Region: Rural economy and lifestyle

The Colac Surrounds sub-region forms the rural hinterland for the Shire, characterised by productive farmland, smaller rural townships and a predominantly rural lifestyle offering. This is offered through townships such as Beeac, Birregurra, Cressy and surrounding localities.

The local economy is underpinned by agriculture and food production, particularly dairy, beef and cropping, supported by reliable rainfall and high-quality soils. The area also supports emerging boutique agribusiness, farmgate tourism and lifestyle-based enterprises, contributing to economic diversification.

The northern area of the sub-region features significant environmental assets including Lake Corangamite and the surrounding Ramsar wetlands, overlooked by Red Rock Reserve

Figure 4. Colac Surrounds Sub-Region



Source: Urban Enterprise, 2026

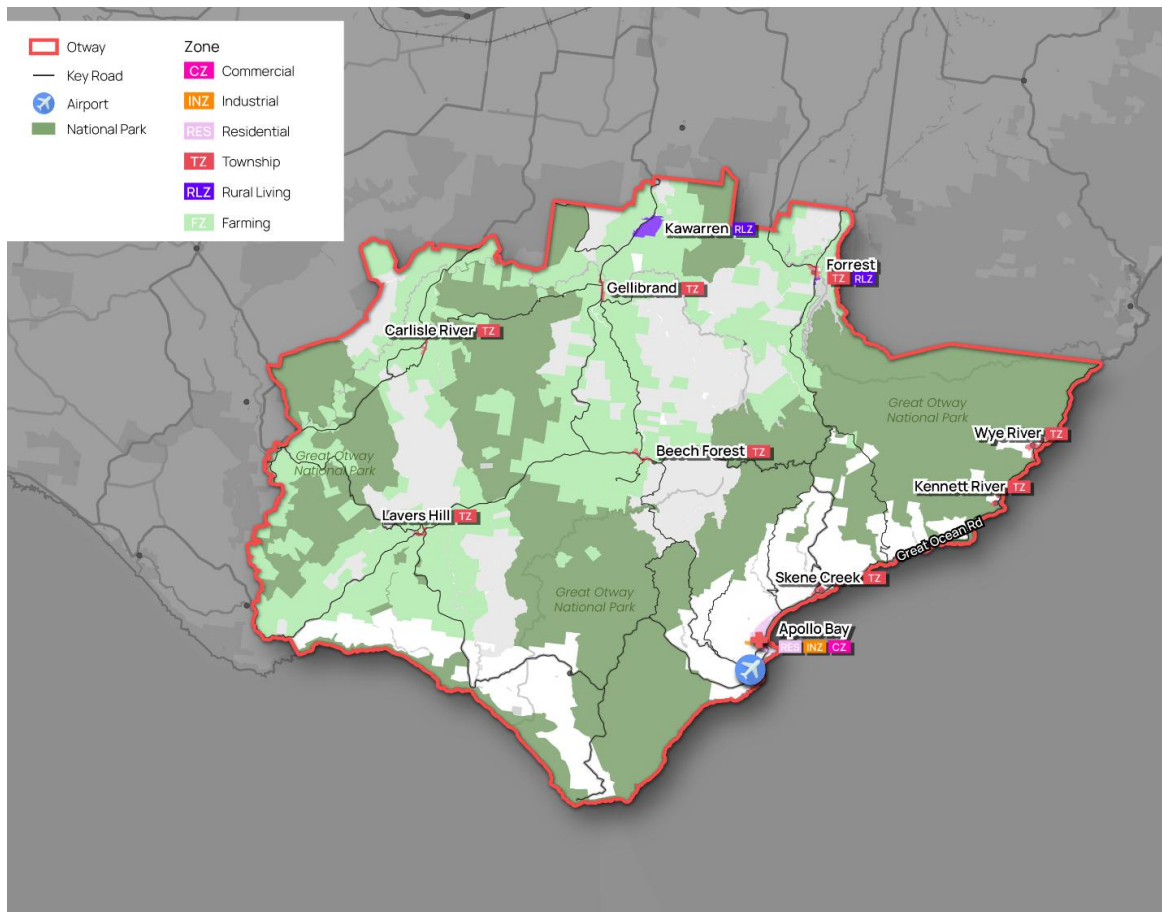
Otway Sub-Region: Tourism-driven coastal and hinterland economy

The Otway sub-region covers the southern forested hinterland and coastal areas, including the Otway Ranges and Great Ocean Road. This sub-region is defined by its high environmental value, with large areas of national park, rainforest and coastline, and strong connection to tourism.

Its economy is driven by tourism, hospitality and nature-based experiences, supported by iconic assets such as the Great Ocean Road and Great Otway National Park, which attracts domestic and international visitors and contributes to a strong visitor economy. The area also provides boutique food, accommodation, as well as outdoor recreation, and is supported by tourism-based towns including Apollo Bay Wye River on the coast, as well as hinterland towns such as Forrest.

Industry and population in Otway is primarily driven by Apollo Bay, which provides residential, commercial and industrial zoned land that accommodates businesses, workers and provides amenity and services to residents and visitors.

Figure 5. Otway Sub-Region



Source: Urban Enterprise, 2026

Strategic Regional Partnerships

The Shire’s position also provides access to regional partnerships, fostering collaborative investment and economic opportunities to benefit the region. This includes the **Barwon Regional Partnership** and **G21 Geelong Regional Alliance**, which provides planning, investment and advocacy support for the region and member Councils – ensuring member Councils can jointly benefit through a regional and collaborative approach to economic growth and development.

Figure 6. Barwon Regional Partnership and G21 Geelong Regional Alliance



Source: Regional Development Victoria and G21 Geelong Region Alliance, 2026

The Shire is also a member of **Great Ocean Road Regional Tourism**, which is a world-renowned tourism destination that works collaboratively to grow the visitor economy in the region through partnerships in advocacy, regional and destination marketing, visitor management, product and industry development.

Figure 7. Great Ocean Road Regional Tourism



Source: Great Ocean Road Regional Tourism, 2026

Attachment 7.3.1 Colac Otway Economic Development Framework FOR EXHIBITION

Our Population, Workforce and Economy

Population and Workforce Profile

The Shire has a relatively dispersed population, with majority of its 22,209 residents residing in the Colac sub-region (57%), while the remainder live in the rural Colac Surrounds (28%), followed by Otway (18%). Population growth is expected to be strongest in Colac and Otway, which will require key services and infrastructure to meet demand – including provision for the capacity for 3,700 new dwellings by 2051 to meet State Government housing targets.

In addition, the Shire has a relatively older-age profile – particularly Otway – making it critical to attract and retain working-aged residents to meet industry demand and create a more economically sustainable population.

The population also exhibits varied socio-economic characteristics, with Colac relatively disadvantaged – based on the localised SEIFA score and unemployment rate – compared to the remainder of the Shire. Supporting economic and employment opportunities for residents in need will ensure more holistic and sustainable growth is achieved.

The Shire's dispersed and ageing population – combined with uneven socio-economic conditions – will require targeted infrastructure, housing, and service investment, alongside strategies to attract and retain working-aged residents. Addressing these dynamics is critical to meeting future growth demand and ensuring inclusive, economically sustainable development across the Shire.

Industry Profile

The Shire's economy is driven by primary industry – including manufacturing and agriculture – with a focus on food and fibre (e.g. dairy and meat) and timber. This is mainly supported by the Colac and Colac Surrounds sub-regions – enabling production and processing. The Colac economy provides industrial land to support processing (and exporting) of goods, ensuring the manufacturing sector is the key driver. In addition, the Colac Surrounds economy supports food production through provision of productive farming land, with agriculture the main contributor to the economy.

However, Colac as the key population and service centre (with health infrastructure) also has significant contributions from healthcare, as well as retail trade – supporting liveability and amenity for the Shire and across the region. The Otway economy is largely dominated by accommodation and food services, aligning with hospitality needs and amenity requirements to support visitors, as well as secondary strengths in agriculture, which supports food and fibre.

Colac Otway Shire's economy is anchored by a strong food and fibre base, spanning agriculture and manufacturing in Colac and its surrounds – while also relying on health, retail, and a tourism-driven economy sector in the Otway sub-region. Sustaining growth will require balancing the productivity of primary industry with service provision and hospitality demands across the distinct sub-regions.

Visitor Economy Profile

The visitor economy provides a substantial contribution to economic output (5% of total) and local jobs (9% of total) in the Shire – helping to generate economic growth and support employment. The Shire receives just over 1 million visitors p.a. and generates \$344 million in visitor spend, which benefits a range of sectors that are consumer-facing, as well as businesses across the supply chain (e.g. accommodation, food, retail, transport, etc.).

The sub-regional visitor economies vary, given the tourism assets, visitor infrastructure and destination awareness. The Otway sub-region is the main driver of tourism – through its location along the internationally significant Great Ocean Road, pristine coastline, tourism towns such as Apollo Bay and natural assets (e.g. Great Otway National Park). The Otway area has a high-volume and high-value visitor economy, receiving 74% of visitors and generating 78% of total spend in the Shire, with most visitors motivated by 'holiday' purposes and visiting during the peak summer season. This also leads to demand pressures for environmentally sensitive attractions.

Conversely, Colac has a smaller and lower-yielding visitor economy (22% of visitors and 14% of visitor spend), with higher proportions of visiting friends and relatives, as well as a higher propensity for low-value daytrip visits. This reflects its positioning as a population and service centre, as well as a commuter/stopover destination, combined with a lack of commercial accommodation. Additionally, Colac Surrounds has a small visitor economy and experiences challenges in attracting visitors through lack of visitor infrastructure, poor connections to Otway and limited market awareness.

Tourism is a key economic driver for Colac Otway, but is heavily concentrated in Otway, while Colac and its surrounds experience lower-yield and less visitor activity. Strengthening visitor infrastructure, connectivity and product development across the broader Shire will be critical to dispersing benefits, maximising the visitor economy's contribution and ensuring more sustainable growth over the long-term.

Population and Workforce Profile ¹

Population Growth



Current Population (2025)

22,209

Colac Otway Shire



Forecast Population (2036)

+1,698 residents (0.7% p.a.)

Colac Otway Shire

Regional Victoria +1.2% p.a.

12,558

(57%)

Colac

5,670

(26%)

Colac Surrounds

3,974

(18%)

Otway

+1,228

Colac

+8

Colac Surrounds

+494

Otway

Socio-Economic



Unemployment Rate (Dec 2025)

1.5%

Colac Otway Shire



SEIFA Score (2021)

973

Colac Otway Shire

The 60th least disadvantaged LGA out of 79 Victorian LGAs



Median Age (2021)

45

Colac Otway Shire

Regional Victoria 43

2.4%

Colac

1.3%

Colac Surrounds

1.8%

Otway

939

Colac

1027

Colac Surrounds

1004

Otway

42

Colac

45

Colac Surrounds

52

Otway

Housing



Housing Target

+3,700

Additional dwellings by 2051



Median House Price (2024)

\$463,000 Colac (Suburb)

\$900,000 Apollo Bay (Suburb)

\$499,500

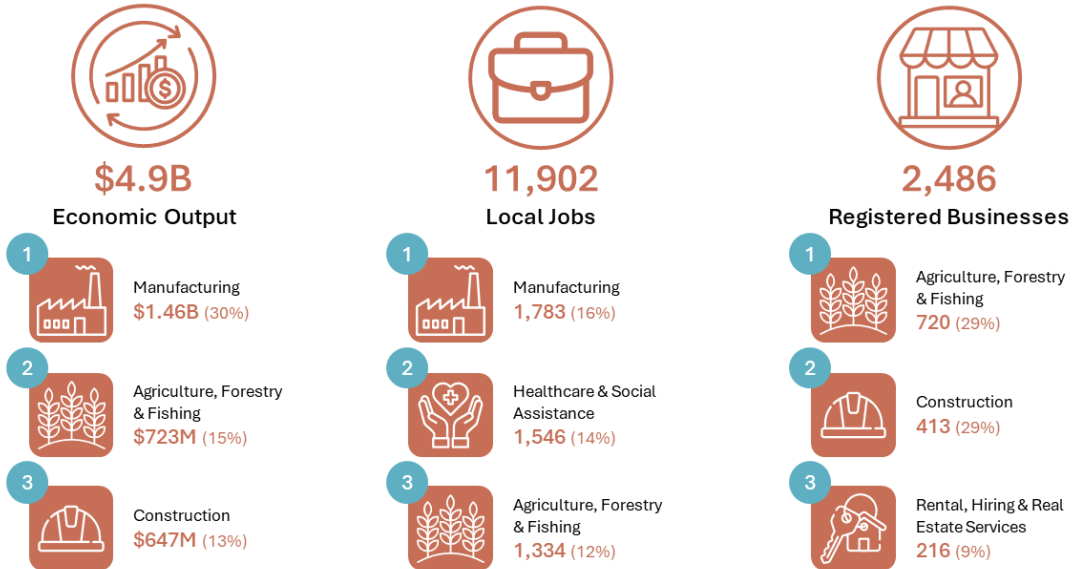
Colac Otway Shire

\$572,000 *Regional Victoria*

¹All data is sourced from Australian Bureau of Statistics and Victoria in Future

Industry Profile¹

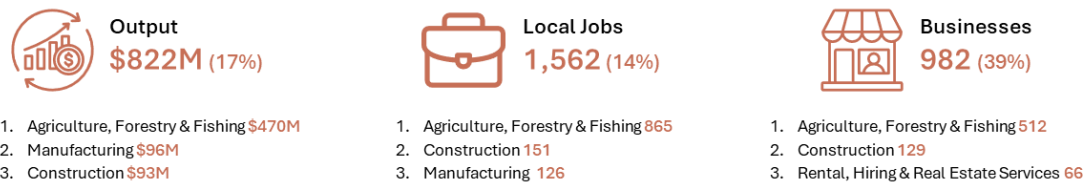
Colac Otway Shire



Colac Sub-Region



Colac Surrounds Sub-Region



Otway Sub-Region

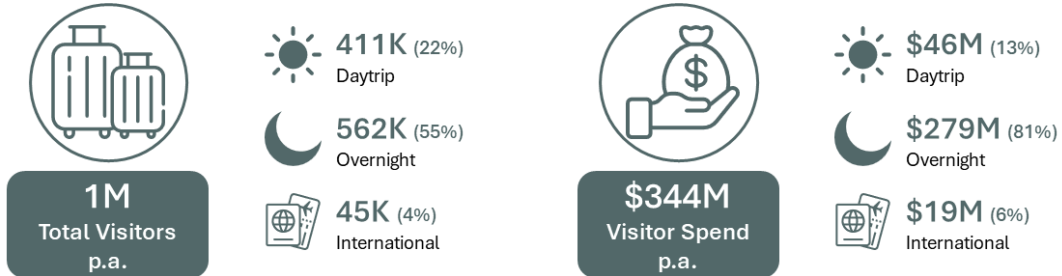


¹All data reflects 2024 figures and is sourced from REMPLAN Economy ID

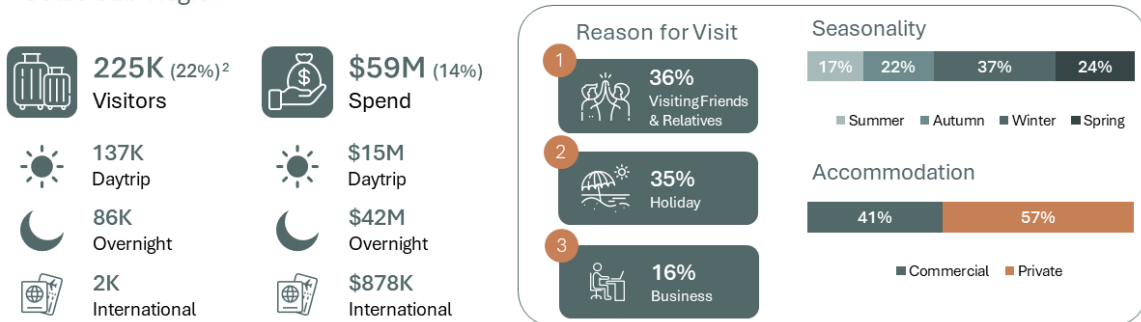
²Percentages indicate the proportional contribution to the Shire's total output, jobs or business count

Visitor Economy Profile ¹

Colac Otway Shire



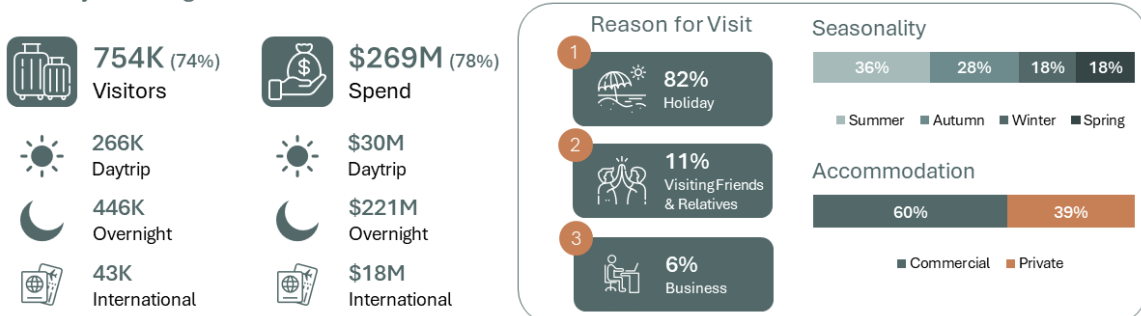
Colac Sub-Region



Colac Surrounds Sub-Region



Otway Sub-Region



¹ All data reflects the annual average from 2022-2024 and is sourced from Tourism Research Australia

² All percentages for sub-regional figures indicate proportion of total visitation to the Shire

5. Our Economic Development Drivers

The drivers of change for Colac Otway relate to the economic development priorities that underpin the framework, which build on the competitive advantages and emerging challenges for the region.

Economic Development Strengths and Challenges

Economic development will be supported through leveraging and enhancing the strengths of Colac Otway Shire, as well as responding to the localised and broader economic challenges.

Strengths	
•	Colac Otway has a strong and productive economy , anchored by manufacturing, agriculture, food and fibre, as well as an internationally recognised visitor economy.
•	High-value agribusiness and dairy sector with large employing organisations, established supply chains and export capability.
•	Strategic location with strong road and rail links to Melbourne and Geelong, providing access to labour, population centres, visitors and major export gateways, allowing the Shire to capitalise on growth from these areas.
•	Iconic natural assets and tourism appeal , particularly along the Great Ocean Road and within the Otway region, driving strong domestic and international visitation.
•	Established industrial base in Colac , supporting jobs in manufacturing, logistics and services.
•	Strong community and lifestyle offering , supporting workforce attraction and retention.
Challenges	
•	Workforce constraints , including skills shortages, ageing population, and limited local labour supply.
•	Housing availability and affordability pressures , limiting population growth and workforce attraction.
•	Infrastructure gaps , including transport, digital connectivity, and serviced industrial land.
•	Reliance on a small number of key industries (e.g. food and fibre, tourism), increasing exposure to market and climate volatility.
•	Productivity and competitiveness of primary industry, as the use of technology and innovative increases efficiencies.
•	Seasonal and geographic dispersal in tourism , resulting in uneven economic activity and employment across the Shire.
•	Distance from major markets for some businesses , increasing freight costs and limiting competitiveness.
•	Town centre vitality pressures , particularly in smaller communities.

Economic Development Priorities

The following priorities will help drive change in the Shire, as they relate to the core components of economic development – including population and workforce, industry and visitor economy. Successful economic development in Colac Otway is driven by these priorities – leveraging the strengths of the Shire and mitigating the economic challenges.

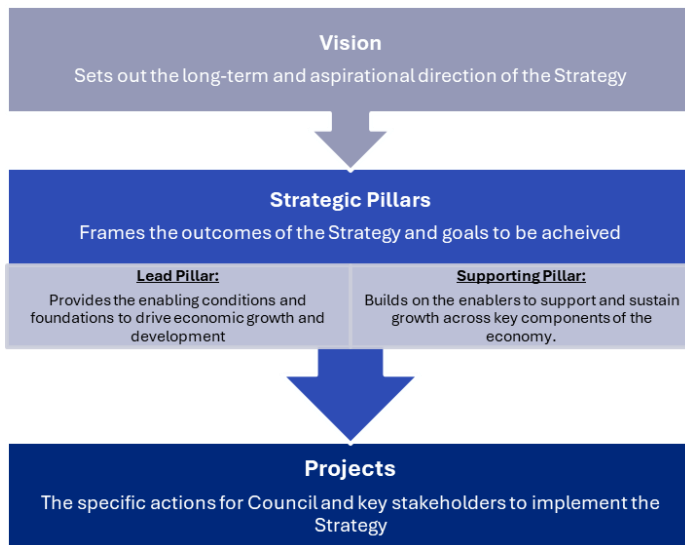
Population and Workforce	✓	Attract and retain workers through housing, infrastructure and services.
	✓	Support population growth in Colac and key townships across Colac Surrounds and Otway.
	✓	Strengthen and develop the local skills pipeline aligned to industry needs.
	✓	Encourage the economic inclusion of residents through liveability and wellbeing outcomes.
	✓	Stimulate economic activity and local consumption through activated and vibrant places.
Industry	✓	Facilitate economic productivity and investment through land use planning and enabling infrastructure.
	✓	Support growth and diversification of key industries including agribusiness and manufacturing.
	✓	Foster business innovation, resilience and capacity building to strengthen the business base.
	✓	Attract new investment aligned to regional strengths and emerging sectors.
Visitor Economy	✓	Leverage the Great Ocean Road to promote the region and grow the visitor economy.
	✓	Position Colac and surrounding rural areas as a more prominent visitor destination for the Shire.
	✓	Increase geographic and seasonal dispersal across Colac and the hinterland towns.
	✓	Increase the value of tourism through commercial accommodation and experiences to encourage overnight stays.
	✓	Expand the range of tourism product and experiences to attract new and encourage repeat visitors.
	✓	Balance visitor growth with environmental conservation to maintain natural assets over the long-term.

6. Our Economic Development Roadmap

The Roadmap for economic development in Colac Otway Shire is structured around an overarching vision and strategic pillars that guides future decision-making over the next ten years. This leverages the region’s strengths and economic attributes, responding to both external and localised challenges to growth.

Roadmap Structure

Figure 8. Roadmap Structure



The Economic Development Roadmap is the structure used to support an achievable and implementation-focused framework to benefit the Shire, linking the framework directions with delivery.

The Roadmap includes the *Vision*, *Strategic Pillars* and *Projects* that provides the structure for guiding economic development outcomes

Economic Development Vision

Colac Otway will be a confident, investment-ready regional economy - growing jobs and prosperity by enabling industry, workers, residents and visitors to thrive – as well as strengthening value-adding industries and building resilient, liveable towns for future generations.

Strategic Pillars

The strategic pillars for economic development outline the desired outcomes and intent of the framework, positioning the Shire to the identified vision. These have been categorised by ‘Lead’ and ‘Supporting’ Strategic Pillars as follows:

Lead Strategic Pillar

This is the core driver of the framework that creates the conditions for growth and capacity for development. This focuses on economic enablers that facilitates economic activity and/or removes local and regional barriers to growth – ultimately influencing demand, output, jobs and investment.

The lead strategic pillar prioritises decision-making and resource allocation for Council and key partners, based on the ability to impact and transform the economy.



Lead Strategic Pillar 1: Enabling Economic Growth and Development
 Ensure Colac Otway Shire has the investment-ready land, co-ordinated infrastructure, targeted investment attraction, and skilled workforce required to unlock growth, support industry expansion and create local jobs.

Goal 1: Investment Readiness and Facilitation
 Enable growth through strategic infrastructure and a coordinated, proactive approach that fosters a conducive and attractive environment for investment.

Goal 2: Targeted Investment and Development
 Provide clear and transparent signals and pathways that allow developers, existing businesses, as well as new and emerging industries to invest across the Shire.

Goal 3: Strengthen Skills Development and Training Pathways
 Expand workforce participation opportunities for all residents, aligning local capabilities with industry needs and improve socio-economic outcomes.

Supporting Strategic Pillars

The supporting strategic pillars build on the lead pillar to support and sustain growth across key components of the economy. These allow the different facets of the economy to succeed and contributes to the overall vision economic development vision.



Supporting Strategic Pillar 2: Productive and Resilient Industrial Economy
 Reinforce Colac Otway’s strengths in manufacturing and agribusiness (inc. food and fibre) to ensure local industries remain competitive and generate economic and employment outcomes for the Shire.

Goal 4: Advanced and Innovative Food and Fibre
 Colac Otway is recognised as a leading regional hub for advanced and innovative techniques in the production and processing of food and fibre.

Goal 5: Increased Local Value Capture
 A greater share of agricultural and manufacturing outputs are processed and value-added locally, capturing economic value within the Shire through increased local employment and output.

Goal 6: Industry Resilience and Adaptability
 Local primary industries are more resilient to external economic and environmental shocks, supported by diversified production, stronger supply chains, and adaptive business practices.



Supporting Strategic Pillar 3. Sustainable Visitor Economy Growth

Build on the Shire’s strong tourism profile, anchored by the Great Ocean Road and natural assets, to create a more sustainable and high-value visitor economy that safeguards key environmental assets for future visitors and disperses the economic benefits of tourism year-round across the Shire.

Goal 7: A Higher-Value Visitor Economy

Grow a higher-yield visitor economy by increasing length of stay and dispersing tourism benefits across the Shire.

Goal 8: Sustainable Visitor Destination

Strengthen the long-term sustainability of the visitor economy by easing peak-period congestion and protecting critical environmental assets.



Supporting Strategic Pillar 4. Inclusive Growth and Community Prosperity

Support a place-based and inclusive approach to economic development ensures residents across all townships can access economic and employment opportunities – promoting wellbeing and shared prosperity – through skills development, as well as provision of housing, services and amenity.

Goal 9: Attract and Retain Local Workers

Establish the Shire as a desirable place to live and work through access to housing, community infrastructure and services.

Goal 10: High-Amenity Communities

Create vibrant and active towns that encourages local consumption and business activity for the benefit of local communities.



Supporting Strategic Pillar 5. Business Engagement and Support

Establish strong relationships with local businesses and business networks across the Shire enable Council to respond to local needs, reduce barriers, and foster a supportive operating environment – promoting business confidence, retention, and growth.

Goal 11: Strong Business Engagement and Networks

Provide a clear and accessible business support interface while strengthening local business networks, collaboration and resilience.



Supporting Strategic Pillar 6. Leadership and Partnerships

Deliver coordinated leadership and collaboration across government, industry and community stakeholders, which strengthen Council’s position and realise growth opportunities.

Goal 12: Coordinate Economic Development Priorities

Ensuring strategic alignment across Council and key partners improve consistency in decision-making and enable more efficient resource allocation.

Goal 13: Advocate and Promote Colac Otway’s Economic Role and Identity

Position the Shire more effectively within the broader advocacy, planning and investment context.

7. Economic Development Delivery

Implementation of the framework will be guided by a separate action plan and reported to Council on a regular basis. These actions will be sequenced over time based on resources and opportunities, to achieve the identified outcomes.

Role of Council and External Stakeholders

Council's role in delivery of the framework is clearly set out for each initiative, which ranges from the following (as set out in Section 1 of the framework):

- Leadership;
- Advocacy;
- Planning;
- Collaboration; and/or
- Engagement.

This is provided in combination with key external stakeholders that have been identified by Council to assist/support where required.

10-Year Delivery Roadmap

The framework will be delivered over a 10-year horizon and prioritised as short, medium or long-term actions based on the ability to commence projects as follows:

Stage	Commencement Timeframe
Short-term	Within 2 years
Medium-term	Between 2-4 years
Long-term	Over 4 years
Ongoing	Initiative to be delivered on an ongoing basis

Monitoring

Progress measures are provided for each strategic pillar to monitor framework performance and outcomes, to be assessed at regular intervals over the life of the framework.

Locational Impact

The primary locational impact for each project is detailed, including both 'Shire-wide' or 'sub-regional' focus as relevant, to indicate the localised impact for communities and businesses.

Resourcing

The Action Plan is subject to Council's budget approval process, noting that while some projects will be delivered within existing resources, other actions will be subject to Council budget processes and available funding.

Appendices

Appendix A: Glossary of Terms and Acronyms

Table 3. Acronyms

Acronym	Expanded
CRM	Customer Relationship Management
CZ	Commercial Zone
DEECA	Department of Energy, Environment and Climate Action of Victoria
FZ	Farming Zone
GORCAPA	Great Ocean Road Coast and Parks Authority (GORCAPA)
GORRT	Great Ocean Road Regional Tourism
INZ	Industrial Zone
LGA	Local Government Area
LLEN	Local Learning and Employment Network
RDA	Regional Development Australia
RES	Residential Zone
RLZ	Rural Living Zone
SEIFA	Socio-Economic Index for Areas
TRA	Tourism Research Australia
TZ	Township Zone

Table 4. Glossary of Terms

Term	Definition
Employment	Employment data represents the number of people employed by businesses/organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside. This employment represents full-time equivalent jobs, based on a 38-hour work week.
Output	Output is defined as the gross revenue generated by businesses and organisations within a specific region and industry sector. Also referred to as total sales or total income, this metric represents the value of goods and services produced, inclusive of the costs of inputs
Regional Exports	Represents the value of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.
Socio-Economic Index for Areas	Developed by the ABS, this measures the relative level of socio-economic advantage and disadvantage for a defined area. The index score is based on a weighted combination of census variables that reflect disadvantage (e.g. income, education, employment, etc.), which is then standardised around the national average score of 1,000. Therefore, a score above 1,000 indicates a lower level of disadvantage relative to the national average, while a score below 1,000 indicates a higher level of disadvantage relative to the national average.
Commercial Zone	Commercial zones support businesses, retail, and employment while accommodating some residential use where appropriate
Rural Living Zone	The Rural Living Zone has been used to provide for residential uses in a rural environment.
Industrial Zone	Allows for specific industrial uses to be undertaken on-site, and manages where industry can locate and how it interfaces with other land uses.
Farming Zone	Land in the Farming Zone is primarily intended for farming and agricultural activities, including sustainable land management practices.
Township Zone	A planning zone used for small, established towns and rural areas to accommodate a mix of residential, commercial, and service/light industrial uses.
Residential Zone	Designated area for residential development and housing, with specific zones determining the housing density, type and height allowed.



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Item: 7.4

Colac Otway Shire Football (Soccer) Facilities Feasibility Study

OFFICER	Nicole Frampton
GENERAL MANAGER	Ian Seuren
DIVISION	Community and Economy
ATTACHMENTS	1. FOR ENDORSEMENT - Colac Otway Football Soccer Facilities Feasibility Study - Final Report [7.4.1 - 112 pages]

1. PURPOSE

To seek Council's endorsement of the final Colac Otway Football (Soccer) Facilities Feasibility Study (Study).

2. EXECUTIVE SUMMARY

Council received funding from the Victorian Government's 2023-24 Local Sports Infrastructure Fund to complete a feasibility study for football (soccer) facilities in the Colac Otway Shire. The Victorian Government provided \$40,000 with Council contributing \$20,000 towards completing the project. The project commenced in February 2025 with Otium Planning Group appointed to complete the project and develop the feasibility study documentation.

A thorough analysis of the football (soccer) situation in the Shire was completed, with Council's endorsement at the 24 February 2026 Council Meeting for the study's draft documentation to be released on public exhibition for a period of six weeks. A total of 31 submissions were received. Following the conclusion of the public exhibition period, one online form submission was withdrawn by the submitter, and four late submissions were received. Three of the submitters spoke at the 12 May Council Submissions Committee meeting.

There was overwhelming support with all submissions received supporting the Study's findings and recommendations which presented a considered strategic approach to deliver football (soccer) facilities to meet the club and sport's participation needs now and in the future.

Considering all community and stakeholder feedback and support received for the Study's findings and recommendations, there are no significant changes proposed to the final study.

The final Study (attached to this report) is presented to Council for consideration. A shorter Summary document has also been prepared to assist with communication.

3. RECOMMENDATION

That Council:

- 1. Notes the outcomes of the public exhibition process for the Colac Otway Football (Soccer) Facilities Feasibility Study, including the strong community and stakeholder support for the feasibility study's findings and recommendations.***
- 2. Notes that based on the stakeholder feedback, only minor amendments have been made to the final Colac Otway Football (Soccer) Facilities Feasibility Study.***
- 3. Endorses the Colac Otway Football (Soccer) Facilities Feasibility Study, as attached to this report.***
- 4. Endorses the key strategic direction of the feasibility study to develop a Colac Otway Football (Soccer) Hub at the former Colac High School site as the preferred long-term solution.***
- 5. Supports the continued use and optimisation of existing facilities across the Shire to accommodate training and competition needs pending delivery of the Football (Soccer) Hub.***
- 6. Notes that the Colac Otway Football (Soccer) Hub is a priority project for Council (as per its Advocacy Priorities 2026) and supports a coordinated advocacy approach to State and Federal Government seeking funding contributions to deliver the Football (Soccer) Hub project.***

4. KEY INFORMATION

Background

The Study has been developed to provide a strategic approach to understand how best to meet the participation needs of the sport within the Shire, specifically the main population centre of Colac/Elliminyt, in relation to the provision of football (soccer) facilities.

Engagement with key stakeholders including the local football (soccer) club, Colac Otway Rovers Amateur Football Club (AFC), and Football Victoria occurred at key times throughout the project. These discussions informed the participation assessment, trend analysis and demand analysis modelling completed as part of the project. Engagement with key stakeholders allowed for testing of issues and opportunities in finalising the draft Study, which was released on public exhibition seeking community feedback.

Considering local club participant numbers and available facilities to support the sport for now and into the future, the consultants completed a thorough analysis of the current and future state of play for football in the Shire.

There are four sporting reserves in the Shire currently supporting football training and competition – Beeac Recreation Reserve, Central Reserve Hockey Field, Western Reserve and Trinity College. These venues provide for three full-size senior fields and one junior-sized

field. The use at all but one of these venues is shared use, therefore restricting access to these fields by football. The current field requirements for the Colac Otway Rovers AFC current facility demand across all fields is the equivalent of two dedicated fields (50 hours use).

The supply analysis from the project identified that the current facilities used by the local club for football training and match activities do not meet current facility standards in relation to sports field condition, lighting standards, and building facility design. The current situation also limits the potential for the growth of football participation and programming in the Colac region.

The Study provides a road map for identified improvements, with existing and potential sites inspected and audits undertaken to determine their feasibility for accommodating football activities (both training and competition) now and into the future. The Study recommends the construction of a football (soccer) hub within the Colac area, with the former Colac High School site identified as the most appropriate location.

Community Engagement

As endorsed by Council at the 24 February 2026 Council Meeting, public exhibition of the Study's draft documentation was conducted over a six-week period from 2 March 2026 to 12 April 2026.

Colac Otway Rovers AFC and Football Victoria were further engaged during the public exhibition period with written submissions received from both organisations.

Additionally, other stakeholders impacted by the draft Study's recommendations including Western Reserve users, Central Reserve/Hockey field users, Beeac Recreation Reserve committee, Trinity College and Colac Secondary College were directly informed of the draft Study during the public exhibition period. No submissions were received from existing user groups of sites identified under interim actions, except for Colac Secondary College.

A letterbox drop to inform residents within proximity of the recommended football (soccer) hub location was also undertaken at the beginning of the exhibition period. The letter provided a summary of the project including recommendations, future construction of the hub, and how residents/community members could provide feedback to the draft Study during the public exhibition period.

To support broad community involvement in the engagement process, a summary report was developed and made available alongside an online feedback form via the 'Have Your Say' page on Council's website. Written submissions were also accepted via email and post to ensure accessibility. Promotion of the public exhibition period for the draft Study was provided through print, radio and social media outlets.

Council received 31 submissions during the public exhibition period: 22 via the online form and nine written submissions. Of these submissions, three submitters spoke to their submission at the 12 May 2026 Submissions Committee meeting. Following the public exhibition period, one online form submission was withdrawn by the submitter, and four late submissions were received.

The key themes of the submissions were:

- There is a need for a dedicated football (soccer) facility in Colac Otway Shire.
- Football participation is growing, and the existing facilities are insufficient and not fit for purpose.
- The recommendations in the study deliver on equity, inclusion and community health and wellbeing outcomes.

- There is consistent alignment across key stakeholders, including the local club, the peak sporting body and the Victorian Government.
- The community has high expectations for the Council to deliver a football (soccer) hub for the Colac community.
- The Colac Secondary College supports installing lighting on their sports field and potential football use as an interim action.

To summarise, the submissions received emphasise that:

- The Study provides strong evidence for the project and future construction of a football (soccer) hub.
- Football participation in the Colac Otway Shire has outgrown the current facilities, which are insufficient and not fit for purpose.
- A dedicated football (soccer) hub in Colac is critical to sustain and grow the sport.
- Providing a dedicated football (soccer) hub will deliver equitable, inclusive and community health and wellbeing outcomes for the Colac Otway Shire community.

The alignment across community users, local football clubs (including the Colac Otway Rovers AFC), Football Victoria and Sport and Recreation Victoria represents a strong mandate for Council to progress the Study’s strategic direction and recommendations, and move into the funding advocacy and delivery phases for providing a dedicated football (soccer) hub in Colac.

Proposed Changes to Final Study

There are no significant changes proposed to the final Study in response to feedback received from key stakeholders and the community during the public exhibition period.

In summary, the following changes are proposed in relation to the public exhibition of the Study’s draft documentation:

Proposed Report Change	Draft Report text	Final Report text
Change statement relating to the Colac Secondary College (Department of Education) – p. 63	In recent discussions, the school has not supported lighting the sports field and therefore this solution is unlikely.	The Colac Secondary College (CSC) supports exploring opportunities to increase community use of its facilities and to provide sports lighting on the school oval. CSC is willing to work collaboratively with the Council on the proposal, including considerations such as usage agreements, supervision, maintenance, funding, and any implications for school programs and student safety.
Add a development option action and discussion point relating to Beeac Recreation Reserve – p.62		Development option action addition: The Colac Otway Rovers Amateur Football Club advocates to the State Government for financial assistance to maintain the sports field at Beeac Recreation Reserve to a standard that accommodates competitive sporting use.

Proposed Report Change	Draft Report text	Final Report text
		Discussion point addition: Beeac Recreation Reserve is a Crown land reserve with a DEECA directly appointed Reserve Committee.
Add a summary of the engagement findings to the final Study as an appendix.		A summary of the engagement findings has been included as Appendix 6 (final report).

Colac Otway Football (Soccer) Facilities Feasibility Study recommendations

The strategic directions as outlined in the final Study provides detailed analysis around:

- Key findings from the project’s market research and engagement;
- Key challenges in managing football (soccer) participation growth;
- Strategic approach/Vision for the Study - *“to provide equitable access to quality football facilities that support football pathways and participation”*; and
- Proposed strategic approach and site-specific recommendations including the future provision of a football (soccer) hub in the Colac area.

The Study identifies potential sites that could provide for football facilities in the Colac area. The recommendations are detailed in the final Study and summarised in the following image.

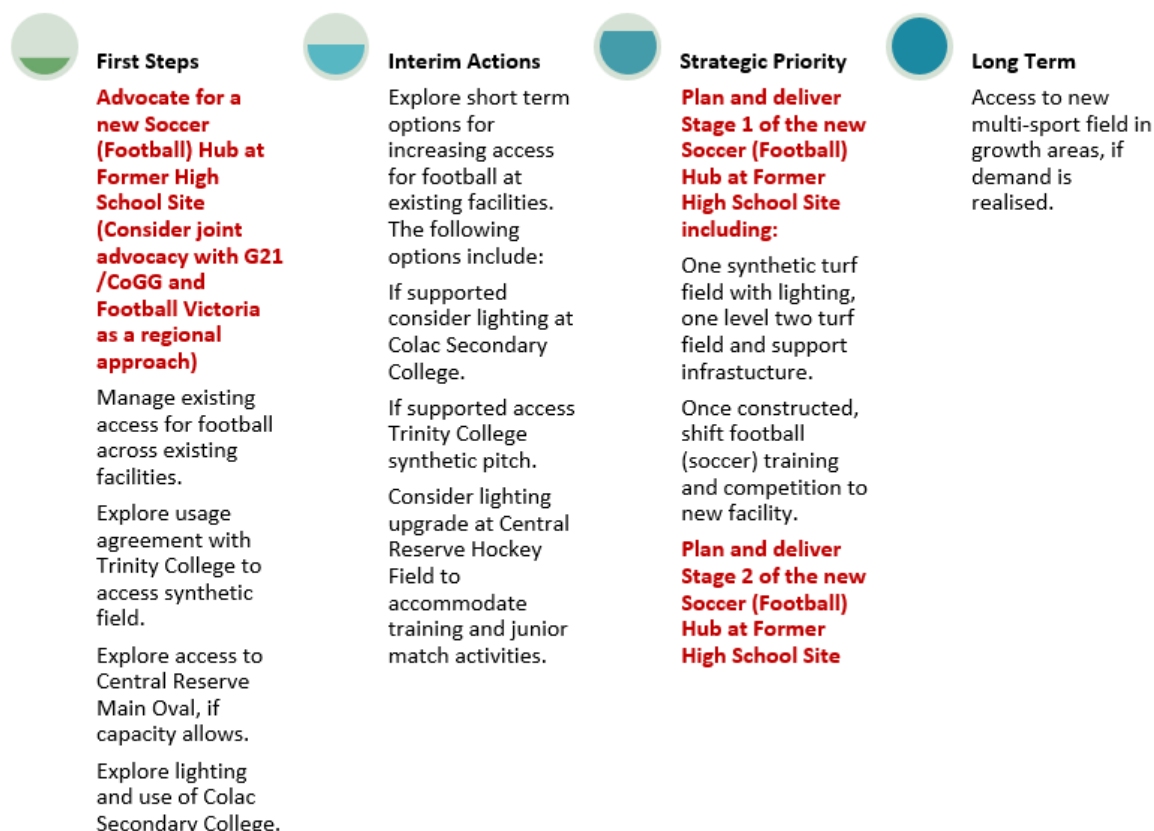


Image 1 – Colac Otway Football (Soccer) Facilities Feasibility Study Recommendations

The identified interim actions have, where possible, proposed no cost solutions in supporting the local club and sport in the short to medium term until funding for the construction of a football (soccer) hub at the former Colac High School site can be realised. Where facility improvements and/or upgrades have been identified (i.e. lighting installation/upgrades), no

cost options to accommodate the club/sport have been identified which will be prioritised before considering upgrading existing facilities.

The Football (Soccer) Hub has been identified as the key strategic priority of the Study's analysis. The documentation includes a design brief with functional design components, which have informed the master plan and pavilion concept plans, and their proposed stages for the development of the former Colac High School site, which were available for community comment during the public exhibition period.

A considered staged development approach has been used in developing the site master plan stages and pavilion concept plans, which is summarised below for Stage 1.

Stage 1

Various development options were considered for Stage 1 of the Colac Otway Football (Soccer) Hub. With the club's current usage being that of the equivalent of two turf sporting fields (50 hours), the construction of a synthetic surface for Stage 1 provides a facility that caters to the equivalent hours of use; thus, accommodating the club's current usage.

Stage 1 (Option 1C – as per following images 2 and 3) proposes:

- A senior sized Level 4 synthetic field with lighting and supporting infrastructure.
- An interim grass field with basic drainage (to provide for club overflow scheduling/use).
- Pavilion half scheme including player and officials change rooms/amenities, storeroom, and first aid area.
- Paths.
- Gravel carparking area and landscaping.

The full breakdown of costs are detailed in the final Study, with the cost estimate to complete the full Stage 1 works including site preparation, external services, drainage and stormwater works, and sporting facilities as outlined above being approximately \$18 million. A large portion of the cost estimate is for "External Services" which typically includes items such as:

- Water supply – new water mains, connections from the authority point to the site, fire services etc.
- Sewer – sewer mains, pump stations, rising mains, and connections.
- Electrical supply/infrastructure – underground power connections, substations, authority works etc.
- Telecommunications / NBN – conduits and external connections.
- Authority and headworks costs – fees or charges required by service authorities.
- Trenching and reinstatement associated with the above.

The large cost allocation for external services is based on not yet knowing the status of these services. These cost estimates would be further refined during the design development phase and the further investigative work required to get a more accurate understanding of the costs.

In addition, it should be noted that the cost estimate provided by the Quantity Surveyor includes contingency allowances for preliminaries and margin, ESD allowance, design and construction contingency, estimated construction tender, consultant fees, authority fees and substation allowance.

Based on research, the cost estimates are in accordance with similar football (soccer) facility developments that have been constructed over the last few years.



Image 2 – Colac Otway Football (Soccer) Hub – Stage 1 Development – Site Master Plan (Option 1C)

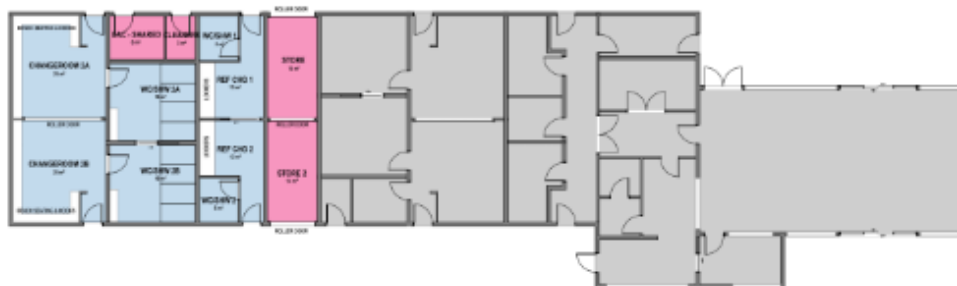
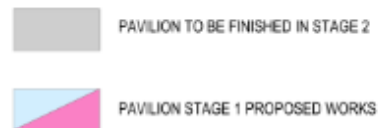


Image 3 – Colac Otway Football (Soccer) Hub – Stage 1 Development – Pavilion Half Scheme

Stages 2 and 3

Stages 2 and 3 deliver the full football (soccer) hub facilities in line with the site master plan. Stage 2 includes construction of a second senior football field (Level 3 natural turf with lighting), expansion of the pavilion to provide additional player and public amenities and club social facilities, sealing of the car park, forecourt landscaping, and installation of spectator seating and shelters. Stage 3 completes the football (soccer) hub through delivery of junior

football fields (turf or synthetic), spectator seating and shelters, improved landscaping, and a playground and informal green space. It is likely that the playground and green space area located in the northwest of the site would be constructed as the adjacent land is developed for housing, and potentially funded through developer contributions. The Stage 3 construction of additional junior fields (synthetic) would only be considered if the football (soccer) participation demand requires additional junior fields.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

The content of this report relates to achieving the best outcomes for the municipal community, including future generations. Providing relevant facilities for the development of football (soccer) will provide long term social and economic benefits for the municipality.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Not applicable.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Environmental and sustainability considerations will be considered during the schematic design and detailed design phases for the future construction of the football (soccer) hub. The Quantity Surveyor cost estimates provided for the Study's recommendation to provide a football (soccer) hub, includes an allocation for providing Environmentally Sustainable Design (ESD) initiatives in the design of the new sporting facilities.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Community engagement and public exhibition of the draft Study has been discussed previously in the report.

If the Study is endorsed by Council, key stakeholders and the community will be further engaged during the design process.

Public Transparency (s58 LGA 2020)

Feedback received during the public exhibition of the draft Study has been considered in finalising the Study's documentation as attached for Council's consideration for endorsement.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 1 - PLACE

1.2 - Enhance our community and social spaces and collaborate with communities to deliver healthy and climate resilient environments

Theme 2 - PEOPLE

2.2 - Build greater community connection through social, cultural, and recreational opportunities.

2.4 - Promote and enable healthy behaviours

3.4 - Communicate and engage positively and clearly with the community

Theme 3 - PROSPERITY

4.3 - Build economic opportunities from local arts, culture, sports, science and technology

The lack of rectangular fields in the Shire, specifically Colac/Elminyot, is identified in the Colac Otway Public Open Space Strategy, Colac 2050 Community Infrastructure Plan, G21 Regional Football (Soccer) Strategy and Football Victoria's Facilities Strategy 2025-2035.

A key priority in the G21 Regional Football (Soccer) Strategy (2023-2033) specific to the Colac Otway Shire was to “*plan and deliver infrastructure to enable greater provision of multi-use football facilities to meet current and future demand for training and competition in the Colac Otway Shire*”.

The Football Victoria Facilities Strategy 2025-2035 identifies a Colac Football (Soccer) Hub as a priority outcome for the Wimmera South West Zone.

The final Study aligns with State Football Facilities Strategies and regional infrastructure priorities and is consistent with State Government policy including Active Victoria, the Design for Everyone Guidelines, and the Female Friendly Design Guidelines.

Financial Management (s101 *Local Government Act 2020*)

Funding for infrastructure improvements/development would require external funding from sources such as state and/or federal governments to be realised. There is an expectation from the submissions received that Council actively advocate to State and Federal Government for funding to deliver the dedicated football (soccer) hub.

Service Performance (s106 *Local Government Act 2020*)

The Study recommends a number of strategic directions and identified gaps in existing football (soccer) facility provision which, if implemented, will provide opportunities for increased participation and growth of the sport in the Colac Otway Shire.

Risk Assessment

Not applicable.

Communication/Implementation

The final Study is presented for Council's consideration.

A Summary document and an Advocacy document have also been prepared as part of this project to support communication. The Advocacy documentation will support Council in advocating to other levels of government for funding to develop the Colac Otway Football (Soccer) Hub, the identified key strategic priority of the Study.

Human Rights Charter

No impact.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Options

Option 1 – Endorse the final Study as attached to this report.

This option is recommended as the feedback received on the draft Study was overwhelmingly positive. All submissions received supported the study's findings and recommendations. Considering all community and stakeholder feedback and the support received for the findings

and recommendations, there were no significant changes proposed to the final Study, with only minor amendments being made to the final Study.

Option 2 – Endorse the Study’s final Study with amendments.

This option is not recommended as the Study has been prepared based on research, data analysis and stakeholder engagement. With overwhelming support for the Study’s findings and recommendations, no significant changes have been made to the final Study.

Option 3 – Do not endorse the final Study.

This option is not recommended as considerable work has been undertaken to prepare the Study and present the final Study. Not endorsing the Study does not support the Colac Otway Rovers AFC in providing them with dedicated football (soccer) facilities and a permanent home base located in the Colac area. Public exhibition of the draft Study received overwhelming support for the Study’s findings and recommendations, ensuring it reflects sport and community needs and expectations.

COLAC OTWAY FOOTBALL FACILITIES FEASIBILITY STUDY FINAL REPORT



MAY 2026



Prepared by Otium Planning Group Pty Ltd in association with SportEng and HB Architects

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Document History				
Document Version	Date	Checked	Distribution	Recipient
1.0 Current State of Play Report	March 2025	B Bainbridge K Maddock	Email	N Frampton
2.0 Current State of Play Report	April 2025	B Bainbridge K Maddock	Email	N Frampton
3.0 Draft Report	September 2025	B Bainbridge K Maddock	Email	N Frampton
4.0 Draft Report	November 2025	B Bainbridge K Maddock	Email	N Frampton
5.0 Draft Report	December 2025	B Bainbridge K Maddock	Email	N Frampton
6.0 Draft Report	December 2025	B Bainbridge K Maddock	Email	N Frampton
7.0 Draft Report	February 2026	B Bainbridge K Maddock	Email	N Frampton
8.0 Draft Report	February 2026	B Bainbridge K Maddock	Email	N Frampton
9.0 Draft Report	February 2026	B Bainbridge K Maddock	Email	N Frampton
10.0 Draft Report	May 2026	B Bainbridge K Maddock	Email	N Frampton
11.0 Draft Report	May 2026	B Bainbridge K Maddock	Email	N Frampton

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Otium acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for Indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.



Acknowledgement

Project Acknowledgement

Otium Planning Group would like to acknowledge the staff, user groups and community from the Colac Otway Shire Council, Colac Otway Rovers Amateur Football Club and Football Victoria that have provided their expertise and input to the **Colac Otway Football Facilities Feasibility Study**.

Their valuable insights and feedback have been instrumental in shaping the strategic directions for the Plan.

Acknowledgement of Country

Colac Otway Shire Council proudly acknowledges the Gulidjan and Gadubanud peoples past, present and emerging, as the traditional custodians of the Colac Otway region.



Figure 1: Colac Otway Rovers Amateur Football Club Team

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1. Introduction

1.1 Project Overview

The Colac Otway Football Facilities Feasibility Study provides a road map for supporting the growth and participation in soccer in the Colac Otway Shire.

A key outcome of the study has been to provide the Colac Otway Shire Council (Council), the local club, Colac Otway Rovers Amateur Football Club (AFC), and Football Victoria with strategic direction for future facility investment that will meet current and future participation requirements over the next 10 years.

The project includes a feasibility study into the location of a new soccer facility with rectangular fields within the Colac/Elliminyt area.



1.2 Planning Approach

The project has involved the following planning process.

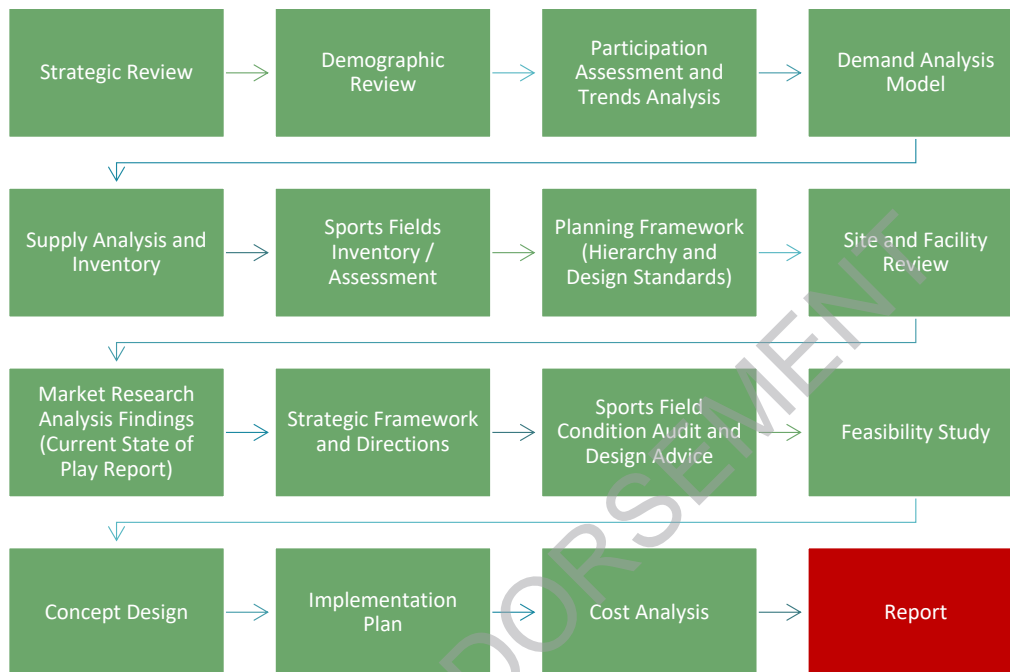


Figure 2: Project Planning Process

The **Final Report** summarises the key findings from the market research and engagement stages and includes:

- **Colac Otway Football (Soccer) Facilities Feasibility Study 2025-2035** that includes a vision, objectives, strategic approach and road map.
- **Colac Otway Soccer (Football) Hub Feasibility Study** that includes a site master plan, pavilion concept plan, cost plan and benefit cost analysis.

A six-week public exhibition process was undertaken in February to April 2026, inviting key stakeholders and the community to provide feedback on the Draft Report. **Appendix 6** includes the Engagement Findings Report that summarises the response to this community consultation process and recommended changes that were adopted by Council in this Final Report.

2. Strategic Review

This section has reviewed relevant documents, strategies, guidelines and reports that will influence the strategic development of facilities to support football within the Colac Otway Shire. All the reviewed documents are listed in the table below. Their full summary and alignment are provided in **Appendix 1 Strategic Review**.

Table 1: Strategic Review

Hierarchy	Document Name
National	<ul style="list-style-type: none"> • Sport 2030 • The Future of Australian Sport
State	<ul style="list-style-type: none"> • Sport and Recreation Victoria: Design for Everyone Guide • Active Victoria 2022-2026 • Football Victoria State Football Facilities Strategy 2025-2035
Regional	<ul style="list-style-type: none"> • G21 State of Play – Football (Soccer) in the G21 Region • G21 Regional Football (Soccer) Strategy 2023-2033 • G21 Regional Football (Soccer) Strategy 2023-24 Feedback form Draft and Public Exhibition Stages • G21 Regional Growth Plan
Local	<ul style="list-style-type: none"> • Colac Otway Shire Community Vision 2050 • Council Plan 2025-2029 • Colac Otway Shire Annual Plan 2025-2026 • Colac 2050 Project – Colac Community Infrastructure Plan • Colac Otway Public Open Space Strategy 2011 • Colac City Reserves Planning Project and Reserve Master Plan 2023 • Former Colac Otway High School Site – Layout Plan • Colac Otway Football Soccer Investigation Draft – Internal Discussion (Draft Report) • Colac West Open Space – Former Colac High School Site Spatial Assessment • Colac Otway Rovers AFC Strategic Plan Summary 2025-2030

A summary of the key strategic documents is provided below.

2.1 Council Strategies

Colac Otway Shire Community Vision 2050

The Community Vision 2050 report outlines the long-term objectives to guide Council’s planning in the short term.

Vision:

“By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities.

We value the wisdom of this land’s first caretakers, the Gulidjan and Gadabanud peoples, and recognise all those who have cared for the land since.

We work to preserve what makes our place special. We focus on environmental sustainability to protect our precious natural assets. We are a proud and resilient community that values our welcoming spirit. We embrace new people, new business, new ideas. Our region is a great place to learn, live, work and play.”

Council Plan 2025-2029

The Council Plan guides direction in five-year cycles to build towards immediate and future priorities. The Plan's objectives aim to deliver on the community vision and include:

1. A Shire that is a welcoming place to live, work and belong.
2. A community that is vibrant, health and supported.
3. A Council that governs progressively and sustainably.
4. An economy that is growing and diverse, supporting innovation, new business and investment.
5. A tourism industry that is thriving, with expanded and interlinked experiences.

Relevant strategic actions for the study include:

- 1.2 "Enhance our community and social spaces and collaborate with communities to deliver healthy environments".
- 2.2 "Build greater community connection through social, cultural and recreational opportunities".
- 2.4 "Promote and enable healthy behaviours".
- 4.3 "Build economic opportunities from local arts, culture, sports, science and technology".

Colac 2050 Growth Plan

The Colac 2050 Growth plan is a long-term strategy to guide housing, infrastructure and open space for their Colac township. This clearly outlines the current and future demand for suitable sites for recreation:

- There is current demand for the provision of soccer fields in Colac.
- There is a need to upgrade ageing recreation infrastructure at existing reserves to meet future participation demand and comply with modern sports facility design standards, including meeting female friendly design guidelines for female players and umpires. The lighting and surface improvements of playing fields is a priority.

Colac 2050 Project – Colac Community Infrastructure Plan 2016

This 2016 report outlines previous issues with community infrastructure. Since then, Colac Otway has exceeded the projected population projections of 14,470 residents by 2036, and despite improving existing recreation facilities, has not made progress in addressing the following:

- For some infrastructure types, there is insufficient or inappropriate standard of facilities to cater for existing and future demand.
- There are no rectangular sports fields in Colac, and the existing active reserves lack facilities for non-active and passive recreation.
- Some facilities do not comply with preferred facility design standards of State Sporting Associations and industry design standards i.e. Universal Design Principles, Female Friendly Design Guidelines.

Colac Otway Public Open Space Strategy 2011

Council's 2011 Public Open Space Strategy recommends infrastructure development that has yet to be fulfilled within the Urban Colac area. Specifically, to explore opportunities to provide rectangular playing fields on the existing ovals to cater for sports such as football (soccer) which are increasing in popularity and participation.

Colac Otway Football (Soccer) Facility Investigation (DRAFT 2017 – Internal Discussion)

This internal investigation prepared by Town Matters Pty Ltd on behalf of Council reviews the Shire's current and future demand for football in comparison to their existing facilities. The Shire's three teams and venue options are comparatively low to other G21 regions of Torquay and Bannockburn. Several sites in and around the Shire have been considered, with strengths and weaknesses of their development provided.

2.2 State Government Strategy

Active Victoria 2022-2026

Active Victoria is a strategic framework for sport and active recreation in Victoria. In 2021, around 5 million Victorians took part in some form of physical activity at least once a week. The annual value of community sport and active recreation infrastructure to the Victorian economy is estimated at \$7.04 billion.

Their vision is:

"To build a thriving, inclusive and connected sport and active recreation sector that benefits all Victorians."

Sport and active recreation make a valuable contribution to achieving broad State Government policy objectives, including:

1. Establishing thriving places and communities that are safe, fair, and inclusive.
2. Supporting the health and wellbeing of all Victorians.
3. Building quality infrastructure.
4. Developing a strong and innovative economy.
5. Contributing to Victoria's transition to a net-zero emissions and climate resilient economy by 2050.

These Active Victoria 2022-2026 key directions under their objectives show alignment to the project:

- Connecting communities - More Victorians participate equitably in sport and active recreation:
 - Infrastructure – Victoria has inclusive, accessible, and respectful places and spaces for sport and active recreation:
 - Improve community sport and active recreation infrastructure coordination to better meet demand, with a focus on areas and populations who need it most.
 - Deliver inclusive, multi-use and sustainable community sport and active recreation infrastructure.

2.3 Peak Sporting Body Strategy

Football Victoria State Football Facilities Strategy to 2025-2035

Football Victoria completed a state-wide Football Facilities Strategy which was updated in 2025. The Strategy aligns the development of football facilities to National planning. The Strategy provides general State planning as well as location-specific recommendations. Within Colac Otway, there is a requirement for an additional pitch to meet desired outcomes based on a 5% increase of their 2016 participants. The benefits of investing in football:

1. Economic - derived from avoiding health cost by people who otherwise would not have participated in sport.
2. Health or user benefit – equivalent to the cost of participating.

3. Social benefits – including social connectedness, volunteer work and inclusion of diverse communities through sport.
4. Financial benefits – the cost-benefit of a new facility is more than \$3 for every \$1 spent.

The investment logic map on the following page demonstrates the benefits to investing in football in Victoria.

FV has identified the Colac Soccer Hub as priority outcome for the Wimmera South West Zone in their Football Victoria Facilities Strategy 2025-2035.

FOR ENDORSEMENT

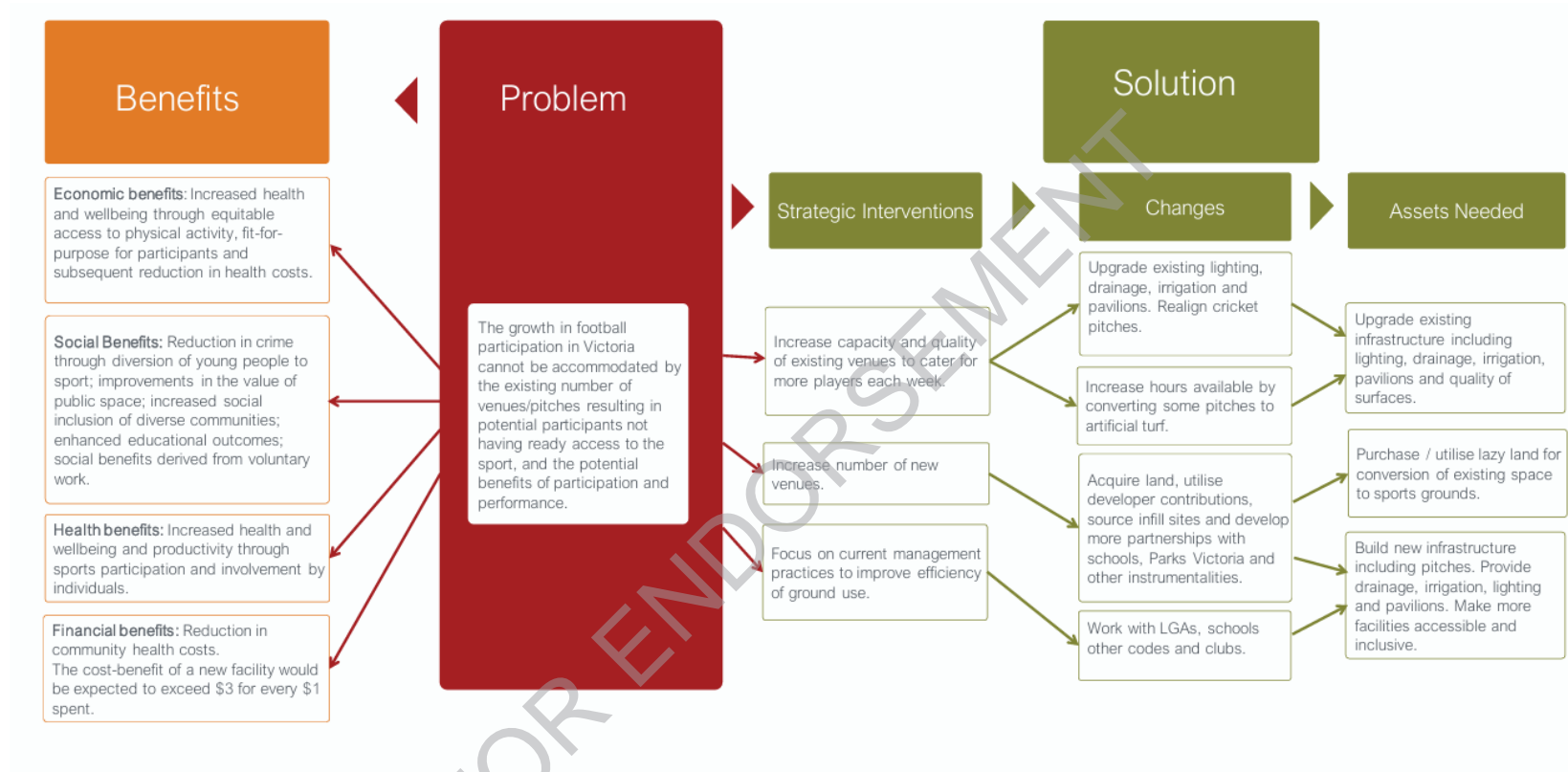


Figure 3: Football Victoria Investment Logic Map

2.4 Regional Strategies

G21 Regional Football (Soccer) Strategy 2023-2033

The G21 (Greater Geelong) region is forecast to experience significant growth, with three of the five municipalities in the region in the top 10 fastest growing Victorian municipalities. This report follows the 2012 strategy which saw success in facility investment and participation growth.

The G21 Region's strategic priorities include:

- Club Development
- Facilities and Infrastructure
- Game Development
- Engagement and Promotion
- Partnerships and Collaboration.

Recommendations relevant to Colac Otway Shire and the Football Facilities Feasibility Study are:

- 1.8 - Support the activation of additional and/or existing football facilities in the Surf Coast Shire, Colac Otway Shire and Golden Plains Shire to drive participation growth.
- 2.6 - Support the delivery of multi-use football facilities to meet current and future demand for training and competition in Colac Otway Shire.
- 2.9 - Trial futsal within suitable indoor facilities within Surf Coast Shire, Colac Otway Shire and Golden Plains Shire. These facilities may include Bluewater, Wurdi Baierr Stadium and Bannockburn YMCA.

Table 2: Colac Otway Shire Priorities

Category	Quantity
Population (2023)	22,471
Population forecast (2033)	24,657
5–39-year-olds change (2023-2033)	+777
Existing Sites / Pitches	1 site / 1 pitch
Football & Futsal Participation (2022)	64
Football & Futsal Participation (2033)	70
Current Football Pitch to Population ratio	1: 22,471

The key infrastructure priorities within the region to 2033 are:

1. Plan and deliver infrastructure to enable greater provision of multi-use football facilities to meet current and future demand for training and competition in the Colac Otway Shire.
2. Provide and/or facilitate access to existing indoor facilities to support increased participation in futsal.
3. Improve the quality and capacity of existing football pitches and player and referee change facilities where shortfalls exist.
4. Support regional advocacy for the Armstrong Creek West Active Open Space Sub-Regional Football Facility.

Football Victoria (FV) outlines the following strategic priorities for the Colac Otway Shire and Greater Geelong region, focusing on infrastructure development, participation growth, and pathway enhancement.

Infrastructure Development:

- **Facility Upgrades:** The G21 Regional Football (Soccer) Strategy 2023–2033 emphasises the need for modern, regional-level facilities capable of hosting higher-level events and accommodating increased spectator numbers. This includes upgrading existing venues to meet contemporary standards.
- **Synthetic Pitches:** The strategy advocates for the development of additional football facilities, particularly in areas experiencing population growth such as with Colac. Synthetic pitches are ideal for enhancing facility capacity and programmability aligns with FV's broader goals.

Participation Growth:

- **Female Participation:** Since 2015, there has been a 114% increase in female participation in the region, with females now comprising 25% of all participants as of 2024. FV aims to continue this upward trend by implementing targeted programs and creating inclusive environments.
- **Grassroots Programs:** FV plans to expand grassroots initiatives, such as MiniRoos, to engage younger players and foster a lifelong passion for football.

Pathway Development:

- **Talent Identification:** Collaborations with local clubs and schools are intended to identify and nurture talent, providing clear pathways from community football to elite levels.
- **Coach and Referee Development:** Investments in training programs for coaches and referees aim to enhance the quality of football and ensure participants receive high-quality guidance.

Community Engagement:

- **School Partnerships:** Strengthening ties with educational institutions is a priority to promote football from a young age and integrate the sport into school curricula.
- **Cultural Diversity:** FV is committed to embracing the region's cultural diversity by implementing programs that encourage participation across various communities.

These strategic priorities are designed to ensure that football in the Colac Otway Shire and Greater Geelong region continues to grow sustainably, offering quality facilities and programs for all participants.

Football Victoria Regional Football Review 2024

Football Victoria (FV) conducted a comprehensive Regional Football Review to enhance the administration, development, and overall experience of football across regional Victoria. The key priorities identified from this review include:

Governance and Administration:

- **Unified Structure:** Transition from 11 independent regional associations to a consolidated governance model under FV. This aims to streamline operations and reduce the administrative burden on volunteers.
- **Regional Advisory Committees:** Establish committees within FV to ensure regional perspectives are integrated into decision-making processes.

Infrastructure Development:

- Strategic Framework: Develop a framework for planning and developing football infrastructure across metropolitan, regional, and rural areas of Victoria. – Currently underway with all LGAs and Regional Stakeholders.
- Facility Upgrades: Focus on improving existing pitches, providing gender-inclusive change rooms, and increasing access to indoor facilities for futsal.

Participation and Pathways:

- Female Participation: Achieve a 50/50 gender parity in football by 2027, aligning with FV's Vision for Women & Girls.
- Talent Pathways: Enhance pathways for regional players, as demonstrated by the inclusion of regional female teams into our Community Premier Leagues.

Support for Volunteers:

- Training and Development: Provide more training and support for the recruitment, development, and retention of coaches, referees, and volunteers to strengthen the football community.

These priorities aim to create a more efficient, inclusive, and supportive environment for football in regional Victoria, ensuring the sport's growth and sustainability.

2.5 Club Strategies

Colac Otway Rovers AFC Strategic Plan Summary 2025-2030

The Rovers purpose: *“To grow an enjoyable, visible and connected community football (soccer) club.”*

Their vision: *“To be the largest and most respected football (soccer) club in the Colac region.”*



Figure 4: Colac Otway Rovers AFC Strategic Plan Summary 2025-2030

2.6 Key Findings of the Strategic Review

There is strategic support for a fit for purpose soccer facility in Colac Otway Shire

There are no dedicated rectangular sports fields in Colac/Elliminyt, as identified in the Colac Otway Public Open Space Strategy, Colac 2050 Community Infrastructure Plan, G21 Regional Soccer Strategy and Football Victoria Facilities Strategy 2025-2035.

The G21 Regional Football (Soccer) Strategy 2023-2033 identifies Colac Otway Shire Council's key infrastructure priority is to "plan and deliver infrastructure to enable greater provision of multi-use football facilities to meet current and future demand for training and competition in the Colac Otway Shire".

The Football Victoria Facilities Strategy 2025-2035 identifies a Colac Soccer Hub as a priority outcome for the Wimmera South West Zone.

A strategic approach is needed to understand how best to provide football (soccer) facilities to meet the sport's participation needs now and in the future.

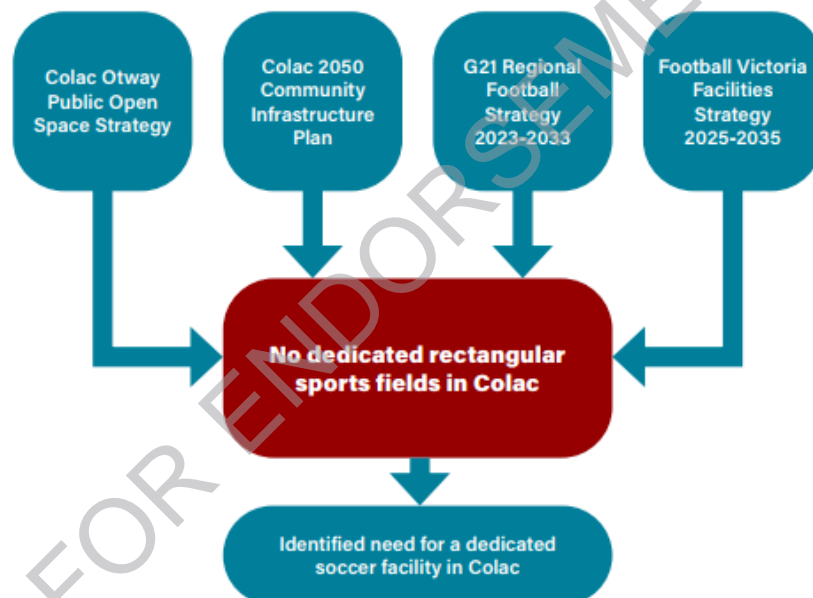


Figure 5: Strategic Review Key Findings

3. Demand Assessment

This chapter analysis the drivers of demand including the demographic influences, local and state participation trends. A Demand Analysis Model has been undertaken to determine the current and future field requirements. The following provides a summary of the key demographic characteristics and football participations trends that will guide future demand.

3.1 Demographic Review

Colac Otway Shire has several districts, and the population¹ for each district is as follows:

- Rural North – contains 16% of the Shire’s population
- Rural South – 14%
- Great Ocean Road – Otways – 13%
- Colac – East, West and Central: 42%
- Elliminyt – 15%.

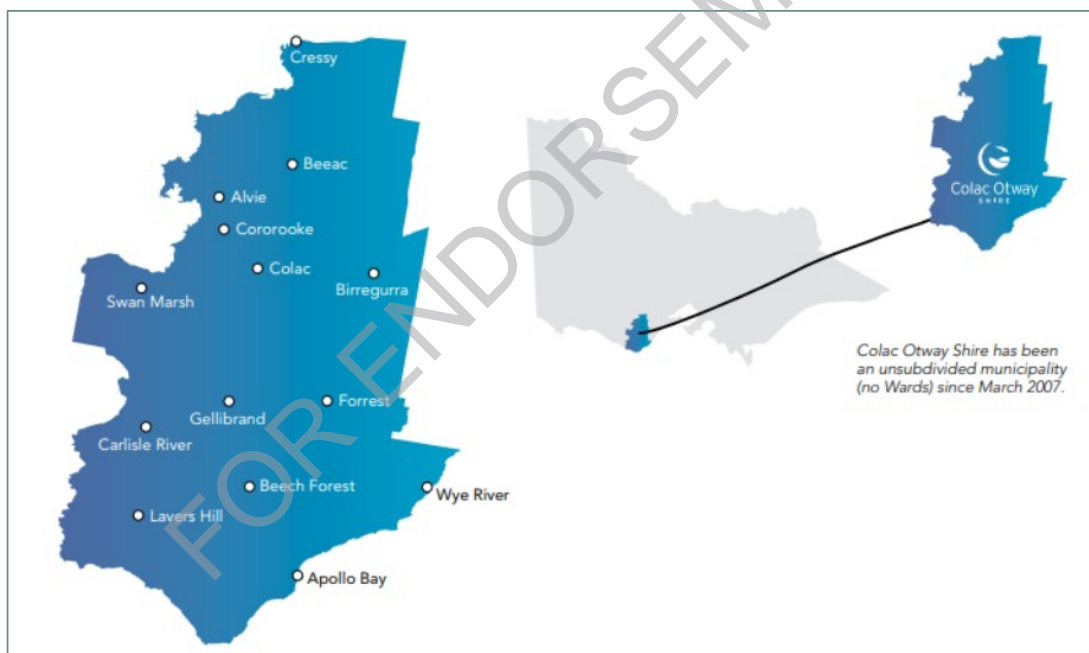


Figure 6: Colac Otway Shire Map (Source: Colac Otway Annual Report 2024)

Population

The estimated residential population of Colac Otway Shire in 2023 was 22,273. This represents growth in population from the previous year (22,198), although a decrease from 22,309 in 2021. An additional 1,600 people are forecast by 2036 (Victoria in Future).

The following graph shows the population by year since 2006.

¹ [Population highlights | Colac Otway Shire | Community profile](#)

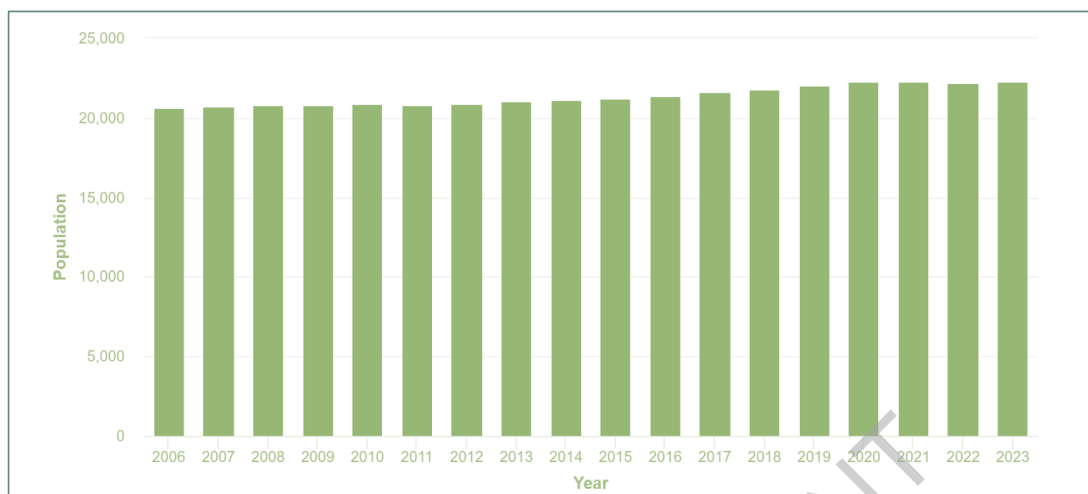


Figure 7: Population by year 2006-2023, Colac Otway Shire

Age

The prominent age groups derived from the 2021 census date are presented below:

Table 3: Five-year age groups, Colac Otway Shire 2021

Age structure – Five-year age groups			
Colac Otway Shire - Total persons (Usual residence)	2021		
Five-year age groups (years)	Number	%	Regional VIC %
0 to 4	1,123	5.0	5.4
5 to 9	1,286	5.7	6.0
10 to 14	1,327	5.9	6.2
15 to 19	1,214	5.4	5.6
20 to 24	1,025	4.6	5.1
25 to 29	1,277	5.7	5.8
30 to 34	1,294	5.8	5.9
35 to 39	1,266	5.6	5.9
40 to 44	1,199	5.3	5.6
45 to 49	1,325	5.9	6.1
50 to 54	1,490	6.6	6.4
55 to 59	1,574	7.0	6.7
60 to 64	1,646	7.3	7.0
65 to 69	1,639	7.3	6.7
70 to 74	1,428	6.4	6.0
75 to 79	975	4.3	4.2
80 to 84	680	3.0	2.8
85 and over	651	2.9	2.7
Total population	22,419	100.0	100.0

A high-level overview of the population can be seen below:

Table 4: Population Summary, Colac Otway Shire 2021

Colac Otway Shire - Total people (Usual residence)		2021	
Population group	Number	%	Regional VIC %
Males	11,224	50.1	49.2
Females	11,200	49.9	50.8
Aboriginal and Torres Strait Islander population	315	1.4	2.0
Australian citizens	19,772	88.2	88.6
Eligible voters (citizens aged 18+)	15,699	70.0	69.4
Population over 15	18,683	83.3	82.4
Employed Population	10,642	97.2	95.9
Overseas visitors (enumerated)	24		

Analysis into the age-groups within the Colac Otway Shire demonstrates the demand for children and young adults to participate in organised sport. This data has been sourced by the official Victorian state government projection of population and households.

Table 5: Future population age and sex populations to 2036, Colac Otway²

Age Group	2021	2026	2031	2036	Difference 2036 - 2021
0 to 4	1,123	1,172	1,169	1,128	5
5 to 9	1,286	1,135	1,179	1,187	-99
10 to 14	1,327	1,235	1,107	1,165	-162
15 to 19	1,214	1,237	1,160	1,048	-166
20 to 24	1,025	1,059	1,084	1,024	-1
25 to 29	1,277	1,194	1,160	1,211	-66
30 to 34	1,294	1,377	1,242	1,219	-75
35 to 39	1,266	1,356	1,436	1,313	47
40 to 44	1,199	1,257	1,375	1,467	268
45 to 49	1,325	1,210	1,302	1,430	105
50 to 54	1,490	1,349	1,250	1,352	-138
55 to 59	1,574	1,548	1,466	1,379	-195
60 to 64	1,646	1,633	1,640	1,573	-73
65 to 69	1,639	1,633	1,677	1,698	59
70 to 74	1,428	1,527	1,595	1,652	224
75 to 79	975	1,275	1,429	1,508	533
80 to 84	680	799	1,113	1,265	585
85+	651	732	935	1,289	638
Total Population	22,419	22,729	23,319	23,909	1,490

Analysis of these projections portrays a 6.6% growth in 15 years. By 2036, the population aged 0 to 34 and 50 to 64 will decrease, and the population aged over 70 will increase.

² Victoria in Future

A breakdown by service groups is provided below:

- Primary schoolers (5-11) 8%
- Secondary schoolers (12-17) 7.2%
- Tertiary education and independence (18-24) 6.6%
- Young workforce (24-34) 11.5%
- Parents and homebuilders (35-49) 16.9%
- Older workers and pre-retirees (50-59 years) 13.7%
- Empty nesters and retirees (60-69) 14.7%
- Seniors (70-84) 13.7%
- Elderly (84+) 2.7%.

Diversity

Additional demographic information within the Shire has been presented below, along with comparisons to regional, state, and national percentages.

The table below shows:

- Colac Otway Shire has a higher median age, lower proportion of overseas born population, and lower proportion of a language other than English spoken at home compared to state and national averages. Despite there being a low level of diversity, there is a need for providing welcoming and inclusive sport and recreation facilities and programs that are culturally sensitive and accessible.
- Colac Otway Shires socio-economic index of advantage of 972.6 is ranked within the 28th percentile of disadvantage. It is lower than state and national averages, outlining lower proportions of higher income earning individuals and greater proportions of lower income earning individuals. Providing affordable access to sport and recreation facilities will be important to encouraging participation.
- In particular, Colac West (901.8) and Colac Central (902.5) are within the 10th percentile of disadvantage and are ranked much lower than the Regional Victoria (985 and 33 percentile) and G21 Region (1,016.4 and 51 percentile) average. Providing affordable football participation opportunities within Colac will improve the health and wellbeing of these disadvantaged communities.

Table 6: Demographic Information comparison, Regional, State, and National %

Demographic Statistic	Colac Otway Shire	Regional Victoria	Victoria	Australia
Median Age	45	43	38	38
Aboriginal and Torres Strait Islanders	1.4%	2.0%	1.0%	3.2%
Couples with children	22%	25%	31%	30%
Overseas born	10%	12%	30%	28%
Language at home other than English	6%	7%	28%	22%
SEIFA index of disadvantage (2021) <i>Percentile</i>	973 28th	985	1010	1001

Health and Wellbeing

The Australian Bureau of Statistics provides data on the types of long-term health conditions of Australians. This data indicates that the Colac Otway Shire is overrepresented with several long-term health conditions, of which many are preventable. Planning and investment in high-quality and accessible public open space, and encouraging increased participation in sport and recreation, is crucial in promoting active lifestyles that can help reduce the risk of such conditions.

Table 7: Health condition comparison, State, and National %

Type of long-term health condition	Colac Otway Shire	%	Victoria %	Australia %
Arthritis	2,414	10.8	8.0	8.5
Asthma	1,901	8.5	8.4	8.1
Cancer (including remission)	764	3.4	2.8	2.9
Dementia (including Alzheimer's)	196	0.9	0.7	0.7
Diabetes (excluding gestational diabetes)	1,111	5.0	4.7	4.7
Heart disease (including heart attack or angina)	1,045	4.7	3.7	3.9
Kidney disease	249	1.1	0.9	0.9
Lung condition (including COPD or emphysema)	499	2.2	1.5	1.7
Mental health condition (including depression or anxiety)	2,046	9.1	8.8	8.8
Stroke	281	1.3	0.9	0.9
Any other long-term health condition(s)	1,679	7.5	8.0	8.0
No long-term health condition(s)	12,579	56.1	61.0	60.2
Not stated	2,050	9.1	7.6	8.1

Based on this information, the Colac Otway Shire population has:

- Greater proportions of the above-listed health conditions compared to State and National averages, aside from other.
- Lower proportions of population without a long-term health condition compared to State and National averages.
- A higher percentage of respondents who did not state their long-term health status.

3.2 Football Participation Trends

Colac Otway Rovers Amateur Football Club – Participation and Programs

Colac Otway Rovers Amateur Football Club (AFC) competes in the Geelong Regional Football Competition. The Club fields teams in both football and futsal competitions across their respective seasons.

They have experienced strong growth from 2023, when they supported two teams. The Club has gained participants off the back of the 2023 Women's World Cup in Australia and aims to introduce a senior women's team to join their existing teams. In 2024, they fielded 10 teams and have grown successful MiniRoos and futsal programs.

Over the past three years the Club has used four facilities and experienced challenges at each site.

Table 8: Colac Otway Rovers AFC Use of Current Facilities

Site	Purpose	Challenges
Central Reserve Hockey Fields	Training	<ul style="list-style-type: none"> • Insufficient space • Poor lighting – ageing two pole configuration which doesn't meet training lux levels • No suitable change facilities
Trinity College	Junior Matches	<ul style="list-style-type: none"> • Limited access to venue – by annual agreement • Not a secure long-term option • No change room facilities
Beeac Recreation Reserve	Senior Matches	<ul style="list-style-type: none"> • Travel distance • No lighting • Not maintained by Council (noting that this reserve is not owned/managed by Council, with management of the reserve delegated to a DEECA appointed community committee)
Western Reserve (as of 2025 season)	Training and Matches	<ul style="list-style-type: none"> • No compliant gender neutral (female friendly) change rooms • No storage space • No access to the clubroom (social/kitchen) facilities • Potential for surface wear and tear

Colac Otway Rovers AFC currently has 163 football players registered with Football Victoria. The table below displays the Rovers memberships over the previous four years:

Table 9: Colac Otway Rovers AFC Memberships 2022-2025

Colac Otway Rovers AFC Members	Junior Members				Senior Members (15+)				Members Total			
	Male	Female	Non-Binary	Total	Male	Female	Non-Binary	Total	Male	Female	Non-Binary	Total
2022	15	0	0	15	20	0	0	20	35	0	0	35
2023	16	0	0	16	20	0	0	20	36	0	0	36
2024	100	20	0	120	45	40	0	85	145	60	0	205
2025	69	14	0	83	55	25	0	80	124	39	0	163

The following teams were registered for 2025:

- 3 x U11 miniroos teams (mixed)
- 2 x U13 junior teams (mixed)
- 1 x U14 girls' team (that played in the South West competition)
- 1 x Senior Women (14+) team (19 women)
- 3 x Senior Men (15+) team (53 men). This is an additional team from the previous year.

The Club also facilitates the following programs:

- MiniRoos skill acquisition and in-house competition.
- Futsal Competition with 92 registered players in 2024/25.

3.3 Football Participation Trends

Football Victoria National Participation Report 2024

Football Australia's 2024 National Participation Report outlines total participation increased by 11%, or 197,052, from the previous year. Key trends and insights from participation in Victoria are:

- Victoria is the second highest state by participation behind New South Wales. Total participation of 391,530, representing growth of 10% on 2023.
- Outdoor affiliated football had 91,793 participants (86.7% of total participation) and 376 clubs.
- 69,892 (76%) of participants were male and 21,837 (24%) were female. There was a 20% growth of women and girls' participation in 2023.
- Other formats such as futsal and social competitions are less male dominant than the total participation (64% vs 36%, 65% vs 35% respectively).

AusPlay Participation Survey

The AusPlay Football State of Play Report, 2019, identifies several participation trends for the sport in Australia, and by state. Some key insights include:

- Only Tasmania (4.5%) and South Australia (3.9%) have a lower participation rate in football than Victoria (4.7%). The state does, however, have the second highest number of people who most strongly associate football as their sport (492,352).
- Adult participation was heavily skewed towards males (838,862 or 8.4% of the male population), with males accounting for 77% of participation.
- It was still one of the most participated in team sports by women in Australia with AusPlay estimating that 247,232 (2.4%) women played Football/soccer.
- It is estimated that 681,194 Children aged 0-14 years have participated in organised Football/soccer out-of-school. Boys accounted for 78% of all Children's Football/soccer participation.
- Current trends and net growth market opportunity are much more favourable for Football/soccer with Children. There was high consideration among young Children aged 0-8 years, including stronger interest (compared to current participation rates) from girls.
- The main motivators for participation in soccer were 'Fun/Enjoyment' (57%), Social Reasons (43%) and Physical Health/Fitness (39%). The most dominant reason for dropping out of soccer was 'Not Enough Time/Too Many Other Commitments' (35%). This could be because of work, study, and family commitments. These motivators show the need for Football Victoria and local soccer clubs to facilitate teams, programs and competitions that prioritise "fun, social and fitness" as opposed to competing, premiership success and elite pathway development.

There is a significant proportion of the Colac Otway population which falls within the age brackets considered the most likely to make use of sporting facilities (5 to 49 years). The chart below shows soccer participation within this age cohort with peak rates of participation in younger age groups between 5 and 18 years.

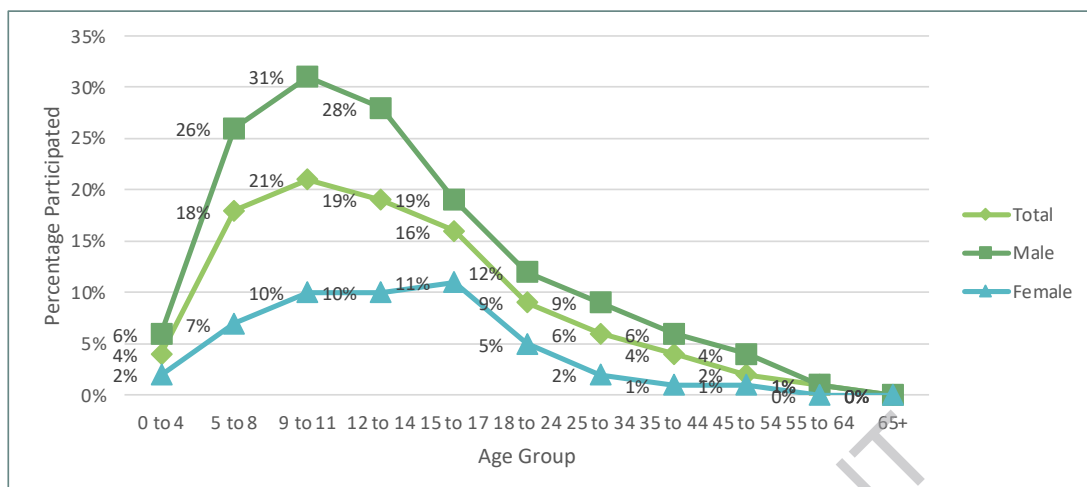


Figure 8: Organised Soccer Participation by Life Stage (Source: AusPlay Football State of Play Report, 2019)

Between October 2015 and June 2023³:

- Football had more than 1.16 million adult participants annually, approximately 5.6% of the adult population.
- It was participated in by 14.6% of the 0–14-year-olds outside of school, annually.
- It is popular with different groups within the community, such as people speaking a language other than English (7.8%), people with a disability (1.9%) and people of Indigenous heritage (4%).
- Victoria held 21.4% of the total national participants, second only to NSW (41.2%).

3.4 Futsal Participation Trends

The Football Australia National Participation Report identifies that 39% of overall soccer participants are futsal players.

Football Victoria (FV) reports that outdoor football (soccer) and futsal participation has been growing exponentially in Victoria, with futsal provided by affiliated clubs and private commercial providers. This growth trend is particularly realised in growth areas and in highly diverse communities where a high proportion of people are from culturally and linguistically diverse (CALD) backgrounds.

There are many benefits to providing access to futsal competitions to compliment the traditional football delivery format in Australia. Some of these benefits to participants and facility providers are:

- **Accessibility:** Futsal can be played indoors, making it accessible year-round.
- **Skill Development:** The smaller-scale, fast paced and technical nature of futsal aids in the skill development of football participants.
- **Physical Fitness:** the fast-paced nature of futsal can improve the cardiovascular health, stamina and endurance of its participants.
- **Safety:** Compared to full-field, outdoor football, futsal is a safer environment for beginners and experienced participants.

³ Microsoft Power BI

3.5 Benchmarking of Greater Geelong Region Football Facilities Provision

The G21 Regional Football (Soccer) Strategy 2023-2033 provides key information regarding the access to and provision rates of football pitches across the different Local government Areas in Greater Geelong. Analysis into this data demonstrates the shortfall within Colac Otway and emphasises the need for additional fit-for-purpose football facilities.

Table 10: Benchmarking of Greater Geelong Region LGA's

LGA	City of Greater Geelong	Surf Coast Shire	Golden Plains Shire	Borough of Queenscliff	Colac Otway Shire	Average
Population (2023)	280,450	37,694	24,943	3,333	22,471	73,778
Football and Futsal Participation (2022)	5,252	583	481	56	64	1,287
Number of Sites	18	1	1	0	1	4
Number of Football Pitches	40	3	2	0	1	9
Population to Pitch Ratio	1: 7,011	1: 11,610	1: 12,472	0: 3,333	1: 22,471	1: 8019
Participant to Pitch Ratio	1: 131	1: 194	1: 241	0: 56	1: 64	1: 140

Key findings from the benchmarking are:

- The Greater Geelong region has a significant shortfall of fit-for-purpose football pitches.
- On average, Greater Geelong has a participant-per-pitch ratio of 1: 140. In Victoria, Football Victoria uses a participant-per-pitch ratio of 1: 170 to assess pitch demand (2025-2035 State Facilities Strategy).
- Since this report, football participation within Colac Otway has grown significantly, with over 160 participants in the outdoor winter football competitions and over 90 participants in the indoor summer Futsal competition. The Club has also accessed shared-use fields in a limited capacity. As football participation growth continues to occur within Colac Otway and Greater Geelong, the current supply of fields is insufficient.

3.6 Optimum Club Participants

Discussions with Football Victoria indicate that **approximately 220 players are the optimal membership size to sustain a community soccer club on two to three full size equivalent fields**. A club of this size would generally include three to four senior teams and 12 to 15 junior teams. The Colac Otway Rovers AFC is approaching this number of participants and teams.

Football Victoria indicates that when a club reaches a membership of 350+ people, it puts pressure on the club's ability to sustain activity at a venue(s) with three fields. As the state body, Football Victoria's responsibility is to administer the competition and work with local clubs to manage affiliated clubs' size.

Local Government Authorities in Australia attempt to keep up with the participation demand of all sports, however it is a challenge to provide for the field supply and sport facility design requirements for different levels of competition across all sports. A strategic partnership approach between Local Government, peak sporting bodies and local sports associations and clubs is required to address these challenges.

3.7 Soccer Academies Participation

There is an increasing number of private (for profit) soccer academies operating across the country, particularly servicing communities with high soccer participation levels, such as Greater Geelong. Soccer academies generally focus on younger player development and often have relationships with local schools and community sporting clubs to offer talented soccer players a development pathway to elite level soccer programs. At this stage, there is no soccer academy operating within the Colac Otway Shire. However, a number operate in neighbouring municipalities such as Coerver in Torquay, Ocean Grove and Geelong.

Commercial hirers or academies do not form part of the facility allocation process and are not entitled to apply for an allocation. They can apply for use of space on a regular/casual hire basis once all allocations are complete.

Commercial soccer academies requesting an allocation for the use of facilities will be required to satisfy all mandatory requirements contained within Council's Allocation Policy (incorporation, public liability insurance etc.) and enter into a casual hire agreement with Council as a commercial hirer, with appropriate fees charged.

3.8 Demand Analysis Model

The table below applies the current football participation rate in Colac Otway Shire (1.33%) and the AusPlay participation rates (2.8% Adult and 10.2% Child) to the current population and future projected populations of 2031 and 2036.

It shows the potential (latent) demand for football in Colac Otway Shire if quality facilities and programs are provided.

Table 11: Football Participation Rate in Colac Otway Shire

Football	Current	2031	2036
Current Participation Rate (1.33%)	297	309	317
AusPlay Participation Rate (2.8% Adult/10.2% Child)	904	909	927

A facility demand model has been developed to inform the current and future football field requirements to meet football participation demand in the short-term, medium term and long-term.

The model considers field capacity, current and future population, participation rates and usage levels. Other factors such as the capacity of a field to accommodate playing numbers, the current distribution of clubs to fields and opportunities for clubs to share has been considered.

The modelling has considered three participation rate scenarios that were applied to the current and future population:

- **Scenario 1** uses Victorian AusPlay football participation rate of 13% (2.8% for adults and 10.2% for children) is applied to the current and future populations to determine the potential number of participants. This scenario shows the facility requirements to meet the potential football participation in the Colac Otway Shire, if quality, fit for purpose football facilities are provided to support participation and programming growth.
- **Scenario 2** uses the Colac Otway Shire current football participation rate of 1.33% (assumed 0.60% for adults and 0.73% for children) is applied to the current and future populations to determine the potential number of participants. This shows the facility requirements if there was no increase in participation rate and this was maintained. This scenario should be considered as

the “status quo” option, where access to existing shared sports fields is limited and there is no fit for purpose football facility that could support participation and programming growth.

- **Scenario 3** uses the mid-point between current Colac Otway Shire and Victorian AusPlay football participation rate of 5.84% (assumed 1.46% for adults and 4.38% for children). This scenario shows the facility requirements if there is a continued increase in the participation rate locally, towards that being experienced across the G21 region and State. It recognises that participation and programming growth takes time, but is projected if quality, fit for purpose football facilities are provided.

The **Otium Analytics Demand Analysis Model** determines the estimated participants, required hours of access, number of facilities, playing space and total space for activities, and by user sharing potential (i.e., cricket ovals being used by football). The key inputs into the model include:

- Participation rates by activity
- Available facility capacity
- User access needs
- Typical field size and ancillary space required
- Demographic information
- Current supply (if known).

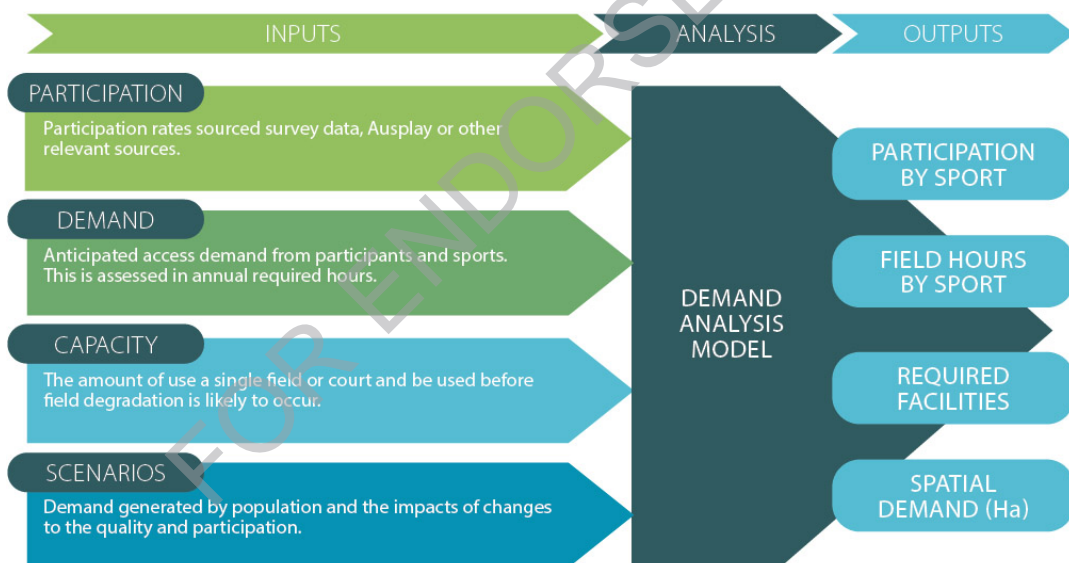


Figure 9: Otium Demand Model

3.8.1 Model Assumptions

The model applies full optimisation of all fields for average field capacity across the sports field network based on participation and usage assumptions. A field is only added if a field is fully optimised.

The model applies the following assumptions. These assumptions have been confirmed by Football Victoria:

- Current population (2021) of 22,419. This is comprised of 3,736 people aged 0-14 years (17%) and 18,683 people aged 15 years and above (83%).

- Future population (2036) of 23,908. This is made up of 3,480 people aged 0-14 years (15%) and 20,428 people aged 15+ years (83%).
- **Scenario 1** uses Victorian AusPlay football participation rate of 13% (2.8% for adults and 10.2% for children) is applied to the current and future populations to determine the potential number of participants. This shows the facility requirements to meet the potential football participation in Colac Otway Shire.
- **Scenario 2** uses the Colac Otway Shire current football participation rate of 1.33% (assumed 0.60% for adults and 0.73% for children) is applied to the current and future populations to determine the potential number of participants.
- **Scenario 3** uses the mid-point between current Colac Otway Shire and Victorian AusPlay football participation rate of 5.84% (assumed 1.46% for adults and 4.38% for children)
- An average field capacity of 25 hours of use for natural grass fields. Please note that the field requirement can be reduced if a synthetic field is installed, which have a field capacity of 54 hours of use.
- The following soccer facility utilisation rates are applied to the model to determine how many hours of use is needed to meet the demand:
 - An average of 5 hours per week (3 hours of training and 2 hours of competition) for an adult participant and 24 participants per rectangle field.
 - An average of 3 hours per week (2 hours of training and 1 hour of competition) for a child participant and 36 participants per rectangle field.

The model needs to be overlaid with local factors impacting a field's use. These include:

- Capacity of fields to accommodate the number of players (117 players per field - based on 350 players across three fields).
- Quality and condition of fields. The quality (whether a facility is fit for purpose), and condition of a facility may restrict the amount of use possible. This could be because the infrastructure is nearing the end of life.
- Practicality of clubs sharing facilities. Sharing of facilities amongst competing sports may not be possible due to competition structures and scheduling conflicts.
- Participation numbers within clubs changing from year to year. There has been for some sports a drop off in participation over the COVID-19 restriction years that are now returning to and exceeding pre-pandemic levels.
- Programming of sports competition. For example, sports associations stipulate required start times, competition formats, game length times and the number of games played at each court each week.
- Inequitable participation distribution and other users (i.e. other sports and school use). It may not be feasible for clubs to travel significant distances to fields.
- Location of facilities that have a wider catchment beyond the Colac Otway Shire i.e. NPL and State League athlete development pathway clubs i.e. Surf Coast FC.

3.8.2 Model Outputs

Based on the above methodology, the model confirms a **shortfall in football pitches**, as detailed in the table below.

The analysis of the current supply (inventory) for sports fields that soccer use is three senior and one junior field. However, they are not used by soccer for 100% of the time. When we consider how many hours football has access to sports fields, the equivalent access to a full use (100% access) Level 3 field with a capacity of 25 hours is two fields. The model shows the current and future field requirements reports

Table 12: Facility Requirements Current – 2036

Sport	Current Fields Used by Sport	Current Field Access*	Current Level 3 Field Access Requirement for Current Participation Demand (2025)#	Current Surplus/ Deficit of Field Access	Future Level 3 Field Access Requirements for Participation Demand (2036)^	Future Surplus/ Deficit of Field Access
Scenario 1 Victorian AusPlay participation rate	3 senior and 1 junior fields	2 senior fields (equivalent of 50 hours)	6 (equivalent of 150 hours)	-4	6 (equivalent of 150 hours)	-4
Scenario 2 Colac Otway current participation rate	3 senior and 1 junior fields	2 senior fields (equivalent of 50 hours)	2 (equivalent of 50 hours)	0	2 (equivalent of 50 hours)	0
Scenario 3 Mid-point between Colac Otway and Victorian AusPlay participation rate	3 senior and 1 junior fields	2 senior fields (equivalent of 50 hours)	3 (equivalent of 75 hours)	-1	3 (equivalent of 75 hours)	-1

* **Note:** The current field access considers a sport’s access to dedicated fields (100% access) and secondary the proportion of use by that sport for shared multi-sport fields. A field is only counted when it is fully utilised (25hrs based on a Level 3 natural grass field). A review of the occupancy of junior and senior teams for training and matches across fields used by football shows an equivalent of 50 hours of use or the field capacity for two senior pitches.

The field requirement can be reduced if installing a Level 4 synthetic pitch that can accommodate 54hrs of use (twice that of a Level 3 natural grass field).

^ The future 2036 field requirement does increase from current 2025 population, however not to the level that has triggered an additional field.

3.9 Key Findings of Demand Assessment

A growing population and increased interest in football at junior and senior levels is leading to an overall rise in football participation

Population and age are key drivers of participation demand:

- The Colac Otway Shire’s population of 22,273 residents (2023) is projected to increase by 1,600 by 2036 (Victoria in Future).
- There are 42.2% (9,400 people) of the Colac Otway Shire population who are within the most active years age groups (5 to 49 years). Football participation is one of the highest in Victoria and increasing on the back of the Matilda’s success at the World Cup. The Victorian participation trend is being experienced in the Greater Geelong region. This shows a high demand for football facilities in Colac Otway.

There has been an increase in participation in football in recent years within Greater Geelong and the Colac Otway Shire region. The Colac Otway Rovers AFC has been growing their membership to 163 players and 10 teams playing in the Football Victoria winter competition (2025) and over 92 players playing in a local Futsal summer competition (2024/25). The Club introduced additional teams and launched a new senior women's team in 2025. The interest in the Club has soared on the back of the Women's 2023 Football World Cup being hosted in Australia and the Matilda's success.

Football participants meet recommended Australian physical activity levels

Preventable lifestyle health diseases are more prevalent in the Colac Otway community when compared to the Victorian and Australian averages. Football participants are training and playing at least two to three times each week and often for one to two hours each time. Football participants meet recommended Australian physical activity levels and therefore can be a vehicle to for reversing this health trend. Sport and recreation in Colac Otway improve physical health, mental well-being, and social benefits for individuals and communities.

There is a need for a quality, fit for purpose football facilities in Colac Otway

The three full size senior fields and one junior sized field used by football are restricted due to no or poor lighting and compliant gender-neutral change room facilities, fields being shared-use fields with other tenants such as AFL football (This restriction will continue at these fields) and Beeac Recreation Reserve being an inappropriate location for a football hub. A review of the occupancy of junior and senior teams for training and matches across Beeac Recreation Reserve, Central Reserve Hockey Pitch, Western Reserve and Trinity College shows football's current field access across these fields to be an equivalent of 50 hours of use or the field capacity for two senior pitches.

Furthermore, if a wet winter were to occur and field conditions deteriorate, football use of these fields could be reduced or potentially ceased. This would have a significant impact on the current football club and their ability to provide current participation and programming. The current situation limits the potential for growth of football participation and programming in the Colac Otway region.

This project includes a Demand Analysis Model to determine the number of football (rectangular) fields required to meet current and future participation demand. The modelling found:

- If the Victorian AusPlay participation rates are realised, six natural grass rectangular fields to a Level 3 standard or the equivalent of 150 hours access to sports fields would be required to meet participation and programming needs.
- The "status quo" scenario modelled the field requirements if the current 1.33% Colac Otway participation rate is applied. Access to two natural grass rectangular fields to a Level 3 standard or the equivalent of 50 hours access to sports fields would be required to meet participation and programming needs.
- A third scenario modelled the midpoint between the current Colac Otway participation rate and Victorian AusPlay participation rate. Access to three natural grass rectangular fields to a Level 3 standard or the equivalent of 75 hours access to sports fields would be required to meet participation and programming needs.
- The field requirements above could be reduced if a Level 4 synthetic field is installed. For example, if the third scenario was realised, the participation and programming needs could be supported on one Level 3 standard natural grass field and one Level 4 synthetic field.

The model shows a demand for a new home for football (football hub) to serve the Colac Otway Shire. The football hub should be designed to progressively increase its capacity in line with the growth of soccer participation and programming. We note that the club has 163 participants, and the Shire football participation is 297. This shows that some participants play at clubs and venues outside the municipality

(e.g., Surf Coast FC participates at Banyul-Warri Fields in Torquay). However, the club and regional participation growth trend suggests participation will continue to grow to a level that can support a two to three field facility (220-350 players).

A strategic approach is needed that considers:

- **Priority** - Providing a new football hub that provides a minimum of two sports fields including future provision of a synthetic field.
- Whilst planning for a new football hub, interim actions that consider a combination of access to existing multi-sports fields and increasing the capacity of these multi-sports fields.
- Any development of a new sports field proposed in the growth area should be designed as multi-sport fields that could support football.

3.9.1 Castlemaine Goldfields Soccer Club Case Study

A case study is provided for the Castlemaine Goldfields Soccer Club. The success of the Castlemaine Goldfields Soccer Club shows the potential of the Colac Otway Rovers AFC, if they have primary tenant access to quality, fit for purpose football pitches and facilities.

The Castlemaine Goldfields Soccer Club is a district soccer club within a similar population size, with modest growth in Colac Otway Shire.

The club has access to two senior-sized soccer pitches across two reserves. These fields can be configured as four U11 pitches or eight U9 pitches. The field dimensions are under Section 5.2. Chewton Memorial Park is a year-round football facility, where the club has seasonal (winter) access to Wesley Hill Recreation Reserve, shared with cricket (summer).



Figure 10: Chewton Memorial Park and Wesley Hill Recreation Reserve football pitches

The club, through good governance and access to quality, fit-for-purpose pitches (as the primary tenant), has increased their participation and programming over the last 10 to 15 years.

Since 2019, the club has grown its membership from 403 players to 569 players in 2025. The table below provides a membership breakdown for the club:

Table 13: Castlemaine Goldfields Soccer Club Membership

	2019			2025		
	Female	Male	Total	Female	Male	Total
MiniRoos - Aged 0-11	60	142	202	113	194	307
Juniors - Aged 12-18	42	102	144	68	115	183
Seniors - Aged 19-35	4	28	32	14	40	54
Over 35's - Aged 36+	7	18	25	8	17	25
TOTAL	113	290	403	203	366	569

The club runs programs that target a range of ages, abilities and participation needs, including:

- Miniroos non-competitive skills and fun, for aged 4-9 girls and mixed.
- Junior non-competitive for U10 girls and mixed.
- Junior competitive for U12-U16 girls and mixed.
- Competitive youth/U18 mixed.
- Senior competitive men and women.
- Social women and gender diverse.
- Social men and gender diverse.
- Over 55s competition.
- Off-season junior and senior indoor football all genders. This program is run from the Castlemaine Secondary College Stadium.
- Kicks and Shakes summer program.

The Mount Alexander Shire Council, Football Victoria and the club were involved in a Stage 1 Feasibility Study, which found a need for an additional football pitch. The study considered several options including consolidating all football pitches into one football hub site, and the introduction of a synthetic pitch at the Castlemaine Secondary College. The Council continues to consider these options, however, the demand for three senior pitches and the consideration of a synthetic pitch to meet current and future participation and programming demand is found.

4. Stakeholder Engagement

This section summarises the engagement findings from interviews with Colac Otway Rovers Amateur Football Club (AFC) (local club) and Football Victoria (peak sporting body).

4.1 Colac Otway Rovers AFC Interview

Colac Otway Rovers AFC confirms that participation and programming have significantly increased in the last three years. In 2024 there were 10 teams and over 200 players. In 2025 this is on track to grow to 12 teams, including additional girls and women teams. In addition, the Club organised a summer indoor Futsal competition that had over 90 registered players.

The Club is experiencing a range of operational and facility issues relating to growing football participation:

- Football participation is growing, and the current facilities are insufficient to meet future demand.
- There is a need to upgrade buildings. Several club rooms are in poor condition with insufficient change rooms and access issues. Also change rooms are not female-friendly or gender neutral.
- Some existing sports fields used by the Club are too small or in average condition.
- Generally positive relationship between the Club and other sporting tenants and facility owners. However, the football club is a secondary user of these facilities. There is a risk of losing access if primary tenants require more access.
- The Club doesn't have a home and therefore revenue opportunities available to other sporting clubs, such as a kiosk, are unavailable. It is also inefficient to operate a club split over several venues without a home base.
- The Club seeks a new home of football in Colac. They support the development of this facility at the former Colac High School site. They also support other sites that could accommodate three to four fields at the one site.

4.2 Football Victoria Interview

Colac Otway Rovers AFC participation continues to grow, and we expect the greater growth rate in the coming three to five years. This is consistent with growth seen in the Greater Geelong region and across Victoria.

There is currently **no access** to a fit for purpose soccer facility in the Colac Otway Shire. The current facilities accessed by the Club are substandard and do not meet Football Victoria's (FV) preferred facility design guidelines.

Football Victoria is supporting the development of a soccer home in Colac Otway as a means of accommodating participation levels, club programming, and the facility requirements of community senior and junior competition needs.

The model ideally sees the development of a year-round access facility that meets a Level 2. Local and Community Competition (Senior) facility requirements (refer to Section 6 Planning Framework). The preferred facility components as a minimum include:

- One natural grass field with competition lights (minimum 100 lux level).
- One synthetic field with training/competition lights (minimum 100 lux level).
- Club rooms with minimum of two changerooms for players and umpires per field.

- Covered viewing area overlooking the main field.
- Access to sufficient car parking.

Following this initial advice, FV reviewed the draft concept master plans developed for the former High School site and provided the following additional statements:

- FV has highlighted the project as a priority outcome in the Football Victoria Facilities Strategy 2025-2035 framework. FV will provide future advocacy support to the project when looking to unlock funding for this project from State and Federal Government.
- The proposed directions and concept masterplan prepared for the former High School site is supported (by FV) and achieves a great functional outcome for football.
- FV are supportive of staged delivery process and the proposed current breakdown of stages (particularly the inclusion of lighting the interim pitch in Stage 1 before synthetic pitch delivery in Stage 2).
- FV support for future delivery of two synthetic surfaces, if possible.

Regional Participation Trends

Over the past five years, participation in the Geelong region has experienced significant growth. Notably, there was an overall 25% increase in participation over a recent 12-month period 2023-2024. This surge in engagement reflects a broader national trend where football participation among boys and girls has surpassed other sports across Australia. Participation growth year on year in the Greater Geelong Region has been exponential over the past 5 years. There has been an increase of 3,756 players in this time (an additional 2,834 boys/men, 917 girls/women and 5 non-binary players) between 2019 and 2024. The tables below show a breakdown of players for each Local Government Authority.

Table 14: Football Victoria Player Registrations by Local Government Authority for 2019

LGA Summary 2019 Players ONLY	Male	Female	Non-Binary	Total
Golden Plains Shire Council	138	55		193
MiniRoos Ages 0 -11	59	27		86
Juniors Ages 12-18	53	27		80
Seniors Ages 19 - 35	25	1		26
Over 35's Ages 36+	1			1
Greater Geelong City Council	2,685	989	1	3,675
MiniRoos Ages 0 -11	1,051	402		1,453
Juniors Ages 12-18	898	316	1	1,215
Seniors Ages 19 - 35	600	237		837
Over 35's Ages 36+	136	34		170
Surf Coast Shire Council	269	109		378
MiniRoos Ages 0 -11	120	65		185
Juniors Ages 12-18	87	32		119
Seniors Ages 19 - 35	49	10		59
Over 35's Ages 36+	13	2		15
Colac Otway Shire Council	37	1		38
MiniRoos Ages 0 -11	2			2
Juniors Ages 12-18	16	1		17
Seniors Ages 19 - 35	15			15
Over 35's Ages 36+	4			4
Total Greater Geelong Region	3,129	1,154	1	4,284

Table 15: Football Victoria Player Registrations by Local Government Authority for 2024

LGA Summary 2024 Players ONLY	Male	Female	Non-Binary	Total
Golden Plains Shire Council	126	57		183
MiniRoos Ages 0 -11	82	27		109
Juniors Ages 12-18	27	26		53
Seniors Ages 19 - 35	14	2		16
Over 35's Ages 36+	3	2		5
Greater Geelong City Council	5,206	1,778	6	6,990
MiniRoos Ages 0 -11	2,103	696	1	2,800
Juniors Ages 12-18	1,359	722		2,081
Seniors Ages 19 - 35	1,130	279	4	1,413
Over 35's Ages 36+	614	81	1	696
Surf Coast Shire Council	499	216		715
MiniRoos Ages 0 -11	284	108		392
Juniors Ages 12-18	141	91		232
Seniors Ages 19 - 35	57	8		65
Over 35's Ages 36+	17	9		26
Colac Otway Shire Council	132	20		152
MiniRoos Ages 0 -11	74	17		91
Juniors Ages 12-18	20	3		23
Seniors Ages 19 - 35	29			29
Over 35's Ages 36+	9			9
Total Greater Geelong Region	5,963	2,071	6	8,040

Football Victoria identifies the following issues/challenges facing soccer in Colac Otway Shire and the Greater Geelong region:

- Insufficient space and facilities for our growing junior numbers.
- Adequate lighting for winter training sessions.
- Storage Space (often across multiple venues).
- Need for Club to move venues regularly to accommodate growth and/or other sports.
- Club's reliance on goodwill to access facilities.
- Lack of change room facilities that are gender-neutral and in keeping with today's standards.
- Council does not own or manage the Beeac Recreation Reserve, which has been used for Colac Otway Rovers AFC senior matches. The Reserve Committee is responsible for maintaining and improving the sports field. The sports field is in average condition with limited drainage and irrigation.
- Access to coaching development to support growth.
- Lack of pathways for player development to challenge all players without travelling to either Geelong, Warrnambool, or Melbourne.

Football Victoria identifies the following opportunities to addressing these issues/challenges:

- Club stated that the Western Reserve move is a good start, more space, better lights, however there will be a need to manage wear and tear. AFL football is the primary tenant so if there is a wet winter, the use of the sports field by football will be impacted.
- Grant opportunities to encourage facility renewal, better storage, etc.

- Complete this Football Feasibility Study.
- Good working relationships with the Council and other sports clubs in Colac.
- A unified and focused committee, intent on creating change and supporting youth development.
- FV support of coaches and players receiving the necessary training to develop.

Football Victoria strongly supports the development of new, fit-for-purpose facility in the Colac Otway Shire:

- There is a generation of soccer players in danger of being lost without serious investment in the short to medium term. The Club has campaigned for 15 years to get a home base with Council support but never has been able to achieve this. The current committee have again built a case for support and development of the game and appear to be making some progress.
- The Club believes that to support its growth they require a facility with a minimum of two full size pitches to support current numbers, rising to two and half to three pitches to adequately support the growth in the game within Colac Otway Shire anticipated over the next three to five years.
- The pitches could be a mix of synthetic and natural grass, would be fully floodlit to a minimum of 100 lux standard or higher, and be supported by gender neutral change rooms to support two home teams, two away teams and two referees playing simultaneously.
- Storage space for Club equipment should be considered along with Canteen and Club social rooms.
- A winged oval that would support Cricket, Little Athletics and soccer activities like holiday clinics and small sided summer competitions in the summer would allow for a multi-purpose venue to be utilised 12 months of the year.
- With a committed home facility, FV believes the Club could expand into All Abilities and Walking Football programs, along with expanding the Women and Girls activities currently offered.

A benchmark facility suitable for Colac Otway Shire is Wendouree West Recreation Reserve (Forest Rangers FC) that would meet similar facility requirements to that required to support Colac Otway Rovers AFC and the growth of football in Colac Otway Shire. This project delivered a new pavilion, competition lighting, two senior pitches on a winged oval that allows for cricket to be played, one junior pitch, fencing, and community spaces, including a Men's Shed and Community Hub social space.

The benchmark facility identified doesn't have a synthetic surface. If a synthetic surface was provided the capacity of the fields are doubled and supports the growth in teams, particularly junior teams within the G21 Region.

Football Victoria can play a crucial role in supporting the development of a new facility in Colac Otway Shire through funding support, advocacy, and program development. Examples of how FV could contribute to these key areas:

Funding Support - FV can assist in securing financial resources through:

- State & Federal Government Grants – Advocating for funding from programs like the Local and Regional Sports Infrastructure Fund and Community Sports Infrastructure Grants.
- Football Facilities Development Grants – Providing access to FV and Football Australia (FA) funding streams for new facilities.
- Partnership Development – Engaging with local councils, businesses, and sporting bodies to co-fund the project.

- Project Planning & Feasibility – Assisting in the development of a strategic business case to attract investment.

Advocacy and Stakeholder Engagement - FV can leverage its influence by:

- Engagement of State and Local Government – Ensuring football infrastructure is prioritised within Colac Shire’s sporting agenda.
- Facilitation of Community Consultation – Helping align the new venue with Club and community needs.
- Promotion of Football Growth in Regional Areas – Positioning Colac as a key regional hub for grassroots and development programs.

Club Programming and Participation Support – To enhance Club operations and player engagement, FV can:

- Implement Club Development Programs – Such as the Club Coach Coordinator (CCC) program to upskill volunteer coaches.
- Introduce MiniRoos and Participation Initiatives – Expanding grassroots programs to attract young players.
- Support Female Football Growth – Aligning with FV’s Football for All strategy to increase female participation along with the FA Club Changer program.
- Facilitate School & Community Partnerships – Connecting clubs with local schools to drive engagement.

Player and Coaching Pathways – FV can help strengthen player and coach development by:

- Delivering Coach Education & Accreditation Courses – Reducing the need for regional coaches to travel.
- Creating a Talent Pathway – Linking Colac Otway Rovers AFC with regional academies and NPL clubs.
- Hosting FV-Endorsed Tournaments & Events – Providing competitive opportunities for local players.

Football Victoria’s role can be multi-faceted, combining funding support, advocacy, program development, and pathway creation to ensure the success of football in the Colac Otway Shire. FV backing can drive infrastructure investment, grow participation, and strengthen the long-term viability of the sport in the region.

Football Victoria identifies several funding opportunities that are available to support the recommendations of the study, including:

- SRV Sporting Club Grants.
- Regional Community Sports Infrastructure Fund (RCSIF) – closed 17 March 2025, however unsure if this program will continue in the future. If the program continues, any future rounds may be applicable to this study’s recommended actions.
- Local Sports Infrastructure Fund (LSIF) – closed 2 December 2025. Any future rounds may be applicable to this study’s recommended actions.
- Growing Football Fund from Football Australia.
- Change our Game Community Activation Grants.

- FV Club Development Grant – designed to support club’s governance, capability, participation, and sustainability.

4.3 Key Findings from Stakeholder Engagement

Local football club is experiencing operational and facility issues

Colac Otway Rovers AFC is experiencing a range of operational and facility issues relating to growing football participation including buildings not meeting the required facility standards, limited access to sports fields for training and competition and having to program training and matches at several venues.

The Club seeks a new home of football in Colac that is fit for purpose and provides at least two football pitches, supporting infrastructure (lights, players/officials benches, scoreboard, spectator viewing areas, etc) and a pavilion (change rooms and social rooms/community space).

Football Victoria supports a new home of football in Colac Otway

Football Victoria supports a new home for football in Colac Otway for the following reasons:

- Local and regional football participation continues to grow. A quality football facility would support the future programming requirements.
- There is currently no access to a fit-for-purpose soccer facility in the Colac Otway Shire.
- Football Victoria support a Level 2. Local and Community Competition (Senior) facility requirement for the Colac Otway Shire.

5. Planning Framework

This chapter provides a planning framework and design advice for providing football facilities in Colac Otway.

5.1 Facility Hierarchy

The following hierarchy for soccer facilities within Colac Otway and is consistent with the Football Victoria’s Facility Guidelines. The purpose of a facility hierarchy is to recognise the capacity and catchment of facilities and identify the level of infrastructure required to adequately support the level of sport accommodated at the facility. A hierarchy provides preferred standards to be applied within resource allocations based on prioritisation.

The following details the proposed football facility hierarchy for Colac Otway.

Table 16: Football Facility Hierarchy

Catchment Size	Facility Characteristics
Local	<ul style="list-style-type: none"> Local level sporting facilities are designed and maintained to cater primarily for club training and as a satellite competition venue. They comprise of single fields and a basic clubroom. The facility features floodlighting and formal car parking.
District	<ul style="list-style-type: none"> District level sporting facilities are designed and maintained to cater primarily for club training and competition. They are typically the ‘headquarters’ (or ‘home’) facility for clubs and/or associations. They comprise of multiple fields and a clubroom. The facility features floodlighting, practice facilities and formal car parking. District level sporting facilities are typically multi-purpose in nature and are generally designed and managed to cater for at least two sports (winter and summer). For example: soccer – winter and cricket/lacrosse – summer. These facilities can also provide for other community use.
Regional	<ul style="list-style-type: none"> Regional level sporting facilities are designed, constructed and maintained to a higher standard than a District level facility. They service a municipal wide catchment and beyond. They are facilities that generally accommodate each level of a sport pathway (from beginner to elite) and have capacity to host NPL standard competitions. Regional level sporting facilities provide for an NPL single purpose main soccer field with multi-purpose supporting fields (junior and senior configurations). Regional level sporting facilities include multi-purpose clubrooms with a minimum of four change rooms, social rooms and an area capable of providing 200 seats (permanent or temporary) that views over the main field. Other sports (winter and summer) may gain access to supporting fields outside soccer use.

* The above facility standards are preferred, however in some instances i.e., NPL level facilities, minimum standards are required.

5.2 Facility Design Requirements

Football Victoria recognises that the requirements of a football (soccer) pitch and facility differ based on the category of competition they need to cater for⁴. The three recognised facility categories are:

1. National Premier League (NPL) Level Facilities
2. Local and Community Competition (Senior)
3. Local and Community Competition (Junior).

Table 17: Soccer Facility Requirements, Football Victoria

Category	1. National Premier League	2. Local and Community Senior	3. Local and Community Junior
Outdoor			
Pitch Size	100-105m x 60-68m	96-105m x 60-68m	90-105m x 50-68m
Pitch Runoff (Minimum)	3m	3m	3m
Covered Players Race	2m wide x 2.2m high covered race from change rooms to playing field	NIL	NIL
Technical Area	Formally line marked	Marked by cones	Marked by cones
Building			
Players Change Room	4no. @ 35sqm each	2no. @ 25sqm	2no. @ 25sqm
Players Amenities	4no. @ 25sqm (min. 3 pans, 3 showers in each)	2no. @ 16sqm (min.)	2no. @ 16sqm (min.)
Match Officials Room	20sqm	20sqm	No min size 15sqm recommended
Match Officials Amenities	12sqm (Dedicated toilet and shower required - 2 pans, 2 showers)	Dedicated amenities not required. Can be shared use with public DWC * Although not specified, it is good design practice to provide for at least 1 pan, 1 shower	Dedicated amenities not required. Can be shared use with public DWC
First Aid	10sqm	No min. (more than 10sqm recommended)	Screened off area, no dedicated area required
Media Viewing	15sqm	Not required	Not required
Broadcast / Filming	15sqm	Not required	Not required
Undercover Viewing Area	500 people seated	80-100sqm (approx. room for 200 people)	25-50sqm
Cleaners	5sqm	5sqm	5sqm
Store	40sqm	15sqm	15sqm
Kitchen Kiosk	Site Dependent	Site Dependent	Site Dependent
Multipurpose/Social Room	Site Dependent	Site Dependent	Site Dependent
Public M/F Toilets	45sqm	20sqm	20sqm
Public Disabled Toilet	7sqm	7sqm	7sqm

⁴ FV-BUILDING-DEVELOPMENT-GUIDE.pdf

Field of Play Dimensions

For senior football, the recommended field dimension is 105m long and 68m wide. Football Victoria’s field of play dimensions allow minimum and maximum dimensions to cater to site suitability⁵:

- Length (touch line): Between 90-120m.
- Width (goal line): Between 45-68m.

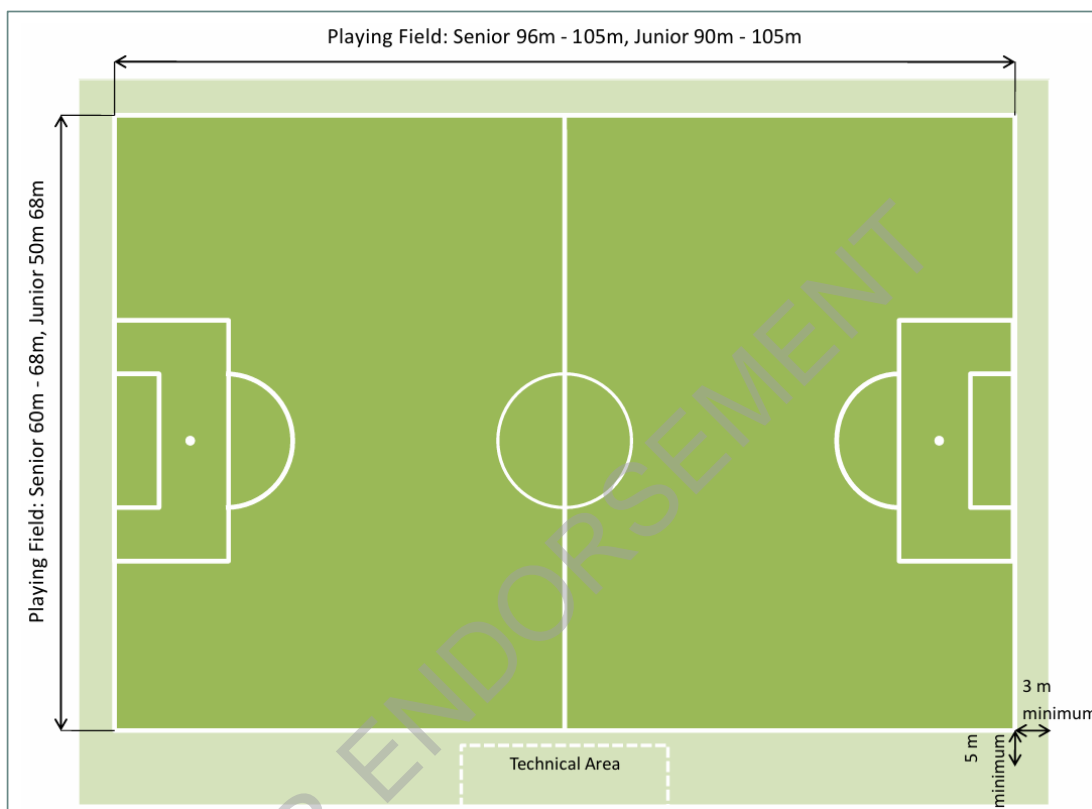


Figure 11: Field of Play perimeter Dimensions, Football Victoria

There is a range of field requirements for different age categories. These fields can be located within a senior field or as stand-alone spaces that may not be large enough to accommodate the minimum senior field requirements.

The table below shows the dimensions for different age groups.

Table 18: Field of Play Dimensions for Junior Football Fields

Age Group	Length	Width
U6/7	30m	20m
U8/9	50m	40m
U10	60m	40m
U11	70m	50m

⁵ FFV0007-FIELD-DIMENSIONS-PITCH-MARKINGS1 (1) 0.pdf

The images below show how these junior fields can be provided within the preferred senior field dimensions.

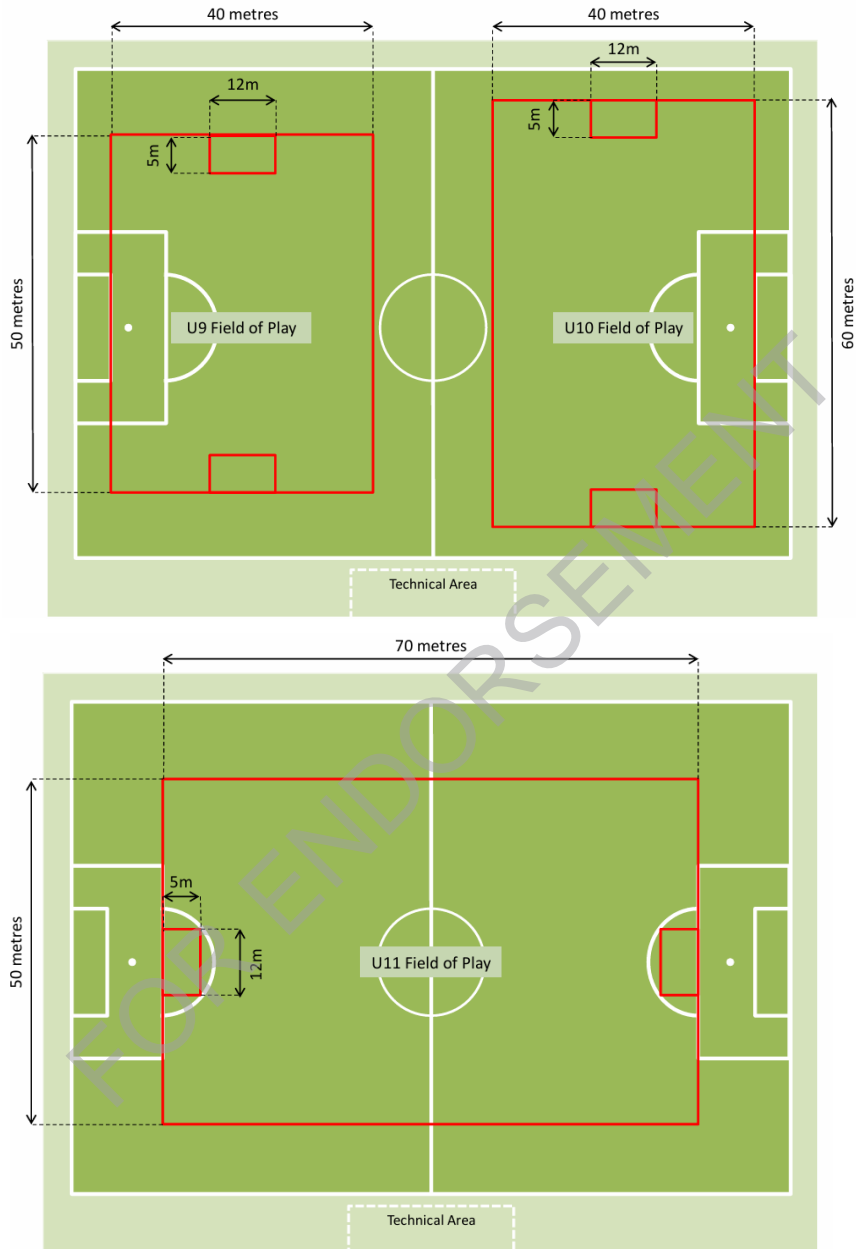


Figure 12: Junior Football fields dimensions

Field Surface Options

The three primary playing field surface options available include:

- Natural turf playing fields
- Hybrid grass/synthetic surfaces
- Synthetic playing fields.

When selecting surface types, a range of planning factors must be considered. These include, but are not limited to, demand, the standard of competition, hierarchy within the broader open space network, whole-of-life costs, environmental impacts and impact on informal use.

Football Lighting

The Football Victoria lighting guide outlines the minimum lux requirements for night training and competition use across professional, semi-professional, and amateur levels. The amateur level requirements are displayed below:

Table 19: Football Victoria Lighting Guide, Amateur

Competition		Minimum Lux
Professional	Competition	500
	Match Practice Training	200
Semi Professional (NPL and NPL2)	Competition	200
	Match Practice Training	100
Amateur	Competition	100
	Match Practice Training	100

Typical Minimum Indicative Layout for Multi-Sport Playing Fields

The figure below provides an indicative layout plan for playing fields. It includes a range of sporting codes with associated supporting infrastructure and complementary activity nodes for other recreation opportunities. The winged multi-sports field design requires a decision on surface for the total playing area, either natural grass or synthetic.

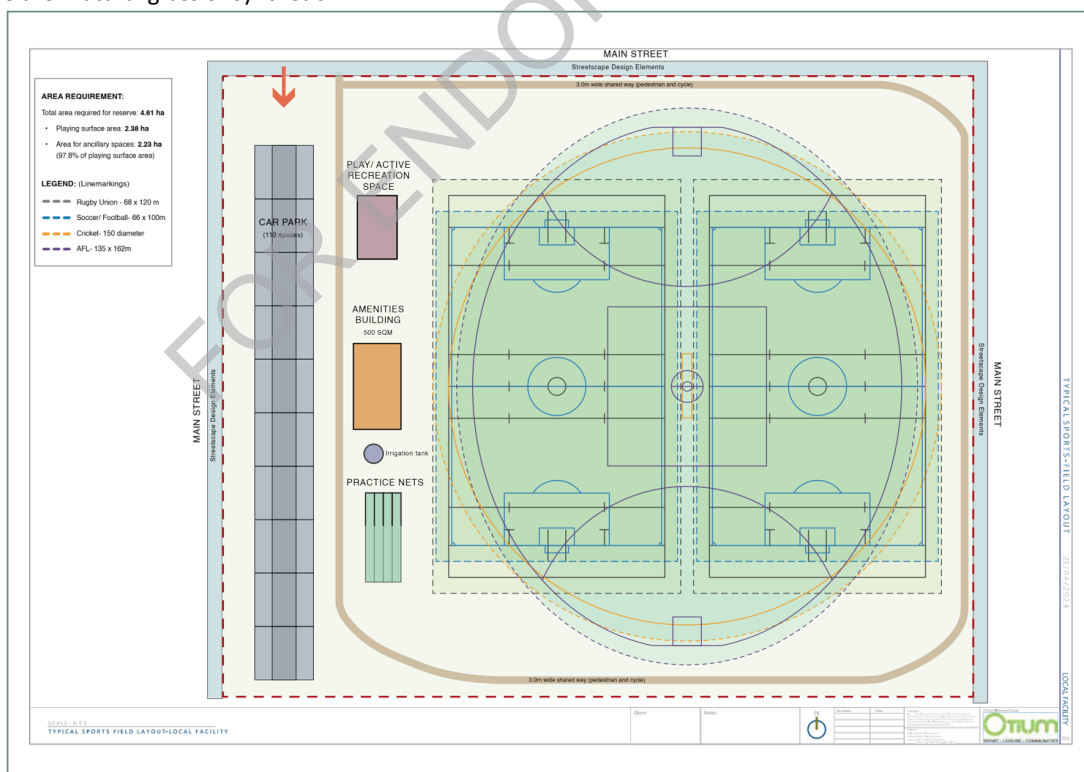


Figure 13: Typical Minimum Indicative Layout for Playing Fields

5.3 Design Guidelines/Advice

Artificial Grass for Sport Guidelines 2011

Sport and Recreation Victoria prepared the *Artificial Grass for Sport Guidelines* in 2011 which outlines the benefits and disbenefits, the different types of artificial grass (synthetic) and infill, the playing characteristics and individual sport synthetic surface standards, the capital and lifecycle costs of synthetic surfaces.

The guidelines include the recommended planning process and design, delivery and management/operation, maintenance and renewal/replacement advice.

The guidelines support a strategic planning process to identify the need and location of synthetic sports fields. The planning process includes:

- Project initiation.
- Feasibility Study that includes a literature review, market analysis (demographic analysis of catchment zone, inventory of existing like facilities, needs assessment/demand analysis, reviewing and interpreting relevant trends and identifying and evaluating development opportunities.
- Draft Management Plan – Refined Management/Business Plan.
- Schematic Design Planning – Detailed Design Development.

Sustainable Design Approach to Synthetic Fields

It is recommended a “sustainability principle” guides the detailed design process for synthetic fields.

The common infill types available to be considered in the detailed design stage are Rubber crumb or SBR infill; TPE and EBDM; Organic infill. See <https://blog.sporteng.com.au/what-are-the-different-types-of-infill-for-synthetic-turf> for a description of each infill type.

The EU are in the process of banning “intentionally added” microplastics which will rule out the use of rubber infill in the future. It is likely this recommendation will be adopted locally here in Australia as well and will mean only organic infill system will be available or 4G non-infill systems (which are not yet FIFA certified for use).

If a sustainable approach to design is taken, there are different options for organic infill:

- The first organic infill option is a mix of Coconut husk and cork granules (approx. 90% coconut/ 10% cork). This combination may require the field to be irrigated, as the coconut husk fibres can breakdown causing the drainage capacity of the field to be reduced.
- The second option is cork itself. It is a great environmental solution as it can be reused in a new field or in landscaping applications (garden bed mulch).

The main benefit of using cork infill is the heat reducing properties. Cork can reduce the heat build-up in a synthetic field by 15 to 20 degrees when ambient temperatures rise above 30 degrees.

With the synthetic recycling plant opening in Melbourne, there is an opportunity for synthetic sports fields to be recycled when they reach the end of life. This will result in a large reduction in carbon footprint. Certain manufacturers and suppliers are now using synthetic products made of 100% recycled plastic and manufacture the products locally, which has a dramatic decrease in carbon footprint from the reduction of transport/ shipping. If the new 4/5g synthetic surface receives certification by FIFA, this will remove the need for infill and therefore additional carbon footprint.

Design for Everyone Guide: A Guide to Sport and Recreation Settings

Universal design is the process of designing products and environments to be used by everyone, to the greatest extent possible, without the need for adaptation or specialised design. Universal design is a process, not an outcome. Universal design assists everyone, not just people with a disability.

The seven Principles of Universal Design were developed in 1997 by a working group of architects, product designers, engineers and environmental design researchers. The following principles will guide the design of the new facility in terms of place and function, environment and sustainability, products and communications:

- Equitable use: The design is useful and marketable to people with diverse abilities.
- Flexibility in use: The design accommodates a wide range of individual preferences and abilities.
- Simple and intuitive use: Use of the design is easy to understand, regardless of the user's experience, knowledge, language, skills, or current concentration level.
- Perceptible information: The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- Tolerance for Error: The design minimises hazards and errors – most used elements, most accessible; hazardous elements eliminated, isolated or shielded.
- Low physical effort: The design can be used efficiently and comfortably and with a minimum of fatigue.
- Size and space for approach and use: Appropriate size and space are provided for approach, reach, manipulation, and use regardless of the user's body size, posture, or mobility.

Equitable access to all key elements of sport and recreation facilities must be considered to ensure everyone can participate. In general, these elements include:

- Amenities, for example, toilets, showers and change rooms
- Buildings
- Communications systems
- Entrances and exits
- Installations, for example, drinking fountains, seating and litter bins
- Lighting
- Pedestrian pathways systems
- Playspaces
- Spectator areas.

Female Friendly Sports Infrastructure Design Guidelines

Female sports participation at the elite and peak of athlete pathways is increasing rapidly in line with an increase in grassroots participation in sport and physical activity. This represents an exciting time for Australia but also presents challenges for sports administrators and facilities.

Sport and Recreation Victoria have developed the Female Friendly Guidelines that include the following design principles to create female-friendly facilities:

- Fit for purpose: While promoting a flexible and multi-use approach, ensure female-friendly design elements and specific requirements meet the level and type of activities being delivered, as well as occupant, club or tenant needs.

- Multi and shared use: Infrastructure should be efficiently designed to promote equitable and flexible use by a mixture of users capable of sharing facilities and usage times. The facility space planning and design of public spaces should adopt a multi-purpose approach.
- Compatibility: Identification of compatible sports, teams, activities, clubs or organisations with similar objectives and requirements for facility design, use and management should be promoted.
- Universal Design: The principles of Universal Design should be applied to community sport and recreation facilities so that they accommodate users of all ages, gender, ability and cultural backgrounds.
- Public Safety: Crime Prevention through Environmental Design (CPTED) takes into consideration the relationship between users and the physical environment in the design of public spaces in crime prevention and assists with public safety.
- Health and safety: Security and safety of users should be paramount. Sport and active recreation facilities and their surrounds should be designed, built and maintained in accordance with relevant occupational health and safety standards. They should also incorporate child safe and safer design principles into the facility design.
- Functionality: Facility design and layout should promote safe and optimal functionality to accommodate formal, competitive, social and recreational forms of usage and participation.

FOR ENDORSEMENT

6. Supply Analysis

This chapter reviews the current facilities supporting football training and competition in the Colac Otway Shire.

6.1 Current Facilities

There are four sporting reserves in the Colac Otway Shire that support football training and competition. These facilities are:

- Beeac Recreation Reserve
- Central Reserve Hockey Field
- Trinity College
- Western Reserve.

These facilities are shared with other users, such as Australian Rules football, athletics, dog obedience and schools.

These reserves can provide for **three full size senior fields and one junior sized field** noting that all senior fields can be used for junior competition. However, the use of these fields is restricted due to poor lighting and shared use of fields with other tenants.

However, only one senior and one junior field are dedicated football fields, with the remaining being shared-use fields, meaning the use of these fields by football is restricted. The dedicated senior field is only a Level 1 standard field with no lighting meaning field capacity is limited. The current field access across all fields currently being used by the Club is the equivalent of two senior fields.

A facility inventory has been prepared detailing the type and condition of the current football facilities together with the role and functions of the facility and whether it is fit for purpose based on current industry and Football Victoria facility standards. The inventory is supported by facility assessments for sports fields and lights. The inventory also considers potential sites for football fields.

The fields usage (training and competition) and capacity levels have been assessed and categorised as follows:

- **Level 1** – A grass sports field with no drainage or irrigation, winter grasses and lighting = approximately 10-20 hours per week.
- **Level 2** – A grass sports field with basic drainage, irrigation and winter grasses and lighting = approximately 20-25 hours per week.
- **Level 3** – A grass sports field with full drainage, irrigation and warm season grasses and lighting = approximately 25-30 hours per week.
- **Level 4** – A synthetic sports field with lighting = up to 54 hours per week.

The following rating system was used to assess the quality of sports field infrastructure:

- **Very Good** – New asset or recently redeveloped to meet current sport industry and FV facility standards.
- **Good** – Some superficial deterioration of asset and minor improvements needed to meet sport industry and FV facility standards.

- **Moderate** – Obvious deterioration of the asset and major improvements needed to meet sport and FV facility standards.
- **Poor** – Serviceability and condition of the asset is heavily impacted requiring replacement to new to meet sport industry and FV facility standards.

Table 20: Current Facilities

Beeac Recreation Reserve	
	<ul style="list-style-type: none"> • Full sized football pitch • Level 1 Sports Field Capacity (15-20 hours) • No lighting • Amenities and buildings non-compliant for FFV requirements • Summer utilisation: Low • Winter utilisation: Low
	
	

Central Reserve Hockey Field



- Main oval used by AFL.
- Old hockey field (outlined in red) used for Football training.
- Field size only suitable for junior competition.
- Level 2 Sports Field Capacity (20-25 hours). This is not possible with lighting standard.
- Non compliant/inadequate lighting infrastructure (2 poles) resulting in poor lighting standard.
- Summer utilisation: Low.
- Winter utilisation: Moderate.



Trinity College Synthetic Sports Field



- Located on school land – No long term agreement for community use.
- Field used for junior competition.
- Full size synthetic football pitch.
- Level 4 Sports Field Capacity (50+ hours).
- No lighting.
- No amenities.
- Summer (community) utilisation: Low.
- Winter (community) utilisation: Low.
- Year round utilisation by School: High.



Western Reserve



- Main oval used by AFL and Cricket.
- Full sized football pitch.
- Competition lighting.
- Amenities and buildings non-compliant for FFV requirements.
- Level 3 Sports Field Capacity (25-30 hours).
- Summer utilisation: Moderate.
- Winter utilisation: Moderate AFL use (High with Football (soccer) using Wednesday and Sunday for the 2025 season for the first time).




The assessment of current football facilities found:

All four facilities used for football are serviceable fields for supporting community-level football training and games. However, they have below-standard amenities and supporting infrastructure.

- **Beeac Recreation Reserve** does include a full-sized football pitch, however the built infrastructure on site does not meet Football Victoria's minimum (local) preferred facility design guidelines. It is also located outside of Colac, and it is difficult to attract players to train and play games at the venue. No lighting provided.
- **Central Reserve** does not have any dedicated soccer facilities. The Club utilises the former grassed hockey pitch. This can only be used for junior competition. The field is too small for senior competition use and lighting is non-compliant. The main oval, mainly used for AFL, could fit a full-sized football pitch but is unlikely due to the high use by existing users. Lighting is competition compliant.
- **Trinity College** is a FIFA standard synthetic football pitch, however there are no amenities and is located on private property with a 'good will' community use arrangement. It is not a suitable long-term solution.
- **Western Reserve** has the capacity for a full-sized football pitch, however the built infrastructure on site does not meet Football Victoria's minimum (local) preferred facility design guidelines. The 2025 season is the first time Football (soccer) used this venue for both regular training and junior matches. Football (soccer) use is secondary to the historical AFL football use in the winter season, therefore there is limited access for football (soccer) on Wednesday for training and Sunday for games due to the current winter use of AFL football for training and competition and capacity of the field. Use of the venue for football (soccer) throughout the 2025 season was subject to the ground surface condition holding up to the two winter sports using the oval.

Several potential sites for football facilities were assessed. The following table includes an inventory and assessment of both existing and potential new sites.

Table 21: Facility Assessments- Current Use and Field Capacity

Site Name	Hierarchy (Proposed)	Current Sports Played	Future Sports Played	Usage Level	Usage Description	Current Sports Field Configuration	Sports Field Surface Type	Current Sports Field Capacity Rating	Sports Field Condition Rating
Current Use									
Beeac Recreation Reserve (DEECA - Crown Land Reserve)	Local	<ul style="list-style-type: none"> Football 	<ul style="list-style-type: none"> Football 	<ul style="list-style-type: none"> Summer – Low Winter – Low 	<ul style="list-style-type: none"> Facility managed by Beeac Community Centre Inc. The facility is used by Colac Otway Rovers AFC in the winter for senior competition every Sunday for 4 hours on Sunday and every second Saturday for U14 girls matches for 2 hours). Colac Cycling Club are also tenants but use the rooms, not the sports field. 	1 Football Pitch 1 AFL Oval; 1 Cricket Oval	Natural Grass	Level 1	Average
Central Reserve Hockey Field	Local	<ul style="list-style-type: none"> Football (training) Dog Obedience Cricket (junior and training) Athletics (field activities) School (AFL, soccer, athletics, cricket) 	<ul style="list-style-type: none"> Football (training) Cricket Dog Obedience Athletics (field activities) School (AFL, soccer, athletics, cricket) 	<ul style="list-style-type: none"> Summer – Low (13.5hrs each week) Winter – Moderate (17.5hrs each week) 	<ul style="list-style-type: none"> Facility managed by Colac Otway Shire Council. The facility is used by Colac Otway Rovers AFC in the winter for training (2.5hrs Monday). The hockey field is also used as a dog off lead area and for the dog obedience club classes. The facility is used by local schools throughout the year for athletics, AFL football, soccer, cricket. 	0.5 Football Pitch (junior) 1 junior cricket oval; Athletics field activities (discuss/javelin cages)	Natural Grass	Level 2	Good
Western Reserve	Local	<ul style="list-style-type: none"> AFL Football Cricket Football (recent usage) 	<ul style="list-style-type: none"> AFL Football Cricket Football (Satellite venue) 	<ul style="list-style-type: none"> Summer – High (27 hours each week) 	<ul style="list-style-type: none"> Facility managed by Colac Otway Shire Council. The facility is used by West Warrion Cricket Club in summer for training and matches, and Colac and District 	1 Football Pitch 1 AFL Oval; 1 Cricket Ova;	Natural Grass	Level 3	Very Good

Site Name	Hierarchy (Proposed)	Current Sports Played	Future Sports Played	Usage Level	Usage Description	Current Sports Field Configuration	Sports Field Surface Type	Current Sports Field Capacity Rating	Sports Field Condition Rating
				<ul style="list-style-type: none"> • Winter – High (35 hours each week) 	<ul style="list-style-type: none"> • Cricket Association for finals matches. • Colac Imperials Football Netball Club use for training and matches during winter. • Colac Otway Rovers AFC use the field for 5 hours on Wednesday for training and 5 hours on Sunday for junior matches. 				
Trinity College Synthetic Field	Local	<ul style="list-style-type: none"> • Football (juniors) • AFL Football • Athletics • School 	<ul style="list-style-type: none"> • Football (juniors) • AFL Football • Athletics • School 	<ul style="list-style-type: none"> • Summer – High • Winter – High 	<ul style="list-style-type: none"> • Facility managed by Trinity College. • The facility is used by Colac Otway Rovers AFC in the winter for junior competition. 	1 Football Pitch 1 AFL Oval; 1 Athletics Track	Synthetic Turf	Level 4	Very Good
Potential Use									
Former High School Site	Proposed: District	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Potential: Football 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • No current users 	None	Natural Grass	Not playable	Not playable
Lake Oval (Colac Cricket Ground)	Local	<ul style="list-style-type: none"> • Cricket • AFL Football Umpires Training 	<ul style="list-style-type: none"> • Cricket • AFL Football Umpires Training • Football (satellite venue) 	<ul style="list-style-type: none"> • Summer – High (38 hours each week) • Winter – Low (2.5 hours each week) 	<ul style="list-style-type: none"> • Facility is managed by Colac Otway Shire Council. • The facility is used by Colac Cricket Club in summer for training and matches, and Colac and District Cricket Association for finals matches. • Colac Football Umpires Association use the sports field for training during winter on Wednesday for 2.5 hours. There is no other organised use of the sports field during winter. 	1 Cricket Oval Potential: 1 Football Pitch	Natural Grass	Level 2	Good
Colac Secondary	Local	<ul style="list-style-type: none"> • Cricket 	<ul style="list-style-type: none"> • Cricket 	<ul style="list-style-type: none"> • Summer – Moderate 	<ul style="list-style-type: none"> • Facility managed by School. 	1 AFL Oval; 1 Cricket Oval	Natural Grass	Level 2	Good

Site Name	Hierarchy (Proposed)	Current Sports Played	Future Sports Played	Usage Level	Usage Description	Current Sports Field Configuration	Sports Field Surface Type	Current Sports Field Capacity Rating	Sports Field Condition Rating
College (Department of Education)		<ul style="list-style-type: none"> AFL Football (overflow ground for Colac Otway FNC for juniors) 	<ul style="list-style-type: none"> AFL Football (overflow ground for Colac Otway FNC for juniors) Potential: Football (satellite venue) 	<ul style="list-style-type: none"> Winter – Moderate 	<ul style="list-style-type: none"> The facility is used by Irrewarra CC in summer and as an overflow ground for Colac Otway FNC for junior competition. There are no lights, so winter training limited. 	Potential: 1 Football Pitch			
Central Reserve Main Oval	Regional (as per Colac Otway Shire Public Open Space Strategy)	<ul style="list-style-type: none"> AFL Football Athletics (track activities) School (football, athletics, cricket) 	<ul style="list-style-type: none"> AFL Football Athletics (track activities) School (football, athletics, cricket) Potential: Football (satellite venue) 	<ul style="list-style-type: none"> Summer – Low (7 hours each week) Winter – Moderate (17.5hrs each week) 	<ul style="list-style-type: none"> Facility is managed by Colac Otway Shire Council. The facility is used by Colac Football Netball Club during winter for training and matches and during summer for pre-season training activities. Colac Little Athletics Club use in summer for training and competition. The Colac and District Football Netball League use the venue during winter for feature matches (interleague) and the finals series. The facility is used by local schools throughout the year for athletics, AFL football, soccer, cricket. 	1 AFL Oval; 1 Athletics Track Potential: 1 Football Pitch	Natural Grass	Level 3	Very Good

Table 22: Facility Assessments- Sports Field Condition Audit

Site Name	Sports Field Condition Assessments										
	Turf Species	Turf Coverage	Turf Health (General)	Weeds	Drainage	Irrigation	Thatch (mm)	Soil Profile	Surface Levels	Playing Field Size Compliance	Estimated Sustainable Usage (Hrs/week)
Current Use											
Beeac Recreation Reserve (DEECA - Crown Land Reserve)	Mixed Species	Average (60-70%)	Average	High weed coverage	Average	Hand irrigated	Poor (60mm<)	Poor	Poor	Length 110m x Width 75m; Can support seniors	Used for matches only - 4 hours every Sunday (seniors) and 2 hours every 2 nd Saturday (total of 9 girls' games).
Central Reserve Hockey Field	Kikuyu	Good (80-90%)	Good	Minimal weed coverage - does get capeweed in Winter	Good	Automated system - moderate (system ageing)	Poor (60mm<)	Moderate	Good to Moderate	Length 90m x Width 50m; Can support MiniRoos U9-11 but undersized for seniors	Winter: 17.5 hours over 4 days Summer: 13.5 hours over 4 days
Western Reserve	Santa Ana Couch	Very Good (90 - 100%)	Very Good	Minimal weed coverage	Very Good	Automated system - very good	Very Good (None-30mm)	Good	Good - drainage lines will need more levelling works	Length 110m x Width 75m; Can support seniors	Winter: 27 hours over 5 days Summer: 35 hours over 7 days
Trinity College	N/A	N/A	N/A	N/A	Very Good	N/A	N/A	N/A	Very Good	Length 110m x Width 75m; Can	54 hours

Site Name	Sports Field Condition Assessments											
	Turf Species	Turf Coverage	Turf Health (General)	Weeds	Drainage	Irrigation	Thatch (mm)	Soil Profile	Surface Levels	Playing Field Size Compliance	Estimated Sustainable Usage (Hrs/week)	
Synthetic Field											support seniors	
Potential Use												
Former High School Site	Little to no turf species	Nil	poor	Majority weeds	Nil	Nil	N/A	N/A	Undulating	Potential: 2 x Length 110m x Width 75m; Could support seniors	Not playable	
Lake Oval (Colac Cricket Ground)	Couch - Legend / Grand Prix	Good (80-90%)	Good	Moderate weed coverage	Average	Automated system - very good	Average (50-60mm)	Average	Good	Potential: Length 110m x Width 75m; Could support seniors	Winter: 2.5 hours over 1 day Summer: 38 hours over 7 days	
Colac Secondary College (Department of Education)	Kikuyu	Good (80-90%)	Good	Moderate weed coverage	Average	Hand irrigated	Average (50-60mm)	Average	Good	Potential: Length 110m x Width 75m; Could support seniors	Winter tenant: football - used as overflow/ satellite venue. Summer tenant: cricket venue used 6-7 days per week	

Site Name	Sports Field Condition Assessments										
	Turf Species	Turf Coverage	Turf Health (General)	Weeds	Drainage	Irrigation	Thatch (mm)	Soil Profile	Surface Levels	Playing Field Size Compliance	Estimated Sustainable Usage (Hrs/week)
Central Reserve Main Oval	Santa Ana Couch	Very Good (90-100%)	Very Good	Moderate weed coverage	Good	Automated system - very good	Moderate (40-50mm)	Good	Very Good	Potential: Length 110m x Width 75m; Could support seniors	Winter: 17.5 hours over 5 days Summer: 7 hours over 4 days

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Table 23: Facility Assessments- Lighting and Pavilion Condition Audit

Site Name	Lighting Standard	Lighting Condition Rating	Pavilion Condition Rating	Pavilion Fit-For-Purpose Rating
Current Use				
Beeac Recreation Reserve (DEECA - Crown Land Reserve)	None	N/A	Good	Average - Does not fit standards (e.g. Change rooms insufficient and don't meet access or female friendly design requirements)
Central Reserve Hockey Field	2 poles with floodlights	Poor - not compliant	Poor	Poor - Does not meet standards (e.g. Fall short on most pavilion requirements, outside social space. There are no change rooms)
Western Reserve	Competition (100 lux)	Very Good	Average	Average - Does not meet standards (e.g. Change rooms insufficient and don't meet access or female friendly design requirements)
Trinity College Synthetic Field	None - but conduit installed when facility developed	N/A	None	Poor - No pavilion
Potential Use				
Former High School Site	None	N/A	None	N/A
Lake Oval (Colac Cricket Ground)	None	N/A	Average	Poor - Does not meet standards (e.g. Fall short on most pavilion requirements, outside social space. There are no change rooms)
Colac Secondary College (Department of Education)	None	N/A	Good	Good
Central Reserve Main Oval	Competition (150 lux)	Very Good	Very Good	Very Good - New pavilion that meets standards

6.2 Catchment Analysis

Sport facility trends indicate that most (approximately 75%) of club members live within an approximate 15-minute drive of their local sporting facility/club.

The size of the catchment area is influenced by a number of factors, including the range and quality of facilities. District and regional facilities, providing unique and varied facility components and a larger number of services, will draw users from a much wider catchment than a local facility. Often 30 minutes in a regional/rural area.

The following catchment map shows that most Colac/Elliminyt residents are within a 15-minute drive time of a soccer facility.

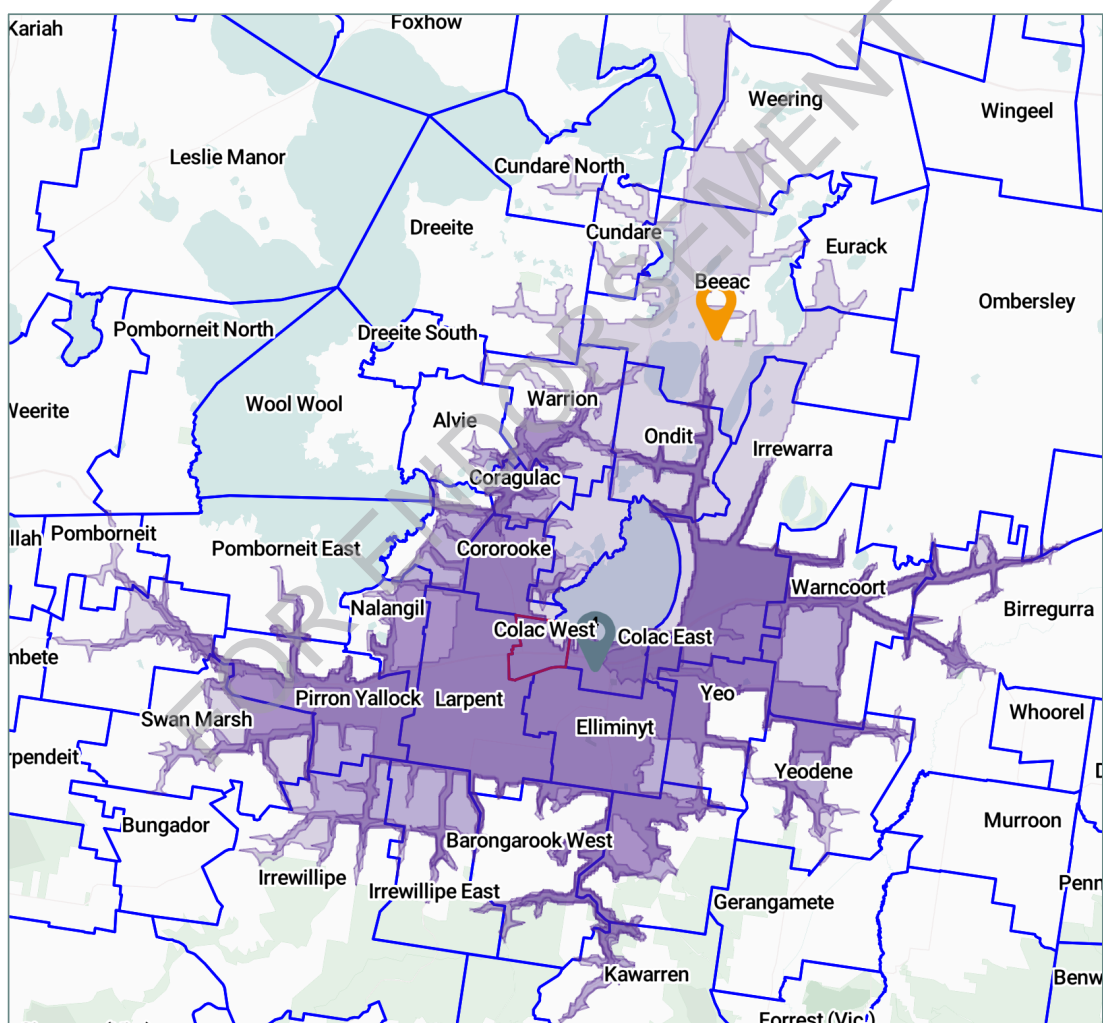


Figure 14: Catchment Map – Current Facilities

The former Colac High School site catchment map below shows this central location providing for 14,982 people (2023).

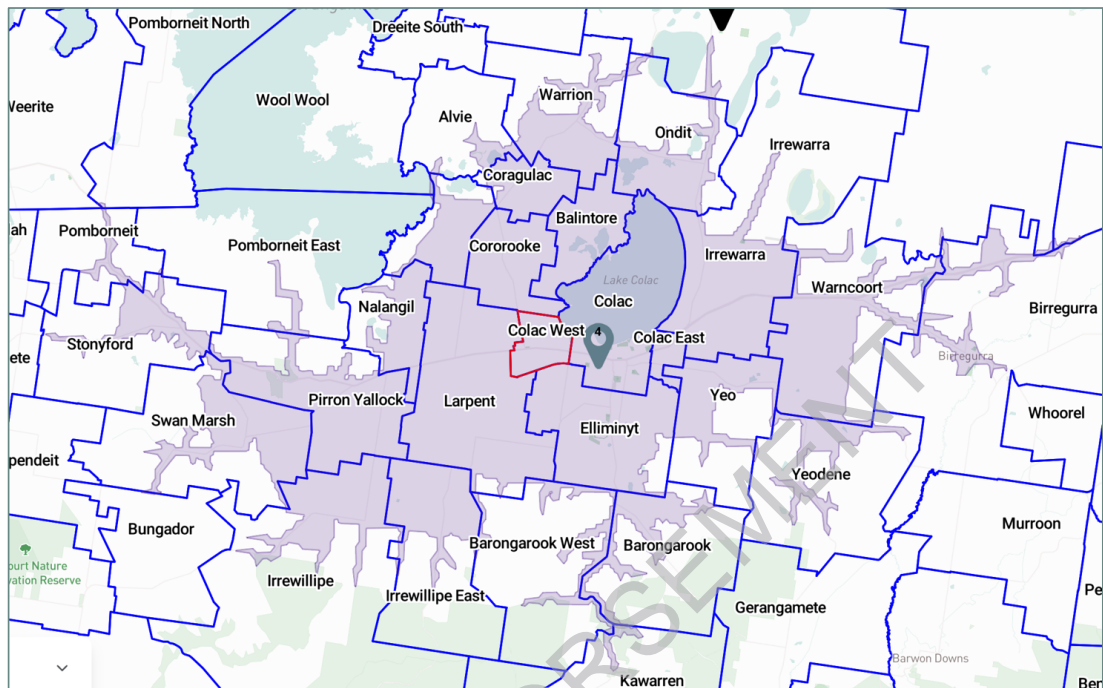


Figure 15: Catchment Map – Former Colac High School Site

6.3 Key Findings

Football receives inequitable allocations to Colac Otway sport fields

There are four sporting reserves in the Colac Otway Shire that are currently supporting football training and competition. These venues provide for **three full-size senior fields and one junior-sized field**.

These venues are:

- Beeac Recreation Reserve
- Central Reserve Hockey Pitch
- Trinity College
- Western Reserve.

Of these venues, only one senior and one junior field are dedicated football fields. The remaining fields are shared use, meaning the use of these fields by football is restricted. Also, the dedicated senior field at Beeac Recreation Reserve is only a Level 1 standard field with no lighting meaning field capacity is limited. **The current field access across all fields is the equivalent of two fields.**

All residents in the Colac/Elliminyt area are within a 15-minute drive of existing facilities. However, football is a secondary user on these sports fields, with existing tenants (i.e. AFL Football, cricket) use prioritised.

Current facilities do not meet current facility standards

The facilities review found:

- **Sports Fields** – Beeac Reserve (Level 1 senior) is in average condition and can accommodate 15-20 hours, whilst Central Reserve Hockey Field (Level 2 junior) is in good condition and can accommodate 20-25 hours of weekly use. Trinity College’s synthetic field is the highest level, Level 4, and can accommodate over 50 hours of weekly use, if it were lit.
- **Lighting** – Western Reserve is the only facility currently used for football that has quality lighting that meets competition standard (100 LUX). The Beeac Recreation Reserve has no lighting, and the Central Reserve Hockey Field has poor lighting that is non-compliant. The lighting doesn’t provide coverage across the field and doesn’t meet training standards (100 LUX). Trinity College does not have lighting.
- **Buildings** – All buildings are non-compliant with Football Victoria’s minimum (local) preferred facility design guidelines, particularly the change facilities. They are inaccessible and don’t meet universal design principles. The change rooms are insufficient and are unwelcoming for girls and women players and officials and they don’t meet gender neutral (female-friendly) design guidelines. The buildings do not provide first aid/medical rooms, a separate officials change room area, sufficient storage and in some instances kitchen/kiosk. No pavilion/change rooms are provided at Trinity College.

There are potential sites that could provide for football facilities

The former high school site is a greenfield development site that has been earmarked for the potential location of a football facility. It has the potential to provide for two football fields where a Level 3 natural grass field (25-30 hours) and Level 4 synthetic field (54 hours) could support the current to medium-term training and competition needs for junior and senior teams. This central location would provide for 14,982 people (2023) within 15 minutes’ drive time.



Figure 16: Former Colac High School Site

Existing sites including Trinity College, Beeac Recreation Reserve and Central Reserve Hockey Field could have the potential for increase in use if lighting and improved change rooms facilities are provided. Access to Beeac Recreation Reserve should be maintained as a backup competition venue and may require automatic irrigation to maintain competition use.

Several other existing facilities were assessed to understand their potential of supporting football training and competition. These sites include Lake Oval, Colac Secondary College Oval and Central Reserve Main Field.

There are proposed new growth areas in Colac where active open spaces will be set-aside for sports fields that could support football.

FOR ENDORSEMENT

7. Strategic Directions

The Colac Otway Shire Football (Soccer) Facilities Feasibility Study is a 10-year strategic plan to support the growth of football in the Colac Otway Shire. The Study includes a road map of prioritised actions for the short, medium, and long term to support soccer in the Shire.

Colac Otway Rovers AFC is currently the sole soccer club within the Shire. In response to recent growth, the club now operates across four separate sports reserves, utilising three senior-sized fields and one junior-sized field. However, access is limited to the equivalent of two fields, as other seasonal tenants also occupy these reserves.

Soccer participation is growing, with Club participation increasing from 50 players in 2020 to 163 in 2025 in the winter season, and 92 players in the indoor Futsal competition run in the summer season (2024/25).

The Club provides for community junior (MiniRoos) and senior level competition. Other clubs in the Greater Geelong region provide a development pathway into State League and National Premier League competition.

7.1 Key Findings

The market research and engagement findings found:

- Strategic support exists for a fit-for-purpose soccer facility in Colac Otway Shire.
- A growing population, greater programming that is encouraging more people to participate and the growth in female football participation are key drivers of demand leading to an increase in football participation.
- Football participants meet the recommended Australian physical activity levels.
- There is a shortfall in fit-for-purpose football fields in the Colac Otway Shire.
- Football receives inequitable allocations to Colac Otway sport fields.
- Current facilities do not meet current facility standards.
- There are potential sites that could provide for football facilities.
- Clarifying the role of Council, Football Victoria, and Clubs is important to Strategy implementation.

7.2 Key Challenges

The Study identifies the following key challenges in managing soccer participation growth:

- **Challenge 1** – Football participation is growing significantly locally in Colac Otway and across the Greater Geelong region. This participation and programming growth will continue to put pressure on existing facilities and drive a need for additional football (rectangular) fields.
- **Challenge 2** – There is a need to increase the allocation of fields to football (soccer) in Colac Otway Shire, in line with other field sports that have similar programming needs i.e. AFL football.
- **Challenge 3** – The current fields supporting football activities are inadequate, don't meet current standards, or have already reached capacity due to existing users. They limit the participation and programming growth of football (soccer).

- **Challenge 4** – Clarity on the role of Colac Otway Shire Council, football (soccer) club/s and Football Victoria.

A facility demand model has been developed to guide the current and future field requirements. The model considers field capacity, participation rates, and usage levels. Other factors, such as a field's capacity to accommodate playing numbers, the current distribution of clubs to fields, and opportunities for clubs to share facilities, have also been considered.

There is a need for a quality, fit for purpose football facilities in Colac Otway

The supply of single-field soccer facilities across shared-use facilities is sufficient to meet the current participation and programming needs (50 hours); however, they don't meet standards, are an inefficient operating model, and are reliant on 'goodwill' usage arrangements with Trinity College and existing club tenants at Western Reserve and Central Reserve. The current field access for football is the equivalent of two fields.

Furthermore, if a wet winter were to occur and field (surface) conditions deteriorate, football use of these fields could be reduced or potentially ceased. The current situation limits the potential for growth of football participation and programming in the Colac Otway region.

There is no home base for the Colac Otway Rovers AFC. A fit-for-purpose district-size football (soccer) facility with two fields (one natural grass and one synthetic turf—equivalent to the capacity of three natural grass fields or 75 hours of use) can accommodate 220 to 350 participants.

The Demand Analysis Model supports this proposed field requirement. The modelling found:

- If the Victorian AusPlay participation rates are realised, six natural grass rectangular fields (150 hours) would be required to meet participation and programming needs.
- If the current Colac Otway participation rate is applied, access to two natural grass rectangular fields (50 hours) would be required to meet participation and programming needs.
- If a midpoint between the current Colac Otway participation rate and Victorian AusPlay participation rate, access to three natural grass rectangular fields (75 hours) would be required to meet participation and programming needs. The midpoint participation rate is similar to that being experienced at the Castlemaine Goldfields Soccer Club, which now boasts 569 players and has current access to two senior natural grass pitches and confirmed demand for a third pitch.
- The field requirements above could be reduced if a Level 4 synthetic field is installed. A synthetic field can accommodate twice the use compared to a natural grass field.

7.3 Strategic Approach

The vision for the **Colac Otway Football (Soccer) Facilities Feasibility Study 2025-2035** is:

To provide equitable access to quality football facilities that support football pathways and participation

To achieve this vision, Colac Otway Shire Council will need to deliver on the following proposed strategic objectives:

- **Objective 1** – Provide high quality and compliant football (soccer) facilities.
- **Objective 2** – Improve access to football (soccer) facilities based on participation numbers.
- **Objective 3** – Deliver well planned, maintained and managed soccer facilities.

A strategic approach is needed to address the facility requirements and support the growth of football (soccer) participation and programming in the Colac Otway Shire:

- Adopt a planning framework to guide the provision and development of football facilities in the Colac Otway Shire.
- **Priority** - Plan and deliver a new home base, a soccer (football) hub with a minimum of two fields (consider one natural grass and one synthetic), supporting infrastructure (lighting, player/official benches, etc) and pavilion (flexible change rooms to cater to the number of fields being provided) at the former High School site in the medium term. The feasibility study has explored the benefits and implications of multi-sport field and dedicated rectangular field layout.
- Whilst planning for a new soccer (football) hub, interim actions that consider a combination of redistributing allocations and increasing capacity of existing fields on shared-use facilities. This will need to consider the current and future requirements of existing tenants. Some of these facilities may require improvements such as installing sports lighting, improving sports fields and provision of temporary gender-neutral change rooms.
- Identify opportunities within active open space set aside in new growth areas Precinct Structure Plans to add to football fields to support football participation in the long term. This can be provided through multi-sport field layouts.

7.4 Recommendations

The proposed strategic approach and site-specific recommendations are outlined below.



Figure 17: Proposed Strategic Approach

Table 24: Proposed Strategic Approach Site-Specific Recommendations

Site Name	Development Options	Discussion
Beeac Recreation Reserve (DEECA - Crown Land Reserve)	Provide advice to the DEECA appointed Reserve Committee and Club on maintenance of fields. Allocate for senior matches.	The facility location is too far away from Colac and inappropriate to locate a football hub. The facility can help manage current use to meet programming needs for senior matches. Beeac Recreation Reserve is a Crown land reserve with a DEECA directly appointed Reserve Committee. There are no cost implications to providing advice to the Reserve Committee to improve the sports fields.
	The Colac Otway Rovers AFC advocates to the State Government for financial assistance to maintain the sports field at Beeac Recreation Reserve to a standard that accommodates competitive sporting use.	
Central Reserve Hockey Field	Allocate for training and junior matches.	The facility is too small to support senior training and matches. The characteristics of the sports field limits its potential. The facility can help manage current use to meet programming needs for junior training and matches. There are no cost implications, programming conflict, or asset condition concerns to maintaining access. To accommodate additional training, lighting could be upgraded to provide compliant training standard lighting and additional utilisation.
Western Reserve	Allocate training and senior matches outside AFL football club use.	The sports field with lighting and change rooms can support junior and senior training and matches. The facility is well used by other sports (primary tenants) and therefore football (soccer) programming is limited and dependant on good weather conditions. There are no cost implications, however programming conflict is likely, and it may lead to asset condition concerns through overuse of field. The use of the field is being monitored and is not a long-term solution.
Central Reserve Main Oval	Explore football use, if capacity allows.	The sports field with lighting and change rooms can support junior and senior training and matches. The facility is well used by other sports (primary tenants) and therefore football programming would be limited and dependant on good weather conditions.
	If possible, consider allocating training and senior matches outside AFL football club use.	There are no cost implications, however programming conflict is likely, and it may lead to asset condition concerns through overuse of field. The use of the field would need to be monitored and is not a long-term solution.

Site Name	Development Options	Discussion
Trinity College Synthetic Field	Explore formalised agreement with school to secure community access.	The sports field does not have lighting or change rooms and therefore is limited in its use. The facility could support junior training and matches. Use of the field in previous seasons has been through an arrangement between the club and the school. If lighting and change rooms were installed, use could extend to senior training. However, the Council has no control over its programming and would need to negotiate access with the school through a formal agreement. Council's preferred option is to invest on Council land where they have management control. The use of the field is not a long-term solution.
	If possible, consider allocating training and junior matches outside school use.	
Lake Oval (Colac Cricket Ground)	Explore football use of Lake Oval. If possible, invest in facilities to accommodate use.	The sports field has low use in the winter season and could support junior and senior training and matches, if lighting, drainage and change rooms were provided. There is a cost implication with funding required for new infrastructure to facilitate football use. However, there is no programming conflict or to asset condition concerns. There have been neighbourhood concerns with previous proposals to install lighting at the reserve. However, the lighting systems today limit light spill and management restrictions respond to these concerns.
	Install new lighting (100 lux) and improve drainage.	
	Provide temporary gender-neutral change rooms.	
	If possible, consider allocating junior and senior training and matches, outside of the Colac & District Football Umpires Association use.	
Colac Secondary College (Department of Education)	Explore football use of the sports field at Colac Secondary College as part of a JUA. If possible, invest in facilities to accommodate use.	The sports field has low use in the winter season and could support junior and senior training and matches, if lighting and surface improvements were provided. There is a cost implication with funding required for new infrastructure to facilitate football use. However, there is limited programming conflict or to asset condition concerns. The Colac Secondary College (CSC) supports exploring opportunities to increase community use of its facilities and to provide sports lighting on the school sports field. CSC is willing to work collaboratively with the Council on the proposal, including considerations such as usage agreements, supervision, maintenance, funding, and any implications for school programs and student safety
	Install new lighting (100 lux) and upgrade surface.	
	If possible, consider allocating training and junior matches.	
Former High School Site New Colac Otway Soccer (Football) Hub	Plan, design and deliver a new district soccer (football) hub that provides two lit football pitches, one with natural grass and another with synthetic turf, supporting infrastructure and pavilion.	The development of a soccer (football) hub is the strategic priority for providing a quality, fit for purpose football facility that supports football participation and programming needs. There is a cost implication with funding required to deliver the proposed concept, including funding advocacy to State and Federal governments. There are no programming conflict or asset condition concerns. This solution is recommended.
	Allocate senior and junior training and matches.	

Site Name	Development Options	Discussion
New Active Open Space Reserve in Growth Area	Plan, design and deliver a new district sports reserve with multi-sport field that can be configured for two football pitches, with compliant lighting and supporting infrastructure, and buildings/pavilion.	<p>The development of a multi-sports field as part of active open space set aside in the growth area should be designed to support AFL football, cricket and football.</p> <p>If demand is realised, the field will then be able to support junior and senior football training and matches.</p> <p>There is a cost implication with funding required to deliver the proposed concept, including developer contributions and potentially funding advocacy to State and Federal governments.</p> <p>There is no programming conflict or asset condition concerns.</p> <p>This solution is long term and recommended.</p>

FOR ENDORSEMENT

8. Colac Otway Soccer (Football) Hub Feasibility Study

The Colac Otway Soccer (Football) Hub has been identified as a key recommendation from the Colac Otway Football (Soccer) Facilities Feasibility Study 2025-2035:

Plan, design and deliver a new district soccer hub at the former High School site that provides two lit football pitches, one with natural grass and another with synthetic turf, supporting infrastructure and pavilion.

This Feasibility Study includes a Design Brief with Functional Design Components Schedule. This Design Brief has been translated into a concept master plan of the site with a supporting pavilion concept plan. The concept plans have been costed by an independent Quantity Surveyor and include design and cost advice from a sports field engineer.

8.1 The Need

The Feasibility Study identifies the following key challenges in managing soccer participation growth:

- **Challenge 1** – Football participation is growing significantly locally in the Colac Otway Shire and across the Greater Geelong region. This participation and programming growth will continue to put pressure on existing facilities and drive a need for additional football fields.
- **Challenge 2** – There is a need to increase the allocation of fields to football in the Colac Otway Shire, in line with other field sports that have similar programming needs i.e. AFL football.
- **Challenge 3**—The current fields supporting football activities are inadequate, don't meet current standards, or have already reached capacity due to existing users.
- **Challenge 4** – Clarity on the role of Colac Otway Shire Council, football club/s and Football Victoria.

The table below applies the current football participation rate in Colac Otway Shire (1.33%) and the AusPlay participation rates (2.8% Adult and 10.2% Child) to the current population and future projected populations of 2031 and 2036. It shows the potential (latent) demand for football in Colac Otway Shire if quality facilities and programs are provided.

Table 25: Football Participation Rate in Colac Otway Shire

Football	Current	2031	2036
Current Participation Rate (1.33%)	297	309	317
AusPlay Participation Rate (2.8% Adult/10.2% Child)	904	909	927

The three full size senior fields and one junior sized field used by football are restricted due to no or poor lighting and compliant gender-neutral change room facilities, fields being shared-use fields with other tenants such as AFL football (this restriction will continue at these fields) and Beeac Reserve being an inappropriate location for a football hub. A review of the occupancy of junior and senior teams for training and matches across Beeac Recreation Reserve, Central Reserve Hockey Pitch, Western Reserve and Trinity College shows football's current field access across these fields to be an equivalent of 50 hours of use or the field capacity for two senior pitches at a Level 3 standards (full drainage, irrigation and warm season grasses).

The current situation limits the potential for growth of football participation and programming in the Colac Otway region.

This project includes a Demand Analysis Model to determine the number of football (rectangular) fields required to meet current and future participation demand. Three scenarios were modelled:

- Scenario 1 – If the Victorian AusPlay participation rate is applied to the current and future population
- Scenario 2 – If the current Colac Otway participation rate is applied to the current and future population
- Scenario 3 – If a midpoint between the Colac Otway and Victorian AusPlay participation rate is applied to the current and future population.

Table 26: Facility Requirements Current – 2036

Sport	Current Fields Used by Sport	Current Field Access*	Current Level 3 Field Access Requirement for Current Participation Demand (2025)#	Current Surplus/ Deficit of Field Access	Future Level 3 Field Access Requirements for Participation Demand (2036)^	Future Surplus/ Deficit of Field Access
Scenario 1 Victorian AusPlay participation rate	3 senior and 1 junior fields	2 senior fields (equivalent of 50 hours)	6 (equivalent of 150 hours)	-4	6 (equivalent of 150 hours)	-4
Scenario 2 Colac Otway current participation rate	3 senior and 1 junior fields	2 senior fields (equivalent of 50 hours)	2 (equivalent of 50 hours)	0	2 (equivalent of 50 hours)	0
Scenario 3 Midpoint between Colac Otway and Victorian AusPlay participation rate	3 senior and 1 junior fields	2 senior fields (equivalent of 50 hours)	3 (equivalent of 75 hours)	-1	3 (equivalent of 75 hours)	-1

* **Note:** The current field access considers a sport’s access to dedicated fields (100% access) and secondary the proportion of use by that sport for shared multi-sport fields. A field is only counted when it is fully utilised (25hrs based on a Level 3 natural grass field). A review of the occupancy of junior and senior teams for training and matches across fields used by football shows an equivalent of 50 hours of use or the field capacity for two senior pitches.

The field requirement can be reduced if installing a Level 4 synthetic pitch that can accommodate 54hrs of use (twice that of a Level 3 natural grass field).

^ The future 2036 field requirement does increase from current 2025 population, however not to the level that has triggered an additional field.

The model shows a demand for a new home for football (football hub) to serve the Colac Otway Shire.

There is no home base for the Colac Otway Rovers AFC. A fit for purpose district size football hub with two fields (one natural grass and one synthetic turf – equivalent of the capacity of two natural grass fields) can provide for 220 - 350 participants (approximately 30,000 visits per annum).

The football hub should be designed to progressively increase its capacity in line with the growth of soccer participation. We note that the club has 163 participants, and the Shire football participation is 297. This shows that some participants play at clubs and venues outside the municipality (e.g., Surf Coast FC participates at Banyul-Warri Fields in Torquay). However, the club and regional participation growth trend suggests participation will continue to grow to a level that can support a two to three field facility.

8.2 Design Brief

The design brief identifies key facility components that have been translated into a functional design components schedule. It also provides design principles and precedent images of similar facility projects as reference material.

Key Facility Components

The proposed layout needs to be tested with the following key facility components identified:

- A full-size synthetic senior FIFA pitch.
- A full-size natural grass senior FIFA pitch. This pitch should meet local community junior and senior level pitch dimensions as per Football Victoria's preferred facility design guidelines.
- A third field area that can be configured as three to four smaller-sized fields (U6/7 fields and futsal) or as one junior field (U9 – 11 fields).
- Field layouts should provide the required run-off areas and accommodate required technical/player areas (including necessary infrastructure – shelters, seating, etc).
- Senior fields should include low/high fencing and sports lighting to amateur competition standard (100 LUX).
- A community sports pavilion that meets local community junior and senior level pavilion requirements as per Football Victoria's preferred facility design guidelines. The pavilion should include two large change rooms of 50sqm (that can be configured as four small-sized change rooms) with amenities, a referee room of 20sqm with amenities, a first aid room of 10sqm, a social space for 80 people (100m²), kitchen/kiosk with internal and external servery, a bar, public toilets for male, female and disabled, storage and an undercover viewing area of 80sqm.
- The surrounding precinct should include approximately 50-75 car spaces and landscaping that includes a footpath network with shade trees (retaining what is on the site's perimeter) and informal spectating areas with park seating.

Key Design Principles

The key design principles identified are:

- **Accessible and Inclusive:** Facilities and spaces will be universally designed and inclusive, fostering participation in physical activity by all our community, across all life stages, genders and cultures.
- **Diverse and Equitable:** Facilities and spaces will offer a diverse mix of facilities, programs and experiences.
- **Safe and Welcoming:** Facilities and spaces and programs are designed to be visible, open and welcoming to the community, creating a safe place for girls and women to participate.
- **Multi-Use:** Facilities and spaces will be multi-use, offering several activities, programs and experiences for users.
- **Connected:** facilities and spaces connection across our communities and our unique natural environment.

- **Sustainable:** Facilities and spaces will be designed and operated efficiently, whilst being well managed and maintained.

Key Design Requirements

Key design requirements include:

- The master plan must test and include all recommendations.
- The sports facility must meet the agreed area schedules.
- The facility must deliver a contemporary sport facility.
- The reserve should be designed so that they are welcoming and inclusive for all ages, cultures and abilities. Consider ideas that go beyond the standards.
- Consideration of Universal Design Principles.
- Consideration of Female Friendly Design Principles.
- Consideration of sustainable design features (ESD and WSUD).
- Must meet minimum requirements of Football Victoria.
- A green open space area at the north-west corner of the reserve to support social family recreation and play function.
- Consider the future residential development growth proposed to the north and west of the site and proposed road connections around the site.

Functional Relationships

Key functional relationships include:

- Sightlines and access must be in keeping with the purpose of the reserve's key activities.
- The sports facilities proposed must fit with the aesthetics of the park and surrounding landscape, including proposed landscape treatment.
- The sports pavilion must be physically and functionally linked to fields of play. The sports pavilion and location shall accommodate services typical of community facilities. Floor plans shall consider the sports specific requirements including for players, spectators and umpires.
- Consider relationship of green open space area at the north-west corner to informal junior fields area that can act as a kick about space and support the future residential development growth proposed to the north and west of the site.

Functional Design Components Schedule

A Functional Design Components Schedule has been prepared below to help inform:

- A site master plan
- A pavilion concept plan.

It is recognised that a site-specific geotechnical report will be required as part of the next design step.

HBArch were engaged to prepare the site master plan and pavilion concept plan. SportENG were engaged to provide indicative sports field layouts and sports field engineering design advice.

Table 27: Functional Design Components Schedule

Category	Area
Sports Fields	
Full size natural grass senior FIFA pitch	Pitch Size: 1no @ 96-105m x 60-68m Pitch Run Off (Minimum): 3m each end and 5m each side Technical area Level 3 Standard Field – Full irrigation, drainage and warm season grasses
Full size synthetic FIFA pitch with three small sized pitches	Pitch Size: 1no @ 96-105m x 60-68m Pitch Size: 3no @ 30m x 20m Pitch Run Off (Minimum): 3m each end and 5m each side Technical area Level 4 Standard Field – Synthetic Turf
Sports Pavilion	
Players Change Room	2no. @ 50sqm that can be configured as 4no @ 25spm
Players Amenities	2no. @ 25sqm
Match Officials Room	20sqm
Match Officials Amenities	10sqm Unisex accessible toilet with basin
First Aid	10sqm Locate to enable emergency service vehicle access
Multipurpose/Social Room	100sqm (approx. room for 80 people)
Undercover Viewing Area	80sqm (approx. room for 80 people) Allows for 20sqm circulation around kitchen and bar serveries
Kitchen/Kiosk	30sqm kitchen 10sqm cold and dry storage Internal and external servery
Bar	10sqm bar Internal servery
Public Toilets	20sqm M/F toilets 7sqm Accessible toilet
Cleaners	5sqm
Store	15sqm
Precinct	
Car Parking	50-75 car spaces Entry and exit Provision for disabled car spaces near pavilion
Landscaping	Provision of footpath and seating. Retain perimeter trees. Footpath to meet Australian Standards & IDM (Infrastructure Design Manual) for footpaths

8.3 Site Master Plan

The site master plan has considered the following staged development approach:

Stage 1 - Full site preparation and the construction of a senior football pitch with lighting and supporting infrastructure.

Four development options have been considered for Stage 1. These include:

- Option 1A - Site preparation, site drainage, seniors natural turf field with lighting and supporting infrastructure, interim grass field with basic drainage (for overflow club scheduling/training activities), pavilion half scheme, paths, gravel carparking, basic landscaping.
- Option 1B - Site preparation, site drainage, seniors natural turf field with lighting and supporting infrastructure, interim grass field with basic drainage (for overflow club scheduling/training activities), pavilion full scheme, paths, gravel carparking, basic landscaping.
- Option 1C - Site preparation, site drainage, seniors synthetic field with lighting and supporting infrastructure, interim grass field with basic drainage (for overflow club scheduling/training activities), pavilion half scheme, paths, gravel carparking, basic landscaping.
- Option 1D - Site preparation, site drainage, seniors synthetic field with lighting and supporting infrastructure, interim grass field with basic drainage (for overflow club scheduling/training activities), pavilion full scheme, paths, gravel carparking, basic landscaping.

Recommended Option

Option 1C is recommended as the first stage, given this provides the capacity to accommodate the existing club use (50 hours) with the construction of a single field - synthetic surface. This option would include:

- A senior sized Level 4 synthetic field with lighting and supporting infrastructure.
- An interim grass field with basic drainage (to provide for club overflow scheduling/use).
- A half scheme pavilion including player and officials change rooms/amenities, storeroom, first aid area (this does not include additional player changerooms/amenities, public amenities, club social rooms (kiosk, kitchen, social rooms)).
- Pathways.
- Gravel carparking area.
- Basic landscaping.

Stage 2 – Construction of a second senior turf football pitch with lighting and supporting infrastructure including:

- Construction/full development of the second senior football field as a Level 3 natural turf surface with lighting and supporting infrastructure.
- Extension of the pavilion to provide additional player changerooms/amenities, public amenities, club social rooms (kiosk, kitchen, social rooms).
- Sealing of the carpark area.
- Forecourt landscaping.
- Seating and shelters for spectators.

Stage 3 – Creation of junior fields and support infrastructure including:

- Creation of junior fields (turf or synthetic surface).

- Seating and shelters for spectators.
- Improved site landscaping.
- Playground and green space area.

The playground and green space in the northwest part of the site is likely to be constructed when nearby land is developed for housing. The Stage 3 construction of additional junior fields (synthetic) would only be considered if there is enough football (soccer) participation to justify the need for more junior fields.

The plans on the following pages indicate the proposed development stages.

FOR ENDORSEMENT



Figure 18: Site Master Plan – Stage 1



Figure 19: Site Master Plan – Stage 2



Figure 20: Site Master Plan – Stage 3

8.4 Pavilion Concept Plan

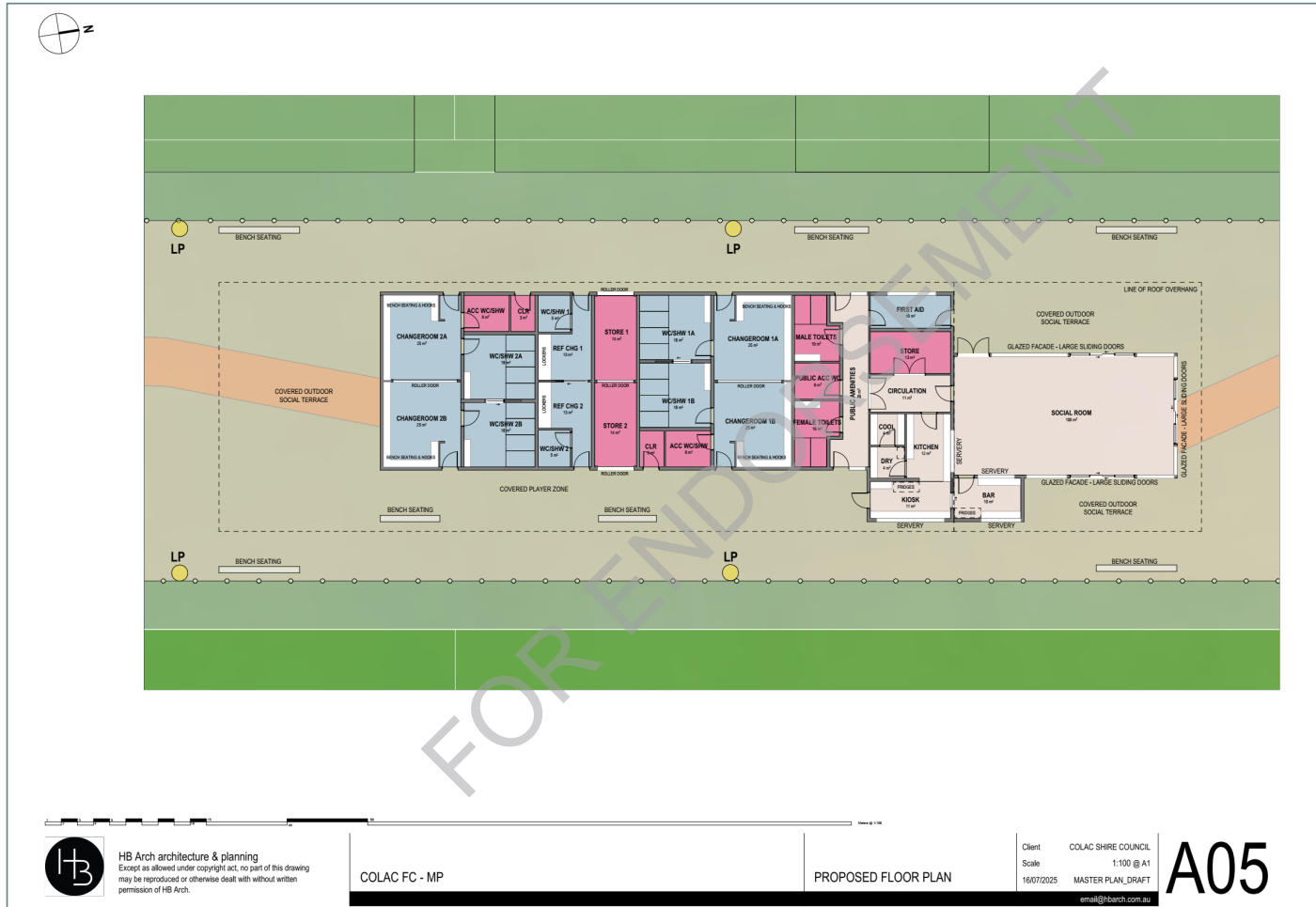


Figure 21: Pavilion Concept Plan (Full Scheme)

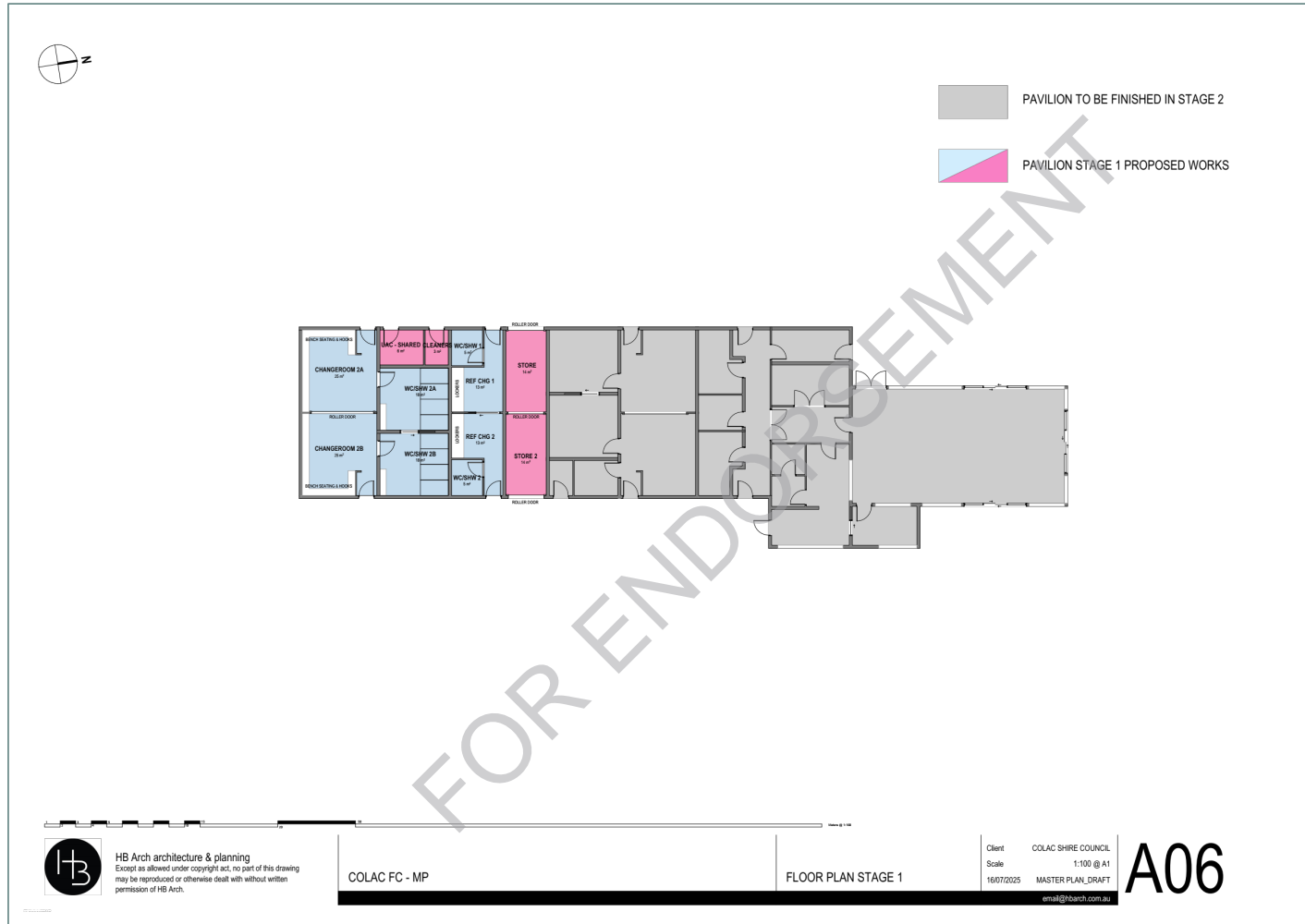


Figure 22: Pavilion Concept Plan – Staging Plan (Half Scheme)

8.5 Preliminary Capital Cost Estimate

SportENG has provided sports field engineering design advice and a probable cost estimate for the sports fields design and construction.

Currie and Brown Quantity Surveyors have provided a probable cost estimate for the overall site. This cost plan includes SportENG's probable cost estimates and includes the sports fields, pavilion, lighting, car parking, and landscaping.

The cost plan has considered the staged development approach and associated costs for the identified Stage 1 options.

The table below summarises the estimated total project cost for each stage and option.

Table 28: Cost Plan – Summary

Staging	Total Project Cost*
Stage 1 – Option 1A (Natural Turf Field and Half Scheme Pavilion) Refer to Figure 18 and 22	\$18,172,000
Stage 1 – Option 1B (Natural Turf Field and Full Scheme Pavilion) Refer to Figure 18 and 21	\$20,874,000
Stage 1 – Option 1C (Synthetic Field and Half Scheme Pavilion) Refer to Figure 18 and 22 (Recommended Option)	\$18,760,000
Stage 1 – Option 1D (Synthetic Field Full Scheme Pavilion) Refer to Figure 18 and 21	\$21,360,000
Stage 2^ Refer to Figure 19	\$9,726,000
Stage 3 Refer to Figure 20	\$4,185,000

* Project costs include contingency allowances for preliminaries and margin, ESD allowance, design and construction contingency, estimated construction tender, consultant fees, authority fees and substation allowance.

^ If Option 1B or 1D is completed as stage 1, the second stage of the pavilion is not required in Stage 2.

Table 29: Cost Plan – Stage 1 Options

	Total Project Cost			
	Stage 1 Option 1A	Stage 1 Option 1B	Stage 1 Option 1C Recommended Option	Stage 1 Option 1D
Demolition, Site Works and Drainage	\$947,940	\$947,940	\$947,940	\$947,940
Seniors Level Pitch – Interim Grass Field	\$362,815	\$362,815	\$362,815	\$362,815
Pavilion Half Scheme	\$1,671,583		\$1,671,583	
Pavilion Full Scheme		\$3,390,993		\$3,390,993
Gravel Car Parking	\$212,305	\$212,305	\$212,305	\$212,305
Paths, Forecourt, Paving	\$272,240	\$272,240	\$325,240	\$325,240
External Works, landscaping	\$202,700	\$202,700	\$202,700	\$202,700
Storm Water	\$1,070,000	\$1,070,000	\$1,070,000	\$1,070,000
External Services	\$4,995,000	\$4,995,000	\$4,995,000	\$4,995,000
Building and Site Costs	\$9,734,583	\$11,453,993	\$9,787,583	\$11,506,993
Preliminaries and Margin	\$1,555,417	\$1,832,007	\$1,565,417	\$1,841,007
Net Construction Cost	\$11,290,000	\$13,286,000	\$11,353,000	\$13,348,000
ESD Allowance	\$225,250	\$263,950	\$226,225	\$267,100
Design Contingency	\$846,750	\$996,450	\$851,475	\$1,001,100
Construction Contingency	\$1,129,000	\$1,328,600	\$1,135,300	\$1,334,800
Estimated Construction Tender	\$12,362,000	\$15,875,000	\$13,566,000	\$15,951,000
Consultant Fees	\$986,380	\$1,270,000	\$1,083,964	\$1,274,490
Authority Fees	\$123,620	\$158,000	\$135,035	\$159,510
Substation Allowance	\$700,000	\$700,000	\$700,000	\$700,000
Seniors Level Field	\$2,871,000 (Turf)	\$2,871,000 (Turf)	\$3,275,000 (Synthetic)	\$3,275,000 (Synthetic)
Total Project End Cost	\$18,172,000	\$20,874,000	\$18,760,000	\$21,360,000

Table 30: Cost Plan – Stage 2

Stage 2	Total Project Cost
Demolition	\$55,205
Pavilion Extension*	\$2,230,839
Sealing Car Parking	\$671,171
Paths, Forecourt, Paving, Seating and Shelters	\$1,673,414
Storm Water	\$100,000
External Services	\$91,300
Building and Site Costs	\$4,821,929
Preliminaries and Margin	\$768,072
Net Construction Cost	\$5,590,000
ESD Allowance	\$111,800
Design Contingency	\$419,200
Construction Contingency	\$559,000
Estimated Construction Tender	\$6,680,000
Consultant Fees	\$534,400
Authority Fees	\$66,600
2 nd Seniors Level 3 Field – Natural Turf and Lighting	\$2,445,000
Total Project End Cost	\$9,726,000

*Note: Additional funding if full pavilion scheme not implemented in Stage 1 (Options 1A and 1C). Stage 3 includes site improvements that support the green space and playground and providing a junior fields area (synthetic surface). This would only be considered if the football participation demand requires additional junior fields. Stage 3 is only provided as an order of costs for the project, where Stage 1 and Stage 2 support costs for the Colac Otway Soccer (Football) Hub.

Table 31: Cost Plan – Stage 3

Stage 3	Total Project Cost
Paths, Forecourt, Paving, Seating and Shelters	\$95,000
Green Space and Playground	\$1,047,750
Storm Water	\$390,000
External Services	\$107,800
Sub Total Site and Services Costs	\$1,640,550
Preliminaries and Margin	\$262,450
Net Construction Cost	\$1,903,000
ESD Allowance	\$38,060
Design Contingency	\$142,640
Construction Contingency	\$190,300
Estimated Construction Tender	\$2,274,000
Consultant Fees	\$181,860
Authority Fees	\$22,740
Junior Synthetic Turf Field	\$1,706,400
Total Project End Cost	\$4,185,000

8.6 Preliminary Asset Maintenance and Renewal Costs

The maintenance allowance for a natural grass field is approximately \$55,000 per year. This includes pre-winter fertilising to develop a strong and dense turf cover, post-winter season renovation to restore the turf in the high-traffic areas, and mid-winter aeration to keep the surface as dry as possible.

The maintenance allowance for a synthetic turf field is approximately \$40,000 per year for annual grooming and infill replacement. The costs will increase the more the facility is used; however, SportENG confirms that this allowance is appropriate based on this being a community-level facility.

The full synthetic surface system life cycle is approximately 20 years. However, the surface will need replacement every 10 years, shock pad every 20 years and engineering base 20+ years.

Costs will vary over the next couple of years, particularly with the opening of a synthetic grass recycling plant in Northern Victoria. SportENG expects recycling an old synthetic grass system to cost approximately \$120,000 to \$150,000.

A new system at today's rates is approximately \$60/m². The shock pad can be recycled for \$50,000, and a new shock pad approximately \$20/m².

A sports field lighting system requires renewal every 15-20 years with LED lighting systems having a lifespan of between 15,000 to 50,000 hours, meaning less frequent replacements and reduced maintenance costs when compared to halogen bulbs that last around 1,000 to 2,000 hours. An annual maintenance budget is required to replace lamps and light fittings. Regular assessments/audits of the condition of existing poles and electrical infrastructure, and lighting levels will ensure lighting standards meet standards for safe operation and play.

An asset maintenance allowance of two to three per cent of the proposed building cost is considered a benchmark rate for sports pavilions.

8.7 Benefit Cost Analysis

The **Otium Analytics Benefits Assessment Model** provides a “high level” analysis of the economic benefits for a proposed project and converts social and health benefits to an economic value. The assumptions and economic outputs are updated and calibrated for each project to reflect any new work on benefits calculation and the local economic conditions of the project being modelled. For a more detailed assessment of the economic and social benefits it is recommended that an economist report be commissioned.

Otium’s Social and Economic Benefits Model provides an assessment of projects to identify:

- Direct economic benefits in terms of:
 - Capital spends
 - Revenue generated
 - Recurrent spend (operating expenditure)
 - Jobs created in construction and operation.
- Indirect economic (flow-on) benefits in terms of:
 - Additional economic activity
 - Additional jobs.
- Social and Health benefits in terms of:
 - Direct and indirect health benefit
 - Social value benefits including human capital benefit and productivity benefit.
- Net Present Value and BCR (benefit to cost ratios) using a range of discount rates.

The model considers a range of inputs and estimated economic outputs to derive the above, including:

- Regional economic and industry data.
- Proposed capital cost.
- Estimated recurrent/operating expenses and revenues.
- FTE jobs associated with construction and operation (usually based on industry figures for the region).
- Industry/activity specific economic multipliers.
- Likely per visit expenditure.
- Economic benefit of deferring or avoiding health costs.
- Assumptions on 20-year operating periods.
- Assumptions on management and operational models.

The model is informed by recent social and economic benefit models prepared for the sport industry including:

- Boston Consulting Group/Sports Australia – Intergenerational Review of Australian Sport.
- KPMG/Sport Australia – The Value of Community Sport Infrastructure.

- Sport West – Social Return on Investment of Structured Sports Participation in Western Australia.
- Sport and Recreation Victoria - The Value of Community Sport Infrastructure in Victoria.

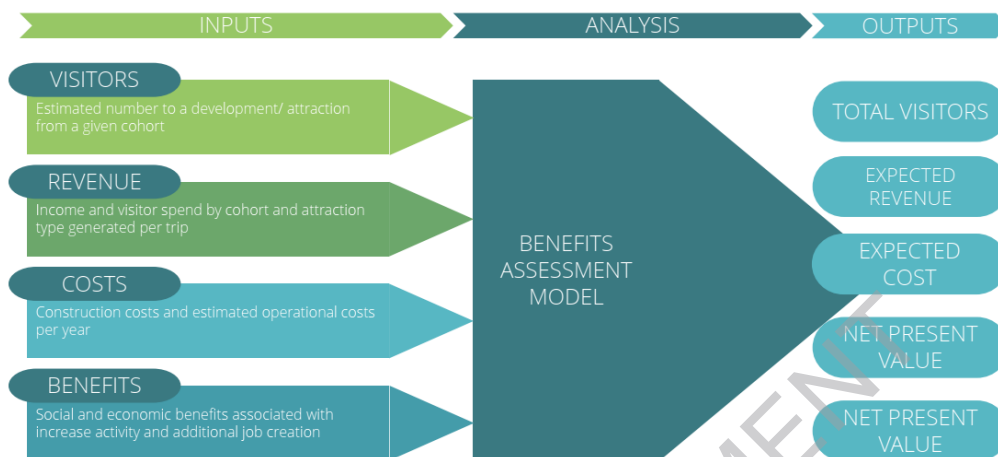


Figure 23: Otium Analytics Benefits Assessment Model

Benefits Assessment Model Assumptions

The following assumptions have informed the social and economic benefit model.

- Total capital cost of the project for Stages 1 and 2 is \$27,898,000.
- Football visitations grow annually from 30,000 visits in year 1 and increase to 39,143 in year 10.
- Other sports visitation grows annually from 6,000 visits in year 1 to 7,829 visits in year 10.
- A lease/license fee of \$15,000 (15% of maintenance cost) in year 1 that will grow to \$17,926 in year 10.
- An asset maintenance allowance of \$165,000.
- The facility will provide for five FTE operational jobs annually (volunteer committee, coaches and a part-time paid groundskeeper).
- The new facility and continued population expansions will increase program participation and employment.
- Colac Otway Shire economy.id profile has been used to inform the model assumptions. Specifically:
 - The construction industry provides for 985 construction jobs and an estimated annual output of \$615.508 million.
 - The manufacturing industry provides for 1,783 manufacturing jobs and an estimated annual output of \$1,388.495 million.
- ABS Labour Force Survey 2025 Full Time has been used to inform the model assumptions. Specifically:
 - Average weekly construction job wage is \$1,957.60.
 - Average weekly manufacturing job wage is \$1,788.70.
 - Average weekly retail job wage is \$1,504.40.

- A multiplier effect of 1.5 has been assumed that recognises the flow on effect from initial construction, regular users and from participants and spectators outside Colac Otway region (regional travel) attending programs and events and spending within the Colac Otway region.
- The 20-year building residual cost for the facility is estimated at \$12,732,283. This is factored in the net present value.

Benefits Assessment Model Outputs

The social and economic cost-benefit analysis found that for every dollar invested, there is \$1.02 (4%) of benefits to the community.

Social Benefit

The project will provide direct social benefits including supporting 916,209 visits over 20 years.

There are flow-on social benefits to Colac Otway region with additional community programs being run and participants playing football and other rectangular field sports.

Economic Benefit

The modelling shows an increase in activity and employment generated by the project of that will provide a boost to regional income.

The table below shows the Total Primary Benefits (Health and Economic), Net Present Value and Benefit Cost Ratio for the proposed facility.

Table 32: Cost Benefit Analysis

Category	Base Case Option 1A Internal Management Model
Total Visits over 20-years	916,209 visits
Total Construction Jobs Created	47 Direct and Indirect FTE
Total Manufacturing Jobs Created	12 Direct and Indirect FTE
Total Operational Jobs Created	5 FTE relating to facility operations and volunteers
Total Primary Benefits over 20-years	\$20,142,674
Base Case Net Present Value (4%)	\$28,537,443
Base Case Benefit Cost Ratio (4%)	\$1.02

9. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group Pty Ltd (Otium) has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence', and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium's advice does not extend to, or imply professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary, to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability, as it is impossible to substantiate assumptions based on future events.

Base level functional layout sketches including, renders and animated fly throughs are for indicative purposes only (not for design, construction or detailed costing purposes).

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

Accordingly, neither Otium nor any member or employee of Otium undertakes responsibility arising in any way whatsoever to any persons other than the client in respect to this report for any errors or omissions herein arising through negligence or otherwise caused.

Appendix 1: Strategic Document Review

The summary and strategic alignment for all the reviewed documents has been presented in the below table:

Table 33: Background Document Review

Document Name (Year)	Summary and Strategic Alignment
National	
<p><u>Sport 2030 (2018)</u> Sport Australia</p>	<p>The Australian Government has a clear and bold vision for sport in Australia — to ensure we are the world’s most active and healthy nation, known for our integrity and sporting success. The four overarching strategic priorities of this report are:</p> <ul style="list-style-type: none"> • Building a more active Australia • Achieving sporting excellence • Safeguarding the integrity of sport • Strengthening Australia’s sport industry. <p>Increased opportunities for participation within Colac Otway in football clearly supports building a more active Australia.</p>
<p><u>The Future of Australian Sport (2022)</u> Australian Sports Commission and CSIRO</p>	<p>The Future of Australian Sport identifies the six megatrends that will shape Australian sport over the coming decades. These are:</p> <ul style="list-style-type: none"> • Escalate the exercise – new pathways to sport. • New horizons – science and technology changing the game. • The next arena – the rise of entertainment sports. • Mind the gap – bringing Australia together across generational and societal divides. • Our best sporting side – safe, sustainable and inclusive for all. • The perfect pivot – adopting in an uncertain world. <p>Alignment to the Football Facilities Study can be seen under ‘The Perfect Pivot’, where “Sporting organisations and local governments will continue to transform or rebuild sporting facilities, so they are more accessible and fit for purpose for a new generation of sports participants. Accessibility, energy efficiency and sustainability, technology integration, and multipurpose community use will be at the centre of these designs.”</p>
<p>The Value of Community Sport Infrastructure in Australia 2018</p>	<p>In 2018, the Australian Sports Commission and KPMG published a report titled: The Value of Community Sport Infrastructure: Investigating the value of community sports facilities in Australia. The headline finding of the report was that annually, community sports infrastructure is estimated to generate more than \$16.2 billion for Australia.</p> <p>This is made up of \$4.4 billion personal health benefits, \$0.5 billion health system benefits, 4.9 billion health value of community sport infrastructure, 4.2 billion human capital uplift, \$0.8 billion green space benefits, 5.1 billion social value of community sport infrastructure, \$6.3 billion economic value of community sport infrastructure, \$5.5 billion increased economic activity and \$0.8 billion increased productivity.</p>
State	
<p><u>Sport and Recreation Victoria Design for Everyone Guide (2024)</u></p>	<p>Universal design is the concept of simplifying life by making the built environment more usable for as many users as possible: “Universal design is the process of designing products and environments to be used by everyone, to the greatest extent possible, without the need for adaptation or specialised design. Universal design is a process, not an outcome. Universal design assists everyone, not just people with a disability.”</p> <p>This guide provides general and technical information on Universal Design to assist:</p> <ul style="list-style-type: none"> • Facility designers.

Document Name (Year)	Summary and Strategic Alignment
	<ul style="list-style-type: none"> • Professionals within the building and allied industries. • Designers and planners within local Government. • Managers, staff and committee of recreation facilities. • Personnel involved in maintenance. • Public and private sector practitioners specialising in meeting the needs of people with a disability, the elderly, and families. <p>While the guide goes into detail for each facility component, the below summarises the 7 principles of Universal Design:</p> <ol style="list-style-type: none"> 1. Equitable Use 2. Flexibility in Use 3. Simple and intuitive use 4. Perceptible information 5. Tolerance for error 6. Low physical effort 7. Size and space for approach and use.
Football Victoria State Football Facilities Strategy to 2026	<p>Football is the largest club-based participation sport in Australia. Football plays an important role within the Victorian community, delivering better health outcomes, and promoting inclusion and diversity.</p> <p>This report considers the strategic future and provides regional based projections and requirements to match the demand. Colac Otway were projected to have 86 members by 2026 based on 2% growth, but 5% growth (115 members) would require an additional pitch.</p>
<u>Active Victoria 2022-2026</u> (2022) Sport Victoria	<p>Active Victoria is a renewed strategic direction working towards a shared vision in Victoria: To build a thriving, inclusive, and connected sport and active recreation sector that benefits all Victorians. There are three objectives, each with two outcomes and 12 key directions that guides this strategy. Alignment to the project is seen through the following key directions:</p> <ol style="list-style-type: none"> 1. Improve community sport and active recreation infrastructure coordination to better meet demand, with a focus on areas and populations who need it most. 2. Deliver inclusive, multi-use and sustainable community sport and active recreation infrastructure.
Regional	
<u>State of Play Football (Soccer) in the G21 Region (2013)</u> Inside Edge	<p>This infographic displays the annual growth of football clubs within the G21 (Greater Geelong) region, dated 2012/13. The regions participants grew by 4% in the year. Colac Otway had 23 total members, +3 (16% growth) from 2011/12. There had been two recent infrastructure projects completed in the Shire:</p> <ul style="list-style-type: none"> • Colac Secondary College Community Sports Field: \$500,000 • Central Reserve ground redevelopment: \$750,000
G21 Regional Football (Soccer) Strategy 2023-2033	<p>This report covers the LGAs within the Greater Geelong (G21) area and follows from the 2013 report which achieved great success for facility investment and participation growth. The regions strategic priorities include:</p> <ul style="list-style-type: none"> • Club Development • Facilities and Infrastructure • Game Development • Engagement and Promotion • Partnerships and Collaboration. <p>LGA specific recommendations within Colac Otway include:</p> <ul style="list-style-type: none"> • 1.8 Support the activation of additional and/or existing football facilities in the Surf Coast Shire, Colac Otway Shire and Golden Plains Shire to drive participation growth. • 2.6 Support the delivery of multi-use football facilities to meet current and future demand for training and competition in Colac Otway Shire.

Document Name (Year)	Summary and Strategic Alignment
	<ul style="list-style-type: none"> 2.9 Trial futsal within suitable indoor facilities within Surf Coast Shire, Colac Otway Shire and Golden Plains Shire. These facilities may include Bluewater, Wurdi Baierr Stadium and Bannockburn YMCA.
G21 Regional Football Soccer Strategy – Councillor Briefing of draft and final reports.	<p>The Colac Otway specific content and issues within the draft G21 Regional Football Soccer Strategy were identified as a Councillor Briefing Note:</p> <p>The draft Strategy considered a range of regional and local issues specific to the Colac Otway Shire, with many factors influencing the draft Strategy that require a coordinated response with key stakeholders including Football Victoria, G21 LGA's, Geelong Region Football Committee, Leisure Networks, the Victoria Government and G21 football clubs and community. The key themes of the draft Strategy include:</p> <ul style="list-style-type: none"> Participation growth. Population changes. Diversity and inclusion. Club and game sustainability. Facility provision and delivery. Advocacy, legacy and promotion. <p>Furthermore, the final report was also briefed to Councillors, with the following recommended actions listed:</p> <p>That Council:</p> <ol style="list-style-type: none"> Receives and notes the outcomes of the consultation process for the G21 Regional Football (Soccer) Strategy 2023-2033 (Attachments 2 and 3), and thanks submitters for contributing to the strategy's development. Notes that minor amendments were made to the G21 Regional Football (Soccer) Strategy 2023-2033 as a result of the consultation process. Endorses the final G21 Regional Football (Soccer) Strategy 2023-2033 (Attachment 1).
G21 Regional Football Soccer Strategy – Public Exhibition Feedback Summary	<p>The feedback from the Draft G21 Football Strategy 2023-2033 occurred from 31/07/2023 – 10/09/2023. 20 submissions and 5+ social media posts were achieved. The key themes and their respective number of comments are:</p> <ul style="list-style-type: none"> Sub regional and regional facility development, 3 comments. Greater support for Geelong Galaxy, 4 comments. Creation of more football pitches, 4 comments. Improve pitch quality, 4 comments. Provision of infrastructure in Golden Plains, 1 comment. Facilities in Colac Otway, 2 comments. Club culture and welcoming environments, 2 comments. Player, coach and referee development, 2 comments. New club development, 2 comments. Futsal and futsal development, 3 comments.
G21 Regional Football Soccer Strategy – Update – Public Exhibition Feedback	<p>This document lists the 20 comment submissions made on the G21 Regional Football Soccer Strategy that informed the final version.</p> <p>18 of which were comments that did not require an update. The two comments with actionable feedback include:</p> <ul style="list-style-type: none"> Futsal opportunities in the region. Questions regarding accuracy of data from operators. The report was changed through wording that supports other futsal providers to become affiliated, no change to data. Updated the error in number of key principles to impact football participation.

Document Name (Year)	Summary and Strategic Alignment
Local	
Colac Otway Shire Community Vision 2050 (2024)	<p>The vision statement: “By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities. We value the wisdom of this land’s first caretakers, the Gulidjan and Gadabanud peoples, and recognise all those who have cared for the land since. We work to preserve what makes our place special. We focus on environmental sustainability to protect our precious natural assets. We are a proud and resilient community that values our welcoming spirit. We embrace new people, new business, new ideas. Our region is a great place to learn, live, work and play”.</p> <p>The Vision shares some key demographic information about the Shire and is guided by its four themes:</p> <ul style="list-style-type: none"> • Strong and Resilient Economy • Valuing The Natural and Built Environment • Healthy and Inclusive Community • Strong Leadership and Management.
Colac 2050 Growth Plan (2019) Colac Otway Shire	<p>The Colac 2050 Growth Plan responds to the aspirational growth target of 20,000 people by 2050 established by the RGP, a population increase of around 8,000 from 2018 figures.</p> <p>The Growth Plan sets the strategic framework to guide future development. This target reinforces the importance of Colac in the region.</p> <p>Objectives within this Plan that align to the Football Facilities Study are:</p> <ul style="list-style-type: none"> • Upgrade aging recreation infrastructure at existing reserves to meet future demand and comply with modern facility design standards, including upgrading sports lighting, playing surface improvements, and meeting the needs of female players and umpires.
<u>Council Plan 2025-2029</u> (2025) Colac Otway Shire	<p>Council Plan is a document developed to guide Council direction in the next five years. Council’s vision is “Colac Otway is a thriving regional hub where residents prosper, businesses find opportunity and visitors stay longer.”</p> <p>The Vision is built on three themes - Place, People and Prosperity - and is supported by a set of objectives. The Plan also identifies strategies to support each objective, and measures of success.</p> <p>Objectives and strategies relevant to this project include:</p> <ol style="list-style-type: none"> 1.2 Enhance our community and social spaces and collaborate with communities to deliver healthy environments. 2.2 Build greater community connection through social, cultural and recreational opportunities. 2.4 Promote and enable healthy behaviours. 4.3 Build economic opportunities from local arts, culture, sports, science and technology.
<u>Colac Otway Shire Annual Plan 2025-2026</u> Colac Otway Shire	<p>The Annual Plan 2025-26 is an operational plan that outlines how Council will work towards achieving the outcomes of the Council Plan 2025-2029 in the first financial year.</p> <p>There are no specific Year 1 Actions that apply to the Football Facilities Study, however general alignment to sport and recreation include:</p> <ol style="list-style-type: none"> 2.2 Build greater community connection through social, cultural, and recreational opportunities. Prepare designs for the potential redevelopment of Colac’s Lake Oval Clubrooms. 3.3 Build and maintain effective working relationships with all levels of government.

Document Name (Year)	Summary and Strategic Alignment
	Review Advocacy Strategy and determine Council's priority projects.
Colac 2050 Project – Colac Community Infrastructure Plan Colac Otway Shire	<p>The Colac Area is growing in population. Forecasts predict that the Area's population will increase from 12,000 in 2015 to 14,470 in 2036. The G21 Regional Growth Plan projects that Colac's population could rise to as high as 20,000 by 2050. Population growth of this magnitude could have significant community infrastructure implications. Existing infrastructure may need to be redeveloped, and new infrastructure provided to cater for the additional demand generated by Colac's growing community.</p> <p>The Colac 2050 – Community Infrastructure Plan makes the following observations about:</p> <p>Active Recreation Facilities:</p> <ul style="list-style-type: none"> • Colac has no soccer fields. Council is currently undertaking a staged redevelopment of Central Reserve, Colac which involves the reconstruction of the playing field (completed in 2013) and improvements to the off-field facilities including upgrade of the existing grandstand and a new pavilion. Council's focus in the future will be on updating its other active reserves and enhancing their physical capacity to carry more load and cater for more demand. • The following works (relating to playing fields and supporting infrastructure) have been planned or are being considered by Council: <ul style="list-style-type: none"> – Western Oval – upgrade of playing field. – Colac Cricket Ground – upgrade of clubrooms. – Elliminyt Recreation Reserve – upgrade of playing field, upgrade of pavilion/change rooms. <p>Council is also seeking funding to construct toilets and changerooms to service the playing field at Colac Secondary College. This would be a joint development with the College. Toilets and changerooms are also required for the Trinity College playing field.</p> <p>The quantitative assessment of recreation facilities has indicated that 4 soccer fields will be required to meet 2050 demand.</p> <p>The provision of passive open space in Colac:</p> <ul style="list-style-type: none"> • The amount of open space in Colac is easily sufficient to meet current and future demands. • There are some gaps in open space provision from a distribution perspective in the residential areas of Colac. These gaps could be addressed if some neighbourhood parkland facilities were developed on sports reserves and the old Colac High School was converted to open space. • Many of the neighbourhood parks in Colac are small and their quality is relatively poor. • There are no rectangular sports fields, and the existing active reserves lack facilities for non-active and passive recreation. <p>The key findings and conclusions provided two key points in regard to the football facilities study:</p> <ul style="list-style-type: none"> • For some infrastructure types, there is not sufficient or appropriate facilities to cater for existing and future demand and modified, expanded or new facilities will be required - soccer facilities, active reserve for low profile sports, additional seating capacity at COPACC, more community centre/meeting space, additional parkland, larger neighbourhood house, larger PAG centre etc. • Some facilities do not comply with accepted design standards – netball courts, lights over netball courts and playing fields etc. Some facilities do not meet contemporary design trends or promote service integration – e.g. single use, standalone M&CH

Document Name (Year)	Summary and Strategic Alignment
	centre and kindergartens. Some items are underutilised because of declining demand – e.g. tennis courts.
<u>Colac Otway Public Open Space Strategy 2011</u> Colac Otway Shire	<p>The Colac Otway Public Open Space Strategy has been prepared to provide a strategic framework for the planning and provision of open space within the municipality. It aims to guide Council in meeting the diverse open space needs of the community in both the short and long term.</p> <p>Section 7.8, Developing and Managing Open Space, noticeably excludes the special or layout requirements for open space in regional and township / district areas of the Shire.</p> <p>The recommendations towards planning of existing spaces:</p> <ul style="list-style-type: none"> • Prepare strategic or master plans to outline long term development proposals for all regional open spaces. • Prepare concept design plans (or where plans exist, review) for all district sports open spaces and all neighbourhood open spaces where key issues need to be addressed and/or significant upgrading is proposed. • Ensure that the range of facilities planned for each open space area be in accordance with the standard for facilities provision (see Section 7.8 Developing and Managing Open Space). • Ensure that all open spaces are planned to maximise user safety through good design of facilities and planting programs and the protection of sight lines. • Involve the community in the preparation of all plans developed for open spaces, particularly taking into account that the needs of the coastal and more remote rural communities may differ from the needs of urban communities. <p>Recommendations within the Urban Colac area:</p> <ul style="list-style-type: none"> • Explore opportunities to provide rectangular playing fields on the existing ovals to cater for sports such as soccer that are increasing in popularity according to participation trends.
Former Colac Otway High School Site – Layout Plan 2017	<p>ACL Consultants developed two functional layout plan options for a proposed sporting reserve on 413 Murray Street, Colac. The site formerly held the high school. The layout plans developed require additional land to that which has been sold to Council from the Department of Education.</p> <p>Option 1 features 2x car parks, passive open space, dual football fields with a cricket wicket in between, and a south facing baseball diamond.</p> <p>Option 2 features the dual football fields with a centre cricket wicket on the north-most area of the site, with a larger car park and south-west facing baseball diamond below.</p>
Colac Otway Football Soccer Investigation – Draft – Internal Review 2017	<p>The Colac Otway Football (Soccer) Facilities Investigation was a preliminary internal review of the participation trends and facility needs to cater for the increasing popularity and importance of football (soccer) within the municipality. There is a demonstrated need to adequately cater for current and projected growth in the sport to facilitate participation across age groups and gender at a local level.</p> <p>In 2017, the demand for football (soccer) within Colac includes:</p> <ul style="list-style-type: none"> • 2 junior boys and 1 senior men’s team with a population of 20,347 in the shire. • Comparable localities within the G21 (Bannockburn and Torquay) feature similar population numbers yet host 6 and 27 teams respectively. • By 2050, Colac should expect between 24 and 60 new registered junior players, and approximately 12 new senior players. • Based on 2016 average players per pitch, Colac is expected to have two pitches but should plan for three.

Document Name (Year)	Summary and Strategic Alignment
	<ul style="list-style-type: none"> • Comparisons in facility availability outlines Colac’s severe limitations compared to Golden Plains and Torquay. <p>Site Options to facilitate new venues within the Shire were reviewed:</p> <ul style="list-style-type: none"> • The Former Colac High School Site has capacity to accommodate required pitches, additional open space area, and future opportunity to develop surrounding open space and local networks. However, it would need to be fully required and additional costs to develop the site. • The Central Reserve and Colac Secondary College sites can provide benefits across two nearby properties. Strengths include existing open space and public land, cost effectiveness, central location, and short to long term implementation. Weaknesses include their separation, inability to expand to a recommended third field, and potential for conflict with the existing user groups of the site. • Trinity College has a suitable field but would need amenities. The site is privately owned with no long-term security. • Bruce Street is currently owned and could be developed in the short to medium term. The development of a third pitch would not be possible. The site, at the time, was due for a contamination examination. <p>Colac Turf Club and West of Wyuna Estate areas are considered as part of the Colac 2050 project as district level sporting venues.</p> <ul style="list-style-type: none"> • The West of Wyuna option does have the space to develop all three pitches and will be adjacent to residential areas, however, is privately owned, outside of Colac township, and likely to be a long-term option. • The turf club option is publicly owned, co-located with other facilities, and can accommodate the three recommended pitches. The site is isolated and requires one entrance to enter. • Deans Creek Area can also accommodate all three pitches and be part of a future open space network. The site is privately owned, outside of the township, high expected costs, residential zoning, and is a long-term option.
Colac West Open Space – Former Colac High School Site Spatial Assessment	<p>Three concept layout options were developed within the former Colac High School site, for the land which Council received/acquired from the Department of Education.</p> <ul style="list-style-type: none"> • Option 1 features two football pitches, one baseball diamond, a car park, and passive open space. Highlights the challenges and incompatible use between the sports. • Option 2 features a dual football pitch layout with a centre wicket, pavilion, carpark, passive open space, and turf cricket nets. Sports would be unable to use the facility at the same time. • Option 3 features the same elements of option 2, but with the field layout (vertical) of option 1. A pavilion, cricket practice nets and wicket are provided adjacent to the two fields. Shows an overlap of pitches, which would mean that sports could not use the facility at the same time.
Colac Soccer Club – Councillor Briefing 2021	<p>The Councillor briefing note informs Colac Otway Shire Councillors with an update on the Colac Rovers AFC and their future requirements. The club has no full-size pitch to access in Colac and trains at unsuitable venues. The G21 Regional Soccer Strategy and Colac 2050 Social Infrastructure Report identified the need and demand for dedicated soccer facilities within the Colac/Elliminyt township.</p> <p>The club would like to find a permanent home base in Colac, which will encourage more use and allow the club to grow in members and programs. The club have been following Councils purchase of additional land at the former Colac High School Site and would like this to be considered as the main tenant for dedicated soccer facilities to be constructed. They would require 2x full-sized playing fields and clubrooms, changerooms, and amenities on site.</p>

Document Name (Year)	Summary and Strategic Alignment
Colac Otway Shire Sport and Recreation Survey – Response 1 from Colac Otway Rovers 2024	<p>Submission from David Coventry, Colac Otway Rovers AFC Secretary.</p> <p>Main venue:</p> <ul style="list-style-type: none"> • Central Reserve Hockey Fields. Facilities used on-site are oval, lights, umpire change rooms, and toilets. • Monday 5-7pm Women’s Soccer • Wednesday 4-8pm Training • Use of venue 30 weeks per year. • During pre-season • Thursday 4-7pm Junior Training, Sunday 4-6pm Senior Training. <p>Venue 2:</p> <ul style="list-style-type: none"> • Trinity College Oval • Use of oval and toilets. • Used 9am-12 pm on Sundays for junior competitions. • Used 13 weeks per year. <p>Club Participants:</p> <ul style="list-style-type: none"> • 205 playing participants. • 350 non-playing participants. • 25 officials, volunteers, coaches. • 100 male, 35 female, and 0 gender diverse junior (0-17 years) participants. • 45 male, 25 female, and 0 gender diverse senior (18+) participants. • 5 male coaches, 2 male team managers, and 7 male committee/board members. • 0 female coaches, 3 female team managers, and 3 female committee/board members. • 0 gender diverse coaches, team managers, or committee/board members. • 0 members living with a disability. • 50 members who do not have English as a first language. <p>Council can provide support to the club through the development of a purpose-built facility to cater for the interest and participation in the sport.</p> <p>Female participation has never been higher. The club was awarded a 1 Star Accreditation by Football Australia for its work in 2023-24 in developing female participation.</p> <p>The top 10 challenges faced by the club:</p> <ol style="list-style-type: none"> 1. Infrastructure 2. Governance management 3. Child safeguarding 4. Strategic Planning 5. Volunteer management/attracting and retaining volunteers 6. Innovation and participation 7. Equity and inclusion 8. Disability inclusion/coaching 9. Grant writing 10. Marketing and brand management. <p>The club does not have a home base for all its members to regularly meet. They are looking to engage in a strategic planning project to produce a roadmap up to 10 years in the future.</p> <p>Council can help through Feasibility Study’s into the former school site, and keep the club involved in the process.</p>

Document Name (Year)	Summary and Strategic Alignment
Colac Otway Shire Sport and Recreation Survey – Response 2 from Colac Otway Rovers 2024	<p>Submission from Shantelle, Colac Otway Rovers AFC Committee Member.</p> <p>Main Venue: Colac Hockey Field</p> <ul style="list-style-type: none"> • Oval, lights and toilets are the facilities used. • Used Monday 4-7pm for training, Wednesday 3:30-8pm for training and junior matches. • Used 40 weeks per year. <p>Venue 2: Beeac Recreation Reserve</p> <ul style="list-style-type: none"> • Use of oval, male change rooms, female change rooms, umpire change rooms, social rooms, canteen/kitchen, and toilets. • Used Sunday 9am-4pm. • Used 18 weeks per year. <p>Pre-season information not provided.</p> <p>Finals use:</p> <ul style="list-style-type: none"> • Beeac Recreation Reserve – Oval, male change rooms, female change rooms, umpire change rooms, social rooms, canteen/kitchen, bar, toilets. • Monday 5-7pm, training; Wednesday 5-7pm, training, Saturday 1-5pm, matches. • 3 weeks of use during finals. <p>Participation (approximate):</p> <ul style="list-style-type: none"> • 150 playing participants. • 50 non-playing participants. • 20 officials, volunteers, or coaches. • 100 male, 10 female, and 0 gender diverse junior (0-17 years) members. • 40 male, 10 female, and 0 gender diverse senior (18+ years) members. • 6 male coaches, 3 male team managers and 10 male committee/board members. • 1 female coach, 5 female administrators, and 4 female committee/board members. • 0 members living with a disability. • 20 members who don't speak English as their first language. <p>Council can support the club with a suitable home ground with male and female changerooms.</p> <p>The club is promoting equitable access with women's and girls' teams and programs that promote female members.</p> <p>The top 10 challenges the club faces are:</p> <ol style="list-style-type: none"> 1. Infrastructure 2. Strategic Planning 3. Volunteer management/attracting and retaining volunteers. 4. Grant writing 5. Innovation and participation 6. Marketing and board management 7. Disability inclusion/coaching 8. Governance management 9. Equity and inclusion 10. Child safeguarding. <p>The main challenge is the lack of a home ground.</p>

Appendix 2: Technical Advice on Surface Options

There are three major field of play surface options currently available. This section reviews the different playing surfaces and profiles, which heavily influence the characteristics, performance of a sports field and hours of usage.

The options are:

- Natural Turf (Grass)
- Synthetic Turf
- Hybrid Turf.

Natural Turf

A typical natural turf playing surface profile consists of the chosen natural turf, rootzone sand profile (growing medium) and in-ground supporting infrastructure (drainage and irrigation).

Hours of Use: 25 – 30 hours per week.

Advantages:

- Lower capital costs than other options at approximately \$60 + per m2 (grass and sand profile only, no surrounding infrastructure).
- High infiltration rates.
- Not susceptible to compaction.
- Cooler surface temperatures during warm months compared to synthetic turf.
- Eliminates environmental risks associated with synthetic grass microplastics.
- The typical surface life cycle is 10 years.

Disadvantages:

- Higher ongoing maintenance costs at approximately \$55,000 per year.
- Requires irrigation (ongoing water cost).
- Lower expected usage hours compared to other options at 25 – 30 hours per week.
- May require amendments to improve moisture retention.
- Stability can be an issue with some natural sands.
- Irrigation Annual Demand 8022kL/year per hectare.

Synthetic Turf

There is a range of synthetic grass or synthetic turf surface systems on the market, and the profile consists of the synthetic grass fibres, infill, backing system and shock-pad. There are variations in the following:

- Synthetic grass fibres (monofilament, fibrillated tape).
- Infill (recycled rubber, virgin rubber, organic).
- Backing systems.

- Shock-pad.

Hours of Use: > 40 hours per week.

Advantages:

- Considered an all-weather surface.
- Lower ongoing maintenance cost at approximately \$40,000 per year. The maintenance of synthetic surfaces requires a specialist contractor to groom the surface. Grooming twice a year is recommended to maintain surface quality.
- Irrigation not required. This depends on the infill material. For some material irrigation is recommended.
- Higher expected usage hours than other options at >40 hours per week.
- High quality and consistent surface.

Disadvantages:

- High capital cost.
- Heat retention in the surface, particularly during the summer months.
- A potential source of microplastics (e.g., infill material and “turf” fibres).
- Disposal of large areas of synthetic carpet and infill material required at end of design life.
- High disposal cost.
- The more the surface is used, the more maintenance it requires.
- The full synthetic surface system life cycle is approximately 20 years.

Hybrid Turf

There is a range of synthetic grass or synthetic turf surface systems on the market, the profile consists of the synthetic grass fibres, infill, backing system and shock-pad.

Hybrid turf involves a combination of both natural turf and a synthetic turf fibre product. There are three (3) ways in which a hybrid turf profile can be established:

- In-situ grown mat laid system.
- In-situ stitched system.
- “Ready-to-play” hybrid turf rolls.

Hours of Use: 30 – 40 hours per week.

Advantages:

- More durable and higher usage hours than natural turf surface at 30 – 40 hours per week.
- Improved playing surface stability and load-bearing capacity compared to natural turf.
- Increased wear tolerance compared to natural turf.
- Hybrid surfaces have been applied to good use in high-wear areas like goal squares.
- Can be utilised as a ‘ready-to-play’ turf product.

- Generally unnoticed by the user.
- High infiltration rates.
- Cooler surface temperatures during warm months compared to synthetic turf.
- Contributes to carbon capture.

Disadvantages:

- Higher ongoing maintenance costs than a synthetic surface at approximately \$55,000 per year.
- The maintenance requirements are similar to that of a natural grass surface. The grass should be regularly mowed to maintain an appropriate height, a combination of fertilisers and liquid feeds are recommended, sand-based constructions require fungicide and pesticide treatment to prevent or treat specific pest problems, the field should be regularly irrigated and aerated and the surface levelled, and sand dressed for seasonal preparation. Hybrid surfaces require a specialised machinery and 7-day program to facilitate a seasonal preparation process. Following this, a further 7 to 8 weeks are required to re-establish the sward prior to bringing the pitch into play for the season.
- High capital cost at approximately \$160+ per m² (grass, synthetic and sand profile only excluding inground services or surrounding infrastructure).
- Requires irrigation (ongoing water cost).
- Mostly used for stadiums and elite facilities.
- A potential source of microplastics (e.g., “turf” fibres).
- The profile can feel ‘harder’ than a natural turf surface.
- May limit maintenance works options.
- Irrigation Annual Demand 9625kL/year per hectare.
- Hybrid turf works ideally for use with cool season natural turf (i.e., rye grass). In Australia, we use warm season turf which is a horizontally growing grass which effectively covers the hybrid fibres rendering them useless. It will still aid profile stabilisation, but not durability.

Appendix 3: Synthetic Turf Research

Synthetic Turf Study in Public Open Space 2021

The NSW Department of Planning, Industry and Environment completed and released the Synthetic Turf Study in Public Open Space in 2021.

The aims of the study were: to provide the NSW Department of Planning, Industry and Environment with a better understanding of the potential social, environmental, and economic impacts, benefits and limitations of using synthetic turf as a replacement for natural grass in public open space across NSW, and to identify areas for further investigation and consideration.

The study recognised the use of synthetic turf as a replacement for natural grass was attracting a high level of interest from a wide range of stakeholder and community groups. Concerns raised included the impacts on the local environment, loss of open space and impacts on the amenity of the local community. Conversely, sports groups see the value of synthetic surfaces in meeting growing sporting needs and offering more consistent surfaces to play on.

The Synthetic Turf Guidelines were updated in 2025.

A summary of the study key findings relating to the application of synthetic turf as an alternative to natural turf is provided below.

Table 34: Synthetic Turf Study in Public Open Space Key Research Findings

Theme	Issues
Best practice natural turf management can improve field capacity	<ul style="list-style-type: none"> Best practice natural turf design and maintenance has the potential to improve the capacity of existing natural turf fields to support increased sporting use. Lack of available information on best practice construction and maintenance of natural turf fields influences and constrains council decision making. Information about recent innovations and best practice for natural turf are not well known or commonly used. Advances in technology are enabling more targeted maintenance and management of natural turf to reduce energy consumption and costs and maintain capacity.
Partial/hybrid use of synthetic grass can increase durability	<ul style="list-style-type: none"> Hybrid turf combines blades of synthetic grass with natural grass to increase durability use of synthetic of fields while reducing use of synthetic materials. Synthetic materials can be incorporated in the root zone to reinforce the soil profile. Synthetic turf can be used selectively in high wear areas of a sports field such as the goal area.
Synthetic turf design is evolving	<ul style="list-style-type: none"> Recent technological advances in synthetic design address some of the environmental impacts associated with earlier generations of synthetic turf. Replacing rubber infill with cork granules is an environmentally friendly option however it is more costly and deteriorates faster.
Innovative management practices can support greater use	<ul style="list-style-type: none"> Strategic lighting to encourage evening use of particular areas of fields and shifting line markings are an effective way to distribute usage across a playing field surface. New technologies and approaches are offering facility owners improved data on the status and usage of sports fields, enabling councils to better target maintenance, manage peak use and quiet periods, scheduling, and planning for use.
Sports field planning and siting	<ul style="list-style-type: none"> Siting considerations exist for both natural and synthetic turf. For example, many issues that constrain optimal utilisation of natural turf fields are intensified when they are located in poor drainage or flood prone areas, ex landfill sites, or where they have a dual purpose as stormwater retention basins.

Theme	Issues
	<ul style="list-style-type: none"> Where synthetic or natural turf fields are located in areas prone to flooding, or subject to overland flows during extreme weather, there can also be issues related to pollution of local waterways or bushland with infill materials or pesticides. Further discussion of potential pollution arising from both natural and turf fields, and the contamination of the surrounding local environment, is discussed below. Better consideration of siting and planning for the whole open space network can alleviate some pressure on the network, including sharing of facilities (across LGA boundaries and with different land uses such as schools), purpose-built facilities and siting synthetic fields in non-environmentally sensitive areas.
Constrained supply of sports fields	<ul style="list-style-type: none"> The existing network of sporting facilities is perceived by some stakeholders as unable to meet growing demand and some clubs turn away potential participants due to a lack of capacity. Existing fields in densely populated areas, with high levels of sporting participation may not have the capacity to meet very high levels of demand, regardless of the quality of the field. It can be challenging to acquire new land for sports fields due to development pressure and lack of available space (particularly in inner city areas). Some councils therefore choose to increase local capacity by converting natural turf sports fields to synthetic turf.
Poor quality of existing sporting facilities	<ul style="list-style-type: none"> Poorly maintained and constructed natural turf sports fields can struggle to support high levels of use due to poor condition and inadequate drainage, which limits their available hours of use for sport. Many natural turf fields are perceived to be in poor condition with inadequate drainage, poor construction and maintenance regimes resulting in low field capacity. Well-engineered natural fields maintained in good condition can provide significantly higher levels of utilisation than poor condition ones.
Sporting facility demand, supply and capacity is complex and contextual	<ul style="list-style-type: none"> Natural turf fields cater for more diverse uses that includes organised sporting activities and passive recreation activities such as picnicking, walking, jogging, dog walking and more. The carrying capacity (calculated as hours of organised sports use per week) of synthetic surfaces is higher than natural turf and as such field operators can allocate more users to a synthetic field for organised sport training and competition. The use of sports field can be concentrated to specific days and certain times of day for training and competition. Implementation of synthetic turf surfaces can offer higher levels of participation during peak periods. Actual demand for sports use is not always modelled or well understood by authorities when considering converting surfaces to synthetic. The theoretical capacity provided by a synthetic surface may not be required to support actual demand for sports participation. Synthetic turf can improve the reliability and surface quality for sport use during wet and winter weather compared to natural turf. However, during summer, matches on synthetic turf sports fields may need to be cancelled due to heat more frequently than natural surface fields. Hybrid surfaces are an emerging response to improving field capacity and combining the advantages and limiting the disadvantages of both pure natural and synthetic.
Amenity and enjoyment for informal users of public open space	<ul style="list-style-type: none"> Synthetic fields are generally subject to higher ambient temperatures than natural turf on hot days. The aesthetic of synthetic turf is very different to and perceived as much less attractive to natural turf. Synthetic turf does not provide the same benefits of connection to nature compared to natural turf open spaces. Natural surfaces provide greater levels of noise abatement, glare reduction and UV reflectivity.

Theme	Issues
	<ul style="list-style-type: none"> Fenced synthetic fields reduce informal use of open spaces while prioritising sporting use.
Impacts from the increased utilisation enabled by the use of synthetic surfaces	<ul style="list-style-type: none"> Due to having an increased carrying capacity, synthetic fields can have: <ul style="list-style-type: none"> Increased impact on surrounding residents from duration of field lighting at night. Congestion and pressure on parking and increases to local traffic. Increased impact and duration of noise due to greater intensity of use. Elevated synthetic fields can impact on perceived privacy for adjacent residents.
Concerns associated with environmental impacts	<ul style="list-style-type: none"> Pollution: Air and water pollution caused by synthetic turf materials (i.e., rubber crumb) is well documented in academic research. Pollution, particularly of waterways and bushland, was a key concern raised by community representatives. Chemical use: Pesticides and fertilisers are typically used for natural turf fields, while pesticides and fungicides are typically required for synthetic fields. Waste: Environmental and financial challenge of disposing synthetic turf at the end of its 8–10-year life cycle. Heat: Heat impacts to the surrounding environment caused by synthetic turf absorbing heat rather than reflection. Carbon emissions: Synthetic fields contribute to heightened CO₂ emissions due to lack of carbon absorption associated with natural turf. Soil sterilisation: Sterilisation of soil beneath the synthetic turf has an impact on ecosystems. Synthetic surfaces inhibit living systems. Water Usage: Water consumption and irrigation requirements are lower for synthetic turf making it generally more suitable for drought and dry conditions (due to reduced water requirements). Variability: Environmental impacts of synthetic fields vary substantially depending on what type they are. Older synthetic fields (generation 2 and 3) are associated with significantly higher radiant heat and environmental pollution. Wildlife: While natural turf sports fields have limited biodiversity value, they do provide some habitat for local flora and fauna that synthetic turf does not. It is noted that design of synthetic surfaces is technologically advancing in response to some of the impacts created by synthetic turf, e.g., microplastic pollution.
Potential human health impacts	<ul style="list-style-type: none"> Heat stress and the impact on player and user comfort associated with playing on synthetic fields in hot weather. Some generations of synthetic turf (typically 1st, 2nd and 3rd) have a greater risk of abrasiveness on skin and higher injury rates. Research has suggested that biological pathogens, toxic chemicals, and microplastic ingestion are all risks to human health that are associated with synthetic materials.
Cost and economic factors are not transparent	<ul style="list-style-type: none"> High initial capital cost of synthetic turf can be perceived as a barrier to installation. Synthetic playing fields have traditionally been perceived as requiring lower maintenance and hence lower operating costs compared to natural turf. However, synthetic surfaces have a prescriptive maintenance regime, and there is indication from recent studies in other jurisdictions, including New Zealand and Western Australia, that in practice synthetic turf can have reoccurring maintenance costs for repairs and cleaning of surfaces that can be comparable to that of natural turf. Long term maintenance of natural turf surfaces is often underfunded which can result in deteriorating condition facilities and limited capacity. Renewal costs associated with the disposal and replacement of synthetic fields at the end of their life cycle is not always adequately considered. Best practice natural turf has ongoing maintenance requirements to maintain high levels of performance for all users, such as mowing, “resting”, and re-surfacing the field.

Appendix 4: Potential Sites Review

The following table explores the benefits and implications of potential site-specific development options.

Table 35: Potential Site-Specific Development Options

Site Name	Development Options	Potential Timeframe	Benefits	Implications
Beeac Recreation Reserve (DEECA - Crown Land Reserve)	Provide advice to the DEECA appointed Reserve Committee and Club on maintenance of fields.	Short	Facility plays a short-term role in supporting senior matches; and in long term as a satellite facility when participation demand requires additional pitches.	<ul style="list-style-type: none"> • Too far away to be a home for football. • Facility falls short of pitch and facility standards, but serviceable in short term. • Facility maintenance and improvements is out of the Council control.
	Allocate for senior matches.	Short		
Central Reserve Hockey Field	Install compliant training standard lighting (100 lux).	Short	Facility plays a short-term role in supporting junior training and matches; and in long term as a satellite facility when participation demand requires additional pitches.	<ul style="list-style-type: none"> • Facility falls short of pitch and facility standards, but serviceable in short term. • Use of field is restricted because of existing winter tenants (dog obedience use Tuesday from 6pm and Sunday 10am-12pm) use and capacity of field. • Lighting of field may impact residents on the boundary. A design is required to comply with AS4282 for obtrusive lighting and minimise light spill. • Probable cost of \$200-250K.
	Allocate for training and junior matches.	Short		
Western Reserve	Upgrade change rooms.	Medium	Change room upgrade would support several users including football, AFL football and cricket. Surface and lighting already meet competition standards.	<ul style="list-style-type: none"> • Use of field is limited because of existing winter tenants (AFL football) use and capacity of field. • Probable cost of \$4-5million.
	Allocate training and senior matches outside AFL football club use.	Short		

Site Name	Development Options	Potential Timeframe	Benefits	Implications
			Change room upgrade already supported in master plan.	
Trinity College Synthetic Field	Install new lighting Provide temporary change rooms.	Short	Surface already meets competition standards and can accommodate 54 hours of community use (if available).	<ul style="list-style-type: none"> • Facility allocations are out of the Council control, and the school could cease community use, unless a JUA is secured. • Facility maintenance and improvements is out of the Council control. • Probable cost of \$450-550K (lighting \$300-350K; temporary change rooms \$150-200K). • Council is not supportive of installing lighting and providing temporary change rooms on private school land.
	JUA with school to secure community access.	Short	Lighting and portable change rooms could open additional use by school and other sports.	
	Allocate training and junior matches outside school use.	Short		
Former High School Site	Plan, design and deliver a new district soccer hub that provides two lit football pitches, one with natural grass and another with synthetic turf, supporting infrastructure and pavilion.	Planning and Design – Short	Greenfield development site which Council owns and is earmarked for a new sports facility.	<ul style="list-style-type: none"> • There is no funding set-aside. This study will provide the business case for supporting funding advocacy. • Long delivery timeframe and high cost. • Probable cost is \$20 million for Stage 1.
	Allocate training and senior/junior matches.	Construction – Medium	No existing tenants and therefore primary use of the facility could support football.	
		Medium		
Lake Oval (Colac Cricket Ground)	Install new lighting (100 lux). Improve drainage. Provide temporary gender-neutral change rooms.	Short	The field is low use in the winter time and therefore no impact on existing users.	<ul style="list-style-type: none"> • Lighting of field may impact residents on the boundary. However, a setback is possible from residential boundary and new lighting designs will manage impact. A design is required to comply with AS4282 for obtrusive lighting and minimise light spill. • Probable cost of \$500,000-550,000 (lighting \$350,000; temporary change rooms \$150,000-200,000).
	Allocate training and junior/senior competition use outside Umpires Association use.	Short	Change room upgrade would support several users including AFL umpires and cricket.	
			Surface already meets competition standards, however upgrade to drainage will be required to	

Site Name	Development Options	Potential Timeframe	Benefits	Implications
			<p>support additional use (already an issue for the umpires' use).</p> <p>Change room upgrade already supported in master plan.</p> <p>Improving Lake Oval and providing access to football would alleviate over-use of Western Reserve.</p>	
Colac Secondary College (Department of Education)	<p>Install new lighting</p> <p>Allocate training and junior matches outside AFL football club use.</p>	<p>Medium</p> <p>Short</p>	<p>Facility is well located for junior training and matches being adjacent Central Reserve; and in long term as a satellite facility when participation demand requires additional pitches.</p>	<ul style="list-style-type: none"> • Use of field is limited because of existing winter tenants (AFL football) use and capacity of field. • Lighting designs received - Probable cost of \$250,000-\$300,000. • The school has previously indicated that they are not supportive of lighting being installed.
Central Reserve Main Field	<p>Allocate senior matches outside AFL football club use.</p>	<p>Short</p>	<p>Surface, lighting and change rooms already meet competition standards.</p> <p>No cost implication.</p>	<ul style="list-style-type: none"> • Use of field is limited because of existing winter tenants (AFL football) use and capacity of field.
New Active Open Space Reserve in Growth Area	<p>Plan, design and deliver a new district sports reserve with multi-sport field that can be configured for two football pitches, with compliant lighting and supporting infrastructure, and buildings/pavilion).</p>	<p>Planning and Design – Long</p> <p>Construction – Long</p>	<p>A new multi-sport field facility would support future football participation demand whilst servicing other sports including cricket, AFL football.</p>	<ul style="list-style-type: none"> • Long delivery timeframe and high cost. • Probable cost is \$10-15 million.

Appendix 5: Occupancy Schedules for Potential Sites on Council Reserves

Table 36: Lake Oval Occupancy Schedule

Lake Oval					
Table includes regular usage - does not include ad hoc (casual and school) bookings					
Winter					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday					
Tuesday					
Wednesday	5pm - 10.30pm	2.5	5.5	AFL football umpires	5pm-7.30pm training, 7.30pm - 10.30pm social
Thursday					
Friday					
Saturday	5pm - 10.30pm		5.5	AFL football umpires	social gathering following matches
Sunday					
	Total	2.5	11		Winter total oval use: 2.5 hours over 1 day
Summer					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday	4pm - 8pm	4	4	Colac Cricket Club	Big Bash competition (November and December)
Tuesday	4pm - 8pm	4	4	Colac Cricket Club	Mix of training and scheduled matches
Wednesday	4pm - 8pm	4	4	Colac Cricket Club	Mix of training and scheduled matches
Thursday	4pm - 11pm	4	7	Colac Cricket Club	Mix of training and scheduled matches
Friday	4pm - 11pm	4	7	Colac Cricket Club	Mix of training and scheduled matches
Saturday	10am - 11pm	10	13	Colac Cricket Club	Mix of training and scheduled matches
Sunday	10am - 6pm	8	8	Colac Cricket Club	Scheduled matches
	Total	38	47		Summer total oval use: 38 hours over 7 days

Table 37: Western Reserve Occupancy Schedule

Western Reserve Table includes regular usage - does not include ad hoc (casual and school) bookings					
Winter					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday					
Tuesday	4pm - 7.30pm	3.5	3.5	Colac Imperials FNC	Training
Wednesday	4pm - 9pm	5	5	Colac Otway Rovers AFC	Training
Thursday	4pm - 7.30pm	3.5	3.5	Colac Imperials FNC	Training
Friday					
Saturday	8am - 6pm	10	10	Colac Imperials FNC	Scheduled home games
Sunday	8am - 1pm	5	5	Colac Otway Rovers AFC	Junior competition
	Total	27	27		Winter total oval use: 27 hours over 5 days
Summer					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday	4pm - 7.30pm	3.5	3.5	Colac Imperials FNC	Pre-season training (November - March)
Tuesday	4pm - 8pm	4	4	West Warrion Cricket Club	Scheduled West Warrion CC U17 home games
Wednesday	4pm - 7.30pm	3.5	3.5	Colac Imperials FNC	Pre-season training (November - March)
Thursday	4.30pm - 7pm	2.5	2.5	West Warrion Cricket Club	Training
Friday	4pm - 8pm	4	4	West Warrion Cricket Club	West Warrion CC U14 scheduled home games
Saturday	10am - 7pm	9	9	West Warrion Cricket Club	West Warrion CC scheduled home games
Sunday	9.30am - 6pm	8.5	8.5	West Warrion Cricket Club	West Warrion CC scheduled home games
	Total	35	35		Summer total oval use: 35 hours over 7 days

Table 38: Central Reserve main oval Occupancy Schedule

Central - Main Oval					
Table includes regular usage - does not include ad hoc (casual and school) bookings					
Winter					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday					
Tuesday	5.30pm - 7.30pm	2	2	Colac FNC	Training
Wednesday					
Thursday	4pm - 7.30pm	3.5	3.5	Colac FNC	Training
Friday	5pm - 6pm	1		CDFNL	Colac Otway Under 10s
Saturday	8am - 6pm	10	10	Colac FNC	Scheduled home games
Sunday	9am - 10am	1	1	CDFNL	Auskick (occasionally Colac FNC U14 home games are on from 10am to 12.30pm)
	Total	17.5	16.5		Winter total oval use: 17.5 hours over 5 days
Summer					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday	6.30pm - 7.30pm	1	1	Colac FNC	Pre-season training (November - March)
Tuesday	5.30pm - 6.30pm	1		Little Athletics	Training
Wednesday	5.30pm - 7.30pm	2	2	Colac FNC	Pre-season training (November - March)
Thursday					
Friday					
Saturday	8am - 11am	3		Little Athletics	Competition
Sunday					
	Total	7	3		Summer total oval use: 7 hours over 4 days

Table 39: Central Reserve Hockey Field Occupancy Schedule

Central - Hockey Fields		Table includes regular usage - does not include ad hoc (casual and school) bookings			
Winter					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday	5.30pm - 8pm	2.5	2.5	Colac Otway Rovers AFC	Training
Tuesday	5.30pm - 8.30pm	3	3	Dog Obedience Club	
Wednesday					
Thursday					
Friday					
Saturday	8am - 6pm	10		Colac FNC	Warm up area for scheduled home games
Sunday	10am - 12pm	2	2	Dog Obedience Club	
	Total	17.5	7.5		Winter total oval use: 17.5 hours over 4 days
Summer					
Day	Time	Oval hours	Clubroom hours	Use	Notes
Monday					
Tuesday	5.30pm - 8.30pm	3	3	Dog Obedience Club	
Wednesday					
Thursday					
Friday	4pm - 8pm	4	4	Irrewarra Cricket Club	U17 girls
Saturday	8am - 12.30pm	4.5		Little Athletics	
Sunday	10am - 12pm	2	2	Dog Obedience Club	
	Total	13.5	9		Summer total oval use: 13.5 hours over 4 days

Appendix 6: Engagement Findings Summary

A copy of the Engagement Findings Report has been provided separately. A Summary of Findings is provided below.

Summary of Findings

Community consultation for the Colac Otway Football (Soccer) Facilities Feasibility draft report and summary report was conducted over a six-week period from 2 March 2026 to 12 April 2026.

Colac Otway Rovers Amateur Football Club (AFC) and Football Victoria were consulted during the development of the Colac Otway Football (Soccer) Feasibility Study draft report. Both key stakeholders were further engaged during the public exhibition of the draft report and summary report.

Additionally, other stakeholders impacted by the draft report's recommendations including Western Reserve users, Central Reserve/Hockey field users, Beeac Recreation Reserve committee, Trinity College and Colac Secondary College were directly informed of the Colac Otway Football (Soccer) Facilities Feasibility Study draft report and summary report during the public exhibition period.

A letterbox drop to inform residents within proximity of the recommended football hub location was also undertaken. The letter provided a summary of the football facilities feasibility study project including recommendations, construction of a football hub and how residents could provide feedback/comments to the draft report during the public exhibition period.

To support broad community involvement in the engagement process, a summary report was developed and made available alongside an online feedback form via the 'Have Your Say' page on the Colac Otway Shire Council website. Written submissions were also accepted via email and post to ensure accessibility. Promotion of the public exhibition period for the project's draft report and summary report was provided through print, radio and social media outlets.

Council received thirty-one (31) submissions during the public exhibition period: twenty-two (22) via the online form and nine (9) written submissions. Of these submissions, several submitters requested to speak to their submission at the 12 May 2026 Submissions Committee meeting. After the public exhibition period, one (1) online form submission was withdrawn by the submitter, and four (4) late submissions were received.

No submissions were received from existing user groups of sites identified under interim actions, except for Colac Secondary College.

There was overwhelming support, with all 31 submissions received supporting the Colac Otway Football Feasibility Study findings and recommendations.

The submissions emphasise that:

- The Feasibility Study provides strong evidence for the project and future construction of a soccer (football) hub.
- Soccer participation in the Colac Otway Shire has outgrown the current facilities, which are insufficient and not fit for purpose.
- A dedicated soccer hub in Colac is critical to sustain and grow the sport.

- Providing a dedicated soccer hub will deliver equitable, inclusive and community health and wellbeing outcomes for the Colac Otway Shire community.

The alignment across community users (players and parents), local soccer clubs (including the Colac Otway Rovers Amateur Football Club), the peak sporting body (Football Victoria) and the Government Department (Sport and Recreation Victoria) represents a strong mandate for Council to progress the Study's strategic direction and recommendations, and move into the funding advocacy and delivery phases for a dedicated soccer hub in Colac.

The high level of consensus across key stakeholders and community reduces the strategic risk associated with funding and delivering a dedicated soccer hub and site selection. The Council can be confident that advancing the recommendations aligns with community expectations and an expressed need.

Recommended Changes to Draft Report

The following changes to the Draft Report were endorsed by Council:

- **Add a development option action and discussion point relating to Beeac Recreation Reserve – Full project report (p. 62) and Summary Report (p. 12)**

Development option action addition: The Colac Otway Rovers Amateur Football Club advocates to the State Government for financial assistance to maintain the sports field at Beeac Recreation Reserve to a standard that accommodates competitive sporting use.

Discussion point addition: Beeac Recreation Reserve is a Crown land reserve with a DEECA directly appointed Reserve Committee.

- **Change statement relating to the Colac Secondary College (Department of Education) – Full project report (p. 63) and Summary Report (p. 14)**

Current: In recent discussions, the school has not supported lighting the sports field and therefore this solution is unlikely.

Proposed: The Colac Secondary College (CSC) supports exploring opportunities to increase community use of its facilities and to provide sports lighting on the school oval. CSC is willing to work collaboratively with the Council on the proposal, including considerations such as usage agreements, supervision, maintenance, funding, and any implications for school programs and student safety.

- **Add a summary of the engagement findings to the final report (This appendix – Appendix 6)**

Item: 7.5

Finalisation of Disaster Recovery Program – 2021 and 2022 Storm Events

OFFICER	Doug McNeill
GENERAL MANAGER	Doug McNeill
DIVISION	Infrastructure and Environment
ATTACHMENTS	Nil

1. PURPOSE

To advise Council on the finalisation of recovery activities from storm events in the Shire in 2021 and 2022, and the financial outcomes.

2. EXECUTIVE SUMMARY

Council has been undertaking a series of landslip restoration projects over the past four years that respond to landslides which occurred during storm events in October 2021 and April and October 2022. The last of these at Tuxion Road, Apollo Bay was finalised in April 2026. The program is valued at \$3,476,026 (excluding the Tuxion Road project). Council has completed this significant program of works within the required timelines, with 30 June 2026 being the cut-off date for external funding.

Council has undertaken the works under the Disaster Recovery Funding Arrangement (DRFA) with the state and federal governments and had forecast that the works would be fully funded under the DRFA. Council has completed all claims to DRFA for the expenditure incurred (save for the completion of the Tuxion Road landslip) and has received final income from these claims. However, DRFA has not agreed to the entirety of the claims, and there is expected to be a shortfall in funding of approximately \$652,000.

3. RECOMMENDATION

That Council:

- 1. Notes the significant work undertaken by Council to complete a range of landslip restoration projects arising from the 2021 and 2022 declared storm events.***
- 2. Notes that the Disaster Recovery Funding Arrangements (DRFA) have not approved the full recovery of funds, resulting in a shortfall to Council of income to date of approximately \$650,000.***
- 3. Notes that the income not received will be offset by savings in recurrent expenditure during the 2025-26 financial year.***
- 4. Notes that a result from the final claim for the recently completed project at Tuxion Road, Apollo Bay is not yet known.***

4. KEY INFORMATION

Colac Otway Shire experienced storm events in October 2021 and April and October 2022 that resulted in a series of landslips along roadsides throughout the Otways and coastal areas. Some of these were significant, requiring traffic management to divert vehicles from unsafe parts of the road. Examples of significant hazards were in Durimbil Avenue, Wye River and Tuxion Road, Apollo Bay. Others were more moderate or minor in nature.

The three storms were declared events under the Disaster Recovery Funding Arrangement (DRFA) administered by the state and federal governments. Following a thorough assessment of landslide risk from the landslips, Council developed a program of works to be fully funded under the DRFA, to be delivered in a number of separate packages of works. These have been constructed over a four year period. The last of these at Tuxion Road, Apollo Bay was completed in April 2026.

The bulk of the program needed to be completed by 30 June 2025, with the exception of the Tuxion Road landslip, which needed to be completed no later than 30 June 2026. Council has met these deadlines.

The program of work carried out is valued at \$3,476,026 (excluding the Tuxion Road project), and this has been expended over a number of years. Unspent funds have been carried forward each year, along with expected income not yet received. The 2025-26 budget makes provision for \$50,000 expenditure and \$3.5 million income for the broader program, and \$729,009 expenditure specifically for the Tuxion Road landslip, with associated income of \$915,307.

Council has completed all claims to DRFA for the expenditure incurred (save for the completion of the Tuxion Road landslip) and has received final income from these claims. A claim for the Tuxion Road project is being made currently.

DRFA Funding Shortfall

Council has proceeded with an expectation that the works would be fully DRFA funded, however this has not proved to be the case. DRFA assessors have not agreed to the entirety of the claims lodged by Council and there is a shortfall in funding of approximately \$652,000.

Whilst Council has liaised with DRFA assessors throughout the program, and officers acted in good faith based on the verbal confirmation to progress works, there have been several

landslip sites where works proceeded but assessors later determined that the works did not qualify for funding. There has also been some claims for project management and other technical assessment costs (eg geotechnical reports) that has not been supported for funding under the program, and some claims were not fully funded on the basis that assessors were not satisfied with the nature of the supporting documentation provided by Council.

Issues that have contributed to this position include:

- There is a very high threshold for documentation required to support claims to DRFA and meeting the documentation requirements is challenging.
- A change in approach by DRFA assessors part way through the program led to a more stringent approach being applied to whether landslide restoration projects were determined as being eligible.

The change in approach by DRFA assessors was the most significant contributor to the funding shortfall. A key consideration for DRFA assessors in determining projects as ineligible was that they were considered “betterment”. Councils are only funded through DRFA for replacement of infrastructure as it was before the event, not to upgrade that infrastructure to a higher standard. Council took the position that some of the landslip restoration should occur in a manner that would address the immediate issue but also prevent further landslips at the location, but this was not supported.

Learnings from the Program

Council has reviewed the outcome of this program with the aim of putting in place changes to ensure that responses to future declared events minimise the risk of recovery expenditure not being funded through DRFA.

Council is much better placed to administer DRFA claims following the January 2026 flood and bushfire events with the benefit of these learnings, although it is acknowledged that challenges will still exist in relation to fully claiming all costs incurred for those events.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

Council has fulfilled its obligations to address safety risks resulting from several storm events and sought to recover expenditure through the DRFA.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Council must adhere to the program requirements of the DRFA when undertaking recovery projects following a declared event.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

None identified for this report.

Community Engagement (s56 LGA 2020 and Council’s Community Engagement Policy)

There is no community engagement proposed with this report.

Public Transparency (s58 LGA 2020)

This matter has been reported to a public Council meeting to ensure there is transparency concerning the DRFA funded landslip restoration program and its financial implications.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 1 - PLACE 1.2 - Enhance our community and social spaces and collaborate with communities to deliver healthy and climate resilient environments 1.3 - Make it safe and easy to get around the Shire

Theme 2 - PEOPLE 3.2 - Make well-informed, transparent decisions for the betterment of the community through best-practice governance

The landslide restoration works undertaken under the storm recovery program have sought to address public safety on various roads throughout the Otways and coastal areas.

Financial Management (s101 Local Government Act 2020)

As noted above, there is a shortfall of funding of \$652,000 which Council had expected to receive under DRFA. This reduction in income received will be recognised in the end of year statements, and offset to a degree by operational budget savings achieved during the year.

A claim for recovery of the Tuxion Road landslip costs is currently being prepared and it is not yet known whether the full cost will be claimed back. This will be advised to Council when the outcome is known.

There is some potential for recovery of approximately \$100,000 in 2026-27 for a part of each claim that DRFA deducted from each work package claim, but which can be returned upon request. Council has requested these funds be returned. If successful, this would reduce the exposure of Council for the shortfall.

Service Performance (s106 Local Government Act 2020)

Works undertaken under the program have been project managed by contract staff to maximise the capacity for Council to recover these costs.

Risk Assessment

The financial implications of the shortfall in DRFA funding are discussed elsewhere in this report.

Communication/Implementation

Council will complete its claim for the final Tuxion Road project and seek to maximise the funding achieved through DRFA.

Human Rights Charter

None identified.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Options

Option 1 – Note the identified shortfall in income

This option is recommended by officers. It acknowledges the final outcome of the DRFA process for the 2021 and 2022 storm events.

Item: 7.6 Transfer of Lease - Hangar 1

OFFICER	Jade Thomas
GENERAL MANAGER	Emma Lowes
DIVISION	Corporate Services
ATTACHMENTS	Nil

1. PURPOSE

This report seeks Council approval for the transfer (assignment) of the lease for Hangar 1, located at 235 McKays Road, Irrewarra, from Geoffrey Arnoldt English (Current Tenant) to Gerard John McMahon (New Tenant).

2. EXECUTIVE SUMMARY

Council has received a request to transfer the Lease for Hangar 1 following the private sale of the hangar. The transfer will formalise the incoming tenant's occupation of Council land.

The proposed assignment:

- Transfers all rights and obligations under the existing lease to the new tenant; and
- As this is a transfer rather than a new lease, it does not alter the existing lease terms or trigger a new leasing process and is considered compliant with the relevant legislative and policy requirements governing Council leases.

The key Lease details are:

- **Premises:** Hangar 1, 235 McKays Road, Irrewarra
- **Rent:** \$572.88 (incl. GST) per annum
- **Term:** 10-year lease (existing term continues)
- **Lease Start Date:** 21st January 2019
- **Lease End Date:** 20 January 2029
- **Options:** Two (2) further 10-year options at Council's discretion

All existing terms and conditions of the lease dated 21 January 2019 remain in force and apply to the new tenant without amendment.

3. RECOMMENDATION

That Council:

- 1. Approves the transfer (assignment) of the Lease for Hangar 1, 235 McKays Road, Irrewarra, from Geoffrey Arnoldt English to Gerard John McMahon;**
- 2. Notes that the transfer is subject to the terms and conditions of the existing Lease dated 21 January 2019; and are**
 - Premises: Hangar 1, 235 McKays Road, Irrewarra**
 - Rent: \$572.88 (incl. GST) per annum**
 - Term: 10-year lease (existing term continues)**
 - Lease Start Date: 21st January 2019**
 - Options: Two (2) further 10-year options at Council's discretion**
- 3. Notes that all terms of that Lease will continue to apply to the new tenant without amendment.**
- 4. Authorises the Chief Executive Officer to execute the Transfer of Lease documentation and any associated instruments required to give effect to this resolution.**

4. KEY INFORMATION

Council owns the land at the Colac Aerodrome, with hangar structures typically privately owned by individual tenants.

The current tenant has entered into a private commercial arrangement to sell the hangar to an incoming tenant. Council is not a party to this transaction.

Council's role in this matter relates to its position as landowner and includes:

- providing approval to the assignment of the lease; and
- ensuring the lease transfer is administered in accordance with relevant legislation and Council policy.

Under the proposed transfer arrangement:

- the current tenant assigns their entire interest in the lease to the incoming tenant;
- the incoming tenant assumes all rights and obligations under the lease, including:
 - responsibility for rental payments from 21 January 2027; and
 - compliance with all lease conditions and obligations;
- the current tenant will be released from all obligations under the lease from the assignment date of 9 March 2026, subject to satisfaction of any outstanding obligations prior to that date.

Council previously resolved on 27 July 2018 to enter into individual lease agreements with 18 hangar owners at the Colac Aerodrome, establishing the current lease.

RESOLUTION

MOVED Cr Chris Smith seconded Cr Jason Schram

That Council:

1. Enters into a lease with each hangar tenant as described in the table below, along with the terms provided.

Hanger	Tenant	Square Meter	Term	Option	Rent PA (excl GST)	Public Liability	CPIS
1	Michael Murray	124	10 yrs	2 x 10 yrs	\$ 520.80	\$20M	Annually
2	Les Facer	242	10 yrs	2 x 10 yrs	\$ 1,016.40	\$20M	Annually
3	Gordon Wilson	120	10 yrs	2 x 10 yrs	\$ 504.00	\$20M	Annually
4	Bruce Atkinson	120	10 yrs	2 x 10 yrs	\$ 504.00	\$20M	Annually
5	T&A Miller Fam Trust	120	10 yrs	2 x 10 yrs	\$ 504.00	\$20M	Annually
6	W.M.Flynn	120	10 yrs	2 x 10 yrs	\$ 504.00	\$20M	Annually
7	Everett Medwell	108	10 yrs	2 x 10 yrs	\$ 453.60	\$20M	Annually
8	Cirrus SR20 Partnership	219	10 yrs	2 x 10 yrs	\$ 919.80	\$20M	Annually
9	Whennan & Rotaru	198	10 yrs	2 x 10 yrs	\$ 831.60	\$20M	Annually
10	Darryle Clee	198	10 yrs	2 x 10 yrs	\$ 831.60	\$20M	Annually
11	Ross Higgins	201	10 yrs	2 x 10 yrs	\$ 844.20	\$20M	Annually
12	Brendan Reidy	225	10 yrs	2 x 10 yrs	\$ 945.00	\$20M	Annually
13	COS	193	10 yrs	2 x 10 yrs	\$ 810.60	\$20M	Annually
14	Bl Smith	228	10 yrs	2 x 10 yrs	\$ 957.60	\$20M	Annually
15	Callahan	120	10 yrs	2 x 10 yrs	\$ 504.00	\$20M	Annually
16	Peter Smith	225	10 yrs	2 x 10 yrs	\$ 945.00	\$20M	Annually
17	Helen Adams	225	10 yrs	2 x 10 yrs	\$ 945.00	\$20M	Annually
18	Norm Tan	182	10 yrs	2 x 10 yrs	\$ 754.40	\$20M	Annually
TOTAL					\$ 13,305.60		

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5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

The proposed transfer:

- Is consistent with Council's role under the Local Government Act 2020 (Vic)
- Maintains Council's position as landowner, without involvement in private asset sales
- Ensures a clear and enforceable contractual arrangement

Unlike entering into a new long-term lease:

- This assignment does not create a new lease term, but continues an existing agreement
- Therefore, it avoids triggering extended statutory advertising requirements typically associated with new leases exceeding 10 years

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

The proposed transfer of lease aligns with the requirements of the Local Government Act 2020 (Vic), which establishes Council's role in the management of public land and associated contractual arrangements.

The transfer:

- Is consistent with Council's obligations to ensure transparency, accountability and good governance in decision-making; and
- Supports the appropriate administration of Council land through formalised and enforceable agreements

The proposal is also consistent with Council's Property Leasing Policy framework, which seeks to:

- Promote the efficient and effective use of Council assets;
- Ensure clear and equitable leasing arrangements; and
- Maintain appropriate risk management and governance oversight

The transfer is undertaken in accordance with the existing Lease dated 21 January 2019, with all terms and conditions continuing to apply to the incoming tenant without amendment

The deed of transfer provides a legally binding mechanism to:

- Assign all rights and obligations to the new tenant; and
- Release the existing tenant from future obligations, subject to compliance with conditions precedent

No additional statutory requirements (including public notice under the Local Government Act 2020) are triggered, as the proposal constitutes a transfer of an existing lease, rather than the creation of a new lease.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020

The proposed transfer of lease does not introduce any new environmental or sustainability impacts.

- The use of the land and improvements remains unchanged
- The lease transfer does not involve:
 - New development
 - Alterations to the land
 - Increased intensity of use

Any environmental risks associated with the use of the premises continue to be managed through:

- The existing lease conditions; and
- Applicable statutory requirements and regulations

Accordingly, no additional environmental or sustainability implications have been identified.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

No community engagement has been undertaken in relation to this matter.

The proposal relates to the transfer of an existing lease, and:

- Does not represent a change in land use
- Does not impact public access or community amenity
- Does not introduce a new or expanded activity

As such, the proposal is considered administrative in nature, and formal consultation is not required under:

- Section 56 of the Local Government Act 2020; or
- Council's Community Engagement Policy
- Formal community consultation under section 115 of the Act is not required as the proposal relates to the transfer of an existing lease arrangement and does not trigger statutory or policy thresholds for public notice.

The transfer maintains continuity of use and does not give rise to any material community impact requiring engagement.

Public Transparency (s58 LGA 2020)

This report seeks Council approval in accordance with the required delegations of Council to endorse the proposed transfer of the hangar lease at Colac Aerodrome.

The preparation and presentation of this report aligns with the Public Transparency Principles set out under section 58 of the *Local Government Act 2020* as follows:

- **Transparent decision-making**
The decision-making process is conducted in an open and accountable manner. This matter is presented for consideration at a Council meeting to ensure appropriate oversight and governance.
- **Availability of information**
Relevant information supporting this proposal has been included in this report and will be made publicly available through Council's usual meeting agenda and minutes, except where information is deemed confidential in accordance with the Act or other legislation.
- **Understandable and accessible information**
The report has been prepared in a clear and structured format to ensure the information is accessible and understandable to members of the municipal community.
- **Facilitating public awareness**
Public awareness of this matter is facilitated through the publication of the Council meeting agenda and associated documents on Council's website, in accordance with Council's governance practices.

No aspects of this report are considered confidential under the provisions of the *Local Government Act 2020*.

The Lease document has not been attached to protect the privacy of the Lessee's.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

The proposed transfer of lease supports the objectives of the Council Plan 2025–2029 under

Theme 2 – PEOPLE, including:

- **3.1 – Elevate the efficiency and effectiveness of our Council**
The transfer enables Council to maintain an efficient and streamlined leasing framework by formalising the incoming tenant under the existing lease. This ensures clear allocation of responsibilities, reduces administrative complexity, and supports effective asset management through enforceable contractual arrangements.
- **3.2 – Make well-informed, transparent decisions for the betterment of the community through best-practice governance**

The proposal ensures the lease arrangement is appropriately formalised through a Council resolution, supporting transparency and compliance with governance requirements under the Local Government Act 2020. It provides clarity in Council's role as landowner while avoiding involvement in private commercial transactions, consistent with good governance practice.

Overall, the proposal supports the Council Plan by reinforcing sound governance, clear decision-making, and effective management of Council-owned assets, ensuring ongoing community benefit through the continued use of the aerodrome facility.

Financial Management (s101 *Local Government Act 2020*)

The proposed transfer of lease has no material financial impact on Council and is consistent with sound financial management principles.

- The existing rental arrangement will continue unchanged at \$572.88 (incl. GST) per annum, with the incoming tenant assuming responsibility for all payments and obligations under the lease
- There is no capital expenditure or additional operational funding required by Council
- Any costs associated with preparation and execution of the transfer documentation are recoverable from the tenant in accordance with the lease conditions

Resourcing costs to administer the transfer of lease are absorbed within existing operational budgets. The administration of the matter, including coordination, review, and Council engagement across relevant officers, is estimated to require approximately 11 hours of staff time. These resourcing requirements can be accommodated within existing staffing levels and do not require additional budget allocation.

The proposal supports the financial management principles under the Local Government Act 2020 by:

- Maintaining efficient use of Council assets through continued utilisation of the aerodrome facility
- Ensuring ongoing revenue continuity without disruption
- Minimising financial risk by formalising tenant obligations under an existing, enforceable agreement

Service Performance (s106 *Local Government Act 2020*)

The proposed transfer of lease has no direct impact on Council service delivery.

- The arrangement supports continuity of the aerodrome facility use without interruption
- There is no change to service levels, access, or availability to users
- Administration of the lease transfer is consistent with existing service standards and processes

Accordingly, the proposal is considered to align with service performance principles and does not introduce any new service delivery requirements.

Risk Assessment

The risks associated with the proposed transfer are considered low and manageable.

- **Legal/Contractual Risk:**
The use of a formal Deed of Assignment ensures all rights and obligations are legally transferred and enforceable.

- **Financial Risk:**
Risk is minimal, as the incoming tenant assumes all rental and compliance obligations under an existing lease.
- **Operational Risk:**
No change to land use or operations at the aerodrome. Continuity is maintained.
- **Governance Risk:**
Risk is mitigated by obtaining Council approval, ensuring compliance with delegation limitations and governance requirements.

Overall, the transfer reduces risk to Council by clearly assigning obligations to the incoming tenant under a formalised agreement.

Communication/Implementation

Following Council resolution, the transfer of lease will be implemented as follows:

- Execution of the Transfer of Lease documentation by the Chief Executive Officer
- Finalisation and exchange of signed Deed between all parties
- Update of Council lease records and systems
- Issuing of future rental invoices to the new tenant

Timing:

- Execution of documents – within 2 weeks of Council approval
- Lease administration updates – immediately following execution

No broader communication is required, as the matter relates to a private lease transfer with no community impact.

Human Rights Charter

The Author has considered the Charter of Human Rights and Responsibilities Act 2006 and is satisfied that the proposed transfer of lease does not limit or impact any human rights.

Officer General or Material Interest

No officer declared an interest under the Local Government Act 2020 in the preparation of this report.

Options

Option 1 – Endorse the Lease Transfer as per the recommendation

This option is recommended by officers.

- Enables formalisation of the new tenant under the existing lease
- Ensures legal clarity and enforceability of obligations
- Maintains governance compliance and transparency
- Supports continued use of the aerodrome facility without disruption

Option 2 – Endorse the Lease transfer with amendments

This option is not recommended by officers as:

- The transfer reflects a standard assignment of an existing lease
- Amendments are not required and may delay completion
- Any variation to lease terms would require further assessment and potentially a new agreement

Option 3 – Do not endorse the Lease Transfer

This option is not recommended by officers as:

- It would prevent formal recognition of the current occupier
- Creates legal and administrative uncertainty
- Introduces unnecessary risk to Council in managing tenancy obligations

Item: 7.7

Revocation of Governance Policies - Confidential Information & Internal Audit Control

OFFICER	Matilda Hardy-Smith
CHIEF EXECUTIVE OFFICER	Andrew Tenni
DIVISION	Executive
ATTACHMENTS	<ol style="list-style-type: none">2.4 Confidential Information Policy - to be revoked [7.7.1 - 4 pages]16.10 Internal Audit Control - to be revoked [7.7.2 - 5 pages]

1. PURPOSE

For Council to consider the revocation of the following Council Policies:

- Confidential Information Policy (2.4) – attachment 1
- Internal Audit Control Policy (16.10) – attachment 2

2. EXECUTIVE SUMMARY

In July 2024, Councils Executive Management Team adopted a new Policy Framework. The framework's purpose is to ensure the final policy suite is fit for purpose, high quality, contemporary, efficient, and effective in its application. This approach is based on reviewing *logical groupings* of policies in key functions across the organisation to ensure that synergies between related policy areas are maximised and to reduce policy conflict and redundancy.

The organisation is currently reviewing its policy suite against the framework. As part of this review, two Governance policies have been identified as no longer required and are recommended for revocation through this report.

- 2.4 - Confidential Information Policy (attachment 1)
- 16.10 - Internal Audit Control Policy (attachment 2)

3. RECOMMENDATION

That Council:

1. **Revokes the Confidential Information Policy 2.4 (attachment 1).**
2. **Revokes the Internal Audit Control Policy 16.10 (attachment 2).**

4. KEY INFORMATION

Confidential Information Policy (2.4)

The policy was adopted by Council in 2006, with subsequent reviews taking place in 2010 and 2013. The policy has not been reviewed since.

The aim of the policy is to provide guidance to Councillors, members of Special Committees and Officers in complying with relevant sections of the former *Local Government Act 1989*, in the use of information which is available to Council on a confidential basis and to assist Council to determine what information should be considered in 'Closed Session'.

The policy references the former *Local Government Act 1989*, which has been largely superseded by the *Local Government Act 2020 (Act)*. While a small number of provisions from the 1989 Act remain in force, none relate to confidential information.

Current practice for Council is to refer to Section 66 of the 2020 Act for guidance around matters that should be considered as confidential business. In addition, section 125 of the Act sets out clear requirements for what constitutes confidential information and explains how Councillors and staff are expected to handle such information.

In addition to the guidance provided within the 2020 Act, Council has existing operational documents that guide report writers and staff on information that should remain confidential and explain the importance of de-identifying material that will be in the public domain. The organisation also has a well-established agenda review process that mitigates any potential issues surrounding confidentiality in public reports. On this basis, the revocation of this policy will not result in any gaps.

It is therefore argued that having a Council policy that repeats the provisions within the Act (old or new) is redundant and provides no benefit or use to Council.

Internal Audit Control Policy (16.10)

The policy was adopted by Council in August 2020. The purpose of the document is to provide a framework for Council, the Audit and Risk Committee (ARC) and the Chief Executive Officer (CEO) to *"independently appraise, examine and evaluate the activities of the Council in effectively discharging their responsibilities and accountabilities to customers and constituents."*

It is proposed to revoke this policy as Council has an Operational Procedure titled *Internal Audit Charter*, which was presented to Councils Executive Management Team on 29 October 2024 and recommended by the Audit and Risk Committee (ARC) for adoption at the 5 December 2024 meeting. The Council Policy has effectively been superseded by the adoption of the Internal Audit Charter and should therefore be revoked. This revocation should have occurred at the time the Charter was adopted; however, it was inadvertently overlooked. The revocation of this policy would close out an outstanding ARC action item from the June 2024 meeting.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

- (e) Innovation and continuous improvement is to be pursued
- (i) The transparency of Council decisions, actions and information is to be ensured

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Revoking these two policies will ensure cohesion with Councils Policy Framework.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Not applicable - Community Engagement is not required to revoke these policies.

Public Transparency (s58 LGA 2020)

Council abides all Public Transparency principles, as provided by the Act, when considering whether information should be confidential. Council has established operational methods to guide what information should be public and what should be considered confidentially.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 2 - PEOPLE

3.1 - Elevate the efficiency and effectiveness of our Council

3.2 - Make well-informed, transparent decisions for the betterment of the community through best-practice governance

Financial Management (s101 Local Government Act 2020)

Not applicable.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

Council has established operational documentation in place to address any gaps that may arise if these policies are revoked.

Communication/Implementation

If these policies are to be revoked, they will be removed from the website with internal registers updated.

Human Rights Charter

No impact.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Options

Option 1 – Endorse the officers recommendation to revoke these two policies.

This option is recommended by officers as it will ensure Council's policy suite remains fit for purpose and aligned with organisational needs.

Option 2 – Do not adopt the officer's recommendation.

This option is not recommended by officers as retaining these two policies serves no purpose to Council.



COUNCIL POLICY

Council Policy Title:	Confidential Information
Council Policy ref. no:	2.4
Responsible Department:	Corporate and Community Services
Date of adoption/review:	24 July 2013

1. INTRODUCTION

This policy provides guidance to Councillors, members of Special Committees and Officers in complying with sections 76B, 77 and 89 of the *Local Government Act 1989* (the Act) relative to the use of the information which is available to the Council on a confidential basis and to assist Council in determining which matters may be considered in closed session pursuant to section 89 of the Act.

This policy applies to information to be considered at “closed” meetings of Council, Special Committees and Advisory Committees or is provided to Councillors or Officers on a confidential basis.

2. DEFINITIONS

2.1 “Information” includes letters, reports, documents, facsimiles, attachments, tapes or electronic media and/or other forms of information including verbal.

2.2 Section 89(2) of the Act specifies that a Council or Special Committee may resolve that the meeting be closed to members of the public if the meeting is discussing any of the following –

- (a) *personnel matters;*
- (b) *the personal hardship of any resident or ratepayer;*
- (c) *industrial matters;*
- (d) *contractual matters;*
- (e) *proposed developments;*
- (f) *legal advice;*
- (g) *matters affecting the security of Council property;*
- (h) *any other matter which the Council or Special Committee considers would prejudice the Council or any person;*
- (i) *a resolution to close the meeting to members of the public.*

- 2.3 Section 77(2) of the Act specifies that information is to be considered “confidential” if any of the following circumstances exist:
- (2) For the purposes of this section, information is “confidential information” if –
- (a) the information was provided to the Council or a special committee in relation to a matter considered by the council or special committee at a meeting closed to members of the public and the Council or special committee has not passed a resolution that the information is not confidential; or
- (b) the information has been designated as confidential information by a resolution of the Council or a special committee which specifies the relevant ground or grounds applying under section 89(2) and the Council or special committee has not passed a resolution that the information is not confidential; or
- (c) subject to sub-section (3), the information has been designated in writing as confidential information by the Chief Executive Officer specifying the relevant ground or grounds applying under section 89(2) of the Act and the Council has not passed a resolution that the information is not confidential.
- (3) Confidential information referred to in sub-section (2)(c) ceases to be confidential at the expiry of the period of 50 days after the designation is made unless sub-section (2)(a) or (2)(b) applies to the information.
- 2.4 Information designated “confidential information” under any of the above circumstances, ceases to be confidential if Council resolves that the information is not confidential.
- 2.5 Confidential information may be derived from:
- (a) Reports presented to Council or a Committee of Council.
- (b) Commercial in confidence information provided by a third party, contractors or tenderers, joint venture partners and wholly owned subsidiaries of Council.
- (c) Government Departments or Ministers.
- (d) Financial and legal analysis.

3. POLICY

- 3.1 Council operates in an environment of public accountability and scrutiny in which it seeks to inform the public of issues under consideration and the nature of decisions made by Council and its Committees.
- 3.2 Whilst endeavouring to minimise the number of matters which are to be considered in confidential session, Council acknowledges that certain matters ought properly be considered in closed meetings.
- 3.3 A Councillor’s right and duty to be informed and to inform and consult with constituents about the business before Council needs to be balanced with the interest the Council has in preventing the disclosure or premature disclosure of confidential information.

- 3.4 This policy does not override an individual Councillor's statutory obligations in respect of the use of information and the necessity of disclosing any direct or indirect pecuniary interest in a matter under consideration by Council or a Committee in accordance with sections 77 and 79 of the Act.
- 3.5 This policy does not override the Council's obligations under the Act or any other legislation or subordinate legislation to disclose or publish information required by law to be disclosed or published. Confidential information shall not be disclosed to any third party without Council's consent or in accordance with any statement or embargo contained within the subject document.
- 3.6 The status of confidentiality shall be set out in each Council report or on the front page of each document which is categorised as confidential.
- 3.7 At each Council-In-Committee meeting a standing item of business be included, which lists all documents that have been described as confidential by the Chief Executive Officer since the last report to Council In-Committee as per 3.3.
- 3.8 Prior to consideration of any confidential information, Council or a Special Committee must resolve to close the meeting to members of the public.
- 3.9 Confidential information shall not be incorporated in an agenda or minutes of any Council or Council Committee meetings except by reference unless in the agenda or minutes of a closed meeting of the Council or Committee pursuant to section 89 of the Act.
- 3.10 A confidential minute book shall be maintained for any matters considered by Council or a Council committee in accordance with section 89 of the Act.
- 3.11 Unless otherwise endorsed, information contained within the confidential sessions of Council or a Council committee shall remain confidential indefinitely.
- 3.12 Care must be exercised where the disclosure of information, not specifically identified as confidential, may prejudice the Council or other parties.
- 3.13 Legal advice given to Council is presumed to be confidential unless or until Council or the Chief Executive Officer declares it not to be confidential.
- 3.14 Councillors shall not make improper use of information or breach confidentiality in relation to documents to which they have access. section 77 of the Act makes it unlawful for a Councillor or a former Councillor to release information that the person knows or should reasonably know, is confidential information.

4. IMPLEMENTATION AND REVIEW

This policy will be implemented by Councillors and staff of the Colac Otway Shire and is subject to periodic review.

5. REFERENCES

- Colac Otway Shire Council Code of Conduct
- Local Government Act 1989
- Freedom of Information Act 1982
- Information Privacy Act 2000

ADOPTED/AMENDMENT OF POLICY

Policy Review Date	Reason for Amendment
24 May 2006	Adopted by Council
28 October 2010	Review
24 July 2013	Review



INTERNAL AUDIT CONTROL

PURPOSE

The Internal Audit Control (IAC) provides a framework for Council, the Audit and Risk Committee (ARC) and the Chief Executive Officer to independently appraise, examine and evaluate the activities of the Council in effectively discharging their responsibilities and accountabilities to customers and constituents.

This IAC provides for the implementation of the internal audit function ensuring compliance with laws and regulations that impact upon the organisation. It also provides for the development of adequate and effective controls to give particular attention to areas of risk in establishing a quality financial, management and reporting system that complements, however does not duplicate the external audit process undertaken by the Auditor General.

The objective of the internal auditor is to provide independent advice and assurance to Council, the ARC and management that the policies, operations, systems and procedures for which they are responsible:

- comply with relevant legislation and standards (compliance);
- are carried out with optimum use of resources (economy and efficiency);
- achieve the objectives specified in Council and Operational Plans (effectiveness).
- pro-active Risk Management to minimise Council's risk exposure.

The internal auditor will undertake reviews of Council's activities and furnish the ARC and management with reports containing analyses, appraisals, recommendations, comments and observations.

SCOPE

The scope of internal audit is to include both compliance by Council and operational performance of Council (including any controlled entities) and may include, but is not restricted to:

- Monitoring risks to which the local government's operations are exposed.
- Preparation of audit plans to lessen the identified risks.
- Evaluating the extent of compliance with legislation, policies and procedures.
- Monitoring, evaluating and reporting on compliance and probity issues surrounding the management of tendering arrangements, including contract compliance, the annual performance statement and co-operative performance indicators.
- Reviewing policies, systems and procedures and evaluating the adequacy of controls.
- Recommending improvements to systems and procedures.
- Advising on appropriate systems of control and other operational matters.
- Assessing the accuracy and appropriateness of reports and other information provided to Councillors.
- Reviewing revenues and expenditure of Council and its controlled entities.
- Advising revenue enhancement and cost reduction.
- Reviewing Business Continuity and control of fraud and corruption.
- Evaluating Council operations and service delivery.
- Making recommendations to achieve operational best practice.



STATEMENT OF POLICY

Operating Principles

Organisational Arrangements

The internal auditor (as appointed by Council) is responsible to Council through the ARC and the Chief Executive Officer, for the effective management of an independent internal audit function. The independent status within Council is essential to effective internal auditing and shall be maintained at all times.

The internal auditor has no managerial powers, authorities, functions or duties except those relating to the internal audit function. Accordingly, internal audit activities do not in any way relieve other personnel from their responsibilities.

The internal auditor has the right of access to Council's properties, works, all records, accounts, correspondence, minutes and other documents that may be necessary in the conduct of a review. Council personnel may be requested to provide relevant information within a specified timeframe to enable a review to be efficiently completed.

The internal auditor shall not be responsible for detailed development, implementation of, or variation to financial and administrative systems, but should be advised of any approved development or change to such systems.

The internal auditor will promote its image as a service function carrying out its responsibilities through constructive co-operation with Executive Management and personnel at all levels within Council.

Code of Ethics

Internal auditors are expected to adopt professional ethical standards in order to meet their responsibility to the Council. The Council accepts that a suitable Code of Ethics and Rules of Conduct is one based on the Institute of Internal Auditors Australia.

Rules of Conduct

Integrity

Internal auditors:

- (a) Shall perform their work with honesty, diligence and responsibility.
- (b) Shall observe the law and make disclosures expected by the law and the profession.
- (c) Shall not knowingly be a party to any illegal activity, or engage in acts that are discreditable to the profession of internal auditing or to the organisation.
- (d) Shall respect and contribute to the legitimate and ethical objectives of the organisation.



Objectivity

Internal auditors:

- (a) Shall not participate in any activity or relationship that may impair or be presumed to impair their unbiased assessment. This participation includes those activities or relationships that may be in conflict with the interests of the organisation.
- (b) Shall not accept anything that may impair or be presumed to impair their professional judgement.
- (c) Shall disclose all material facts known to them that, if not disclosed, may distort the reporting of activities under review.

Confidentiality

Internal auditors:

- (a) Shall be prudent in the use and protection of information acquired in the course of their duties.
- (b) Shall not use information for any personal gain or in any manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of the organisation.

Competency

Internal auditors:

- (a) Shall engage only in those services for which they have the necessary knowledge, skills and experience.
- (b) Shall perform internal auditing services in accordance with the International Standards for the Professional Practice of Internal Auditing.
- (c) Shall continually improve their proficiency and the effectiveness and quality of their services.

Audit Planning and Control

The Strategic Internal Audit Plan shall be risk based and aligned to the Council Plan. The risk based methodology will indicate where longer term strategic or cyclic activities are involved. In addition, the Strategic Internal Audit Plan will take cognizance of the results of the previous year, advice and requests from Council, the ARC and management.

The Strategic Internal Audit Plan shall be approved by Council upon the recommendation of the ARC.

Reporting the Results of Audit

Matters arising during audits, including matters for possible inclusion in reports will, on completion of the audit, be discussed with the manager in charge of the area and where appropriate with the responsible general manager.

Matters that can be promptly resolved without the need for formal reporting will be done so and if necessary followed up. Details of such matters will be retained in audit working papers.



Reports will include the manager's response to audit recommendations that will include recommendation acceptance or non-acceptance, the responsible officer to undertake the corrective action and the expected date that the corrective action will be completed. Where there is partially or full non-acceptance, the manager must provide a detailed reason for the non-acceptance.

Managers are required to respond to all issues within 30 days of the formal report being issued. This is an initial response only and further work associated with particular recommendations will be negotiated with the appropriate general manager as required.

The final draft report (including all management responses) will be provided to Executive Management Team (EMT) for final review and approval prior to being included in an audit report.

The audit report, including management responses and actions, will be presented to the ARC as soon as possible after the completion of the review.

Recommendations as approved, where appropriate, will be included as actions in the relevant business plans of the particular business unit(s) and incorporated into the Council's management system.

Organisational Reporting of Audit Activity

The internal auditor is directly responsible to the Chief Executive Officer and will report the results of audit reviews via the ARC. The detailed reporting process will be as determined by the Chief Executive Officer on the advice of the ARC.

Relations with the External Auditor

A professional relationship will be maintained with Council's external auditor. A close liaison will result in a cost effective use of audit resources ensuring the best value to Council.

The internal auditor will consult with external auditor, where necessary.

Confidentiality

All the work of the internal auditor will be confidential to the Council and ARC and will not be disclosed to third parties, except for the external auditor, unless specifically authorised by Council.

Other Projects

The ARC will be advised of the internal auditor's participation in non-assurance roles to assess whether it impairs the internal auditor's independence or interferes with the delivery of the internal audit program.

Key Performance Indicators

The internal auditor will provide regular performance indicator reports for the information of the ARC.



RELATED DOCUMENTS

Audit and Risk Committee Charter
Local Government Act 2020

DOCUMENT CONTROL

Document Owner	General Manager Corporate Services	Division	Corporate Services
Initial Adoption by Council	26 August 2020	Document Number	D20/206375
Last Adopted by Council	26 August 2020	Document Review Date	August 2022

Item: 7.8

Governance Report - Monthly

OFFICER	Matilda Hardy-Smith / Belinda Rocka
CHIEF EXECUTIVE OFFICER	Andrew Tenni
DIVISION	Executive
ATTACHMENTS	<ol style="list-style-type: none"> 1. Informal Meeting of Councillors - Council Meeting Preparation 28 April 2026 [7.8.1 - 2 pages] 2. Informal Meeting of Councillors - Councillor Briefing 5 May 2026 [7.8.2 - 2 pages] 3. Informal Meeting of Councillors - Pre Planning and Submissions Meeting - 12 May 2026 [7.8.3 - 2 pages] 4. Informal Meeting of Councillors - 12 May 2026 Councillor Briefing [7.8.4 - 2 pages] 5. Informal meeting of Councillors record - Councillor Briefing 19 May 2026 [7.8.5 - 3 pages]

1. PURPOSE

The purpose of this report is to provide Council with a clear and transparent overview of governance practices in alignment with the principles of public transparency and the requirements of the *Local Government Act 2020*.

2. EXECUTIVE SUMMARY

The Governance practices being reported on in this report are:

- Informal Meetings of Councillors
- Appointing member to the Birregurra Public Hall Community Asset Committee and revocation of member.
- Establishing a Community Asset Committee to manage the Barwon Downs Public Hall and appointing members to the Community Asset Committee.

3. RECOMMENDATION

That Council:

- 1. Notes the Informal Meetings of Councillor Records reported for the period of 28 April 2026 to 19 May 2026.**
- 2. Add membership for Shelley Darrock to the Birregurra Public Hall Community Asset Committee.**
- 3. Revokes membership for Chris Barter from the Birregurra Public Hall Community Asset Committee.**
- 4. Establishes a Community Asset Committee to manage the Barwon Downs Public Hall in accordance with section 65 of the Local Government Act 2020 and notes that under section 47 of the Local Government Act 2020, the Chief Executive Officer will execute the Instrument of Delegation.**
- 5. Appoint members Leanne Callahan, Fay Callahan, Gavin Brien and Michael Atherton to the Barwon Downs Public Hall Community Asset Committee.**

4. KEY INFORMATION

Council has introduced this monthly Governance Report, to provide Council with a clear and transparent overview of governance practices in alignment with the principles of public transparency and the requirements of the *Local Government Act 2020*.

Update to Community Asset Committees

Colac Otway Shire Council is currently supported by 19 Community Asset Committees (CACs), which have been appointed to manage a range of public halls, recreation reserves, and sporting facilities across the municipality.

In accordance with Section 65 of the *Local Government Act 2020*, Council is requested to approve changes to the membership of various Community Asset Committees (CAC). These changes include the revocation of existing memberships and the appointment of new members, ensuring continued community representation and effective local governance of Council-managed facilities.

For committee memberships appointed by Council resolution prior to 27 November 2024, revocation of membership must also occur via Council resolution. For appointments made since 27 November 2024, memberships are considered to cease upon the resignation of the member. However, the authority to appoint and revoke committee memberships may be delegated to the Chief Executive Officer to enable a more efficient and timely administrative process.

This report seeks for Council to add Shelley Darrock to the Birregurra Public Hall Community Asset Committee and revoke membership for Chris Barter for the same committee.

Barwon Downs Public Hall

This report also seeks to establish a Community Asset Committee to manage the Barwon Downs Public Hall located at 1575 Birregurra-Forrest Road, Barwon Downs. After recent discussions between Council officers and Barwon Downs community members, it is put

forward to Council that the Hall be managed by a Community Asset Committee. Membership of the CAC is sought for Leanne Callahan, Fay Callahan, Gavin Brien and Michael Atherton.

Informal Meetings of Councillor Records

The Colac Otway Shire Governance Rules require that records of informal meetings of Councillors which meet the following criteria:

If there is a meeting of Councillors that:

- *Is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors*
- *Is attended by at least one member of Council staff*
- *Is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting*

be tabled at the next convenient meeting of Council and recorded in the minutes of that Council meeting.

All relevant meetings have been recorded and documented, as attached.

The following Informal Meetings of Councillors have been held and are attached to this report.

<i>Council Meeting Preparation</i>	<i>28 April 2026</i>
<i>Councillor Briefing</i>	<i>5 May 2026</i>
<i>Councillor Briefing</i>	<i>12 May 2026</i>
<i>Planning Committee / Submissions Committee Preparation</i>	<i>12 May 2026</i>
<i>Councillor Briefing</i>	<i>19 May 2026</i>

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

- (i) the transparency of Council decisions, actions and information is to be ensured

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Planning and Environment Act 1987.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Not applicable.

Public Transparency (s58 LGA 2020)

- (c) Council information must be understandable and accessible to members of the municipal community;
- (d) public awareness of the availability of Council information must be facilitated.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 2 - PEOPLE

3.1 - Elevate the efficiency and effectiveness of our Council

3.2 - Make well-informed, transparent decisions for the betterment of the community through best-practice governance

Financial Management (s101 *Local Government Act 2020*)

Not applicable.

Service Performance (s106 *Local Government Act 2020*)

Not applicable.

Risk Assessment

Not applicable.

Communication/Implementation

The attached Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) come into force immediately upon execution and the S6 Instrument of Delegation Council to Members of Staff comes into force once executed by the Chief Executive Officer.

Human Rights Charter

No impact.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Options

Option 1 – Adopt the officers recommendation.

This option is recommended by officers in order to establish a Community Asset Committee to manage the Barwon Downs Public Hall, to note the Informal Meetings of Councillors Records, to add and revoke membership to Community Asset Committees.

Option 2 – Not adopt the officers recommendation.

This option is not recommended by officers as members of Community Asset Committees are volunteers in our community and perform valuable work to maintain Councils assets.



Informal Meeting of Councillors Record

Pre-Council Meeting Preparation

Date: 28 April 2026

Time: 11am

Meeting Location: Apollo Bay Bowls Club – 6 Moore Street, Apollo Bay

Invitees:
Cr Jason Schram, Cr Phil Howard, Cr Chris Potter, Cr Zoe Hudgell, Cr Mick McCrickard, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven
Attendees:
Cr Jason Schram, Cr Phil Howard, Cr Chris Potter, Cr Zoe Hudgell, Cr Mick McCrickard, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven, Rashil Pradhan, Suk Gurung, Heidi Taylor, Brendan Walsh, Azam Mahmood, Kanishka Gunasekara, Steven Lionakis
External attendees:
Nil
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 11.02am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Cr Hudgell	General	Item 7.2 – Proposal to enter into a Lease – COPACC	Owner of Red Door which is a major user group of the facility.
Ian Seuren	General	Item 7.2 – Proposal to enter into a Lease – COPACC	Has an association with a proponent who submitted an expression of interest for the facility.
Andrew Tenni	Material	Item 2.1 – CEO Employment Matters	The item includes details of their employment.



Council Meeting Preparation Meeting – 28 April 2026 (continued)		
Time	Item	Attendees
11.03am	Item 6.1 – 19 Park Avenue & 92 Montrose Avenue APOLLO BAY	Steven Lionakis Rashil Pradhan Suk Gurung
11.22am	Item 7.1 – Project Budget Adjustments and Cash Reserve Transfers	
11.25am	Item 7.2 – Proposal to enter into a Lease – COPACC <i>Cr Hudgell declared a COI and left the room at 11.25am, returning at 11.46am when discussion had concluded.</i>	Heidi Taylor Brendan Walsh
11.46am	Item 7.3 – Draft Budget 2026-27 – Endorse for Public Exhibition	Azam Mahmood
11.59am	Item 7.4 – Asset Management Policy – Endorse for Public Exhibition	Kanishka Gunasekara
11.59am	Item 7.5 – Road Safety Strategy – Endorse for Public Exhibition	Kanishka Gunasekara
11.59am	Item 7.6 – Councillor Attendance at ALGA	
12.04pm	Item 7.7 – Governance Report	
12.05pm	Discussion on Closed session item 2.1 – CEO Employment Matters	
12.05pm	Meeting Closed	



Informal Meeting of Councillors

Councillor Briefing

Date: 5 May 2026

Time: 12.30pm

Meeting Location: Meeting Rooms 1 and 2, COPACC

Invitees:
Cr Jason Schram, Cr Phil Howard, Cr Chris Potter, Cr Zoe Hudgell, Cr Mick McCrickard, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven
Attendees:
Cr Jason Schram, Cr Phil Howard, Cr Zoe Hudgell, Cr Mick McCrickard, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven, Steven Lionakis, Roslyn Snaauw, Ian Williams, Simon Clarke, Matilda Hardy-Smith
External attendees:
Nil
Apologies:
Cr Chris Potter, Cr Chrissy De Deugd, Cr Charlie Buchanan,
Absent:
Nil

Meeting Commenced at: 12.32pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Cr Schram	General	Item 1.1 - PP124/2024-1 - 365 Mooleric Road OMBERSLEY - Stone Processing Facility	Does work for the applicant.



Council Briefing Meeting – 5 May 2026 (continued)		
Time	Item	Attendees
12.33pm	Item 1.1 - PP124/2024-1 - 365 Mooleric Road OMBERSLEY - Stone Processing Facility <i>Cr Schram declared a COI and left the room at 12.33pm. Returned at 12.37pm when discussion had concluded.</i>	Steven Lionakis, Roslyn Snauw, Ian Williams
12.37pm	Item 1.2 - PP4/2026-1 - 260 Warrowie Road IRREWARRA - Subdivision of Land into Two (2) Lots (Dwelling Excision) in Farming Zone	Steven Lionakis, Roslyn Snauw, Ian Williams
12.52pm	Discussion on Park Avenue/Montrose Avenue – APOLLO BAY	Steven Lionakis, Roslyn Snauw, Ian Williams
15.58pm	Item 1.3 - Colac 2050 Refresh	Simon Clarke, Steven Lionakis
1.17pm	Item 1.4 - Report on Policy Review Framework and Proposed Revocations: Confidential Information and Internal Audit Control Policies	Matilda Hardy-Smith
1.20pm	General Business	
1.30pm	Meeting Closed	



Informal Meeting of Councillors

Pre-Planning & Submissions Meeting Preparation

Date: 12 May 2026

Time: 12.00pm

Meeting Location: Meeting Rooms 1 and 2, COPACC

Invitees:
Cr Jason Schram, Cr Phil Howard, Cr Chris Potter, Cr Zoe Hudgell, Cr Mick McCrickard, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven
Attendees:
Cr Jason Schram, Cr Phil Howard, Cr Zoe Hudgell, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven, Nicole Frampton, Stephen Parker, Steven Lionakis, Roslyn Snaauw
External attendees:
Nil
Apologies:
Cr McCrickard and Cr Potter
Absent:
Nil

Meeting Commenced at: 11.59am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Cr Schram	General	Planning Committee – 4.1 - PP118/2025-1 - 4-6 Woods Street Colac - Use and Development of Land for a Childcare Centre	Family member is an objector to the application and Councillor has an interest in a property that is in proximity to the property of the application.
Cr Schram	General	Submissions Committee – 5.2 - PP124/2024-1 - 365 Mooleric Road OMBERSLEY - Stone Processing Facility	Does work for the owner of the property and an objector to the application.



Pre Planning and Submissions Meeting Preparation Meeting – 12 May 2026 (continued)		
Time	Item	Attendees
12.00pm	<p>Planning Committee item:</p> <p>Item 4.1: PP118/2025-1 - 4-6 Woods Street Colac - Use and Development of Land for a Childcare Centre</p> <p><i>Cr Schram declared a COI for this item and item 5.2 of the Submissions Committee agenda and left the room at 12pm.</i></p> <p><i>Cr Schram was not present for discussion on this item or item 5.2.</i></p>	<p>Steven Lionakis</p> <p>Roslyn Snaauw</p>
	Submissions Committee items:	
12.06pm	Item 5.2: PP124/2024-1 - 365 Mooleric Road OMBERSLEY - Stone Processing Facility	<p>Steven Lionakis</p> <p>Roslyn Snaauw</p>
12.08pm	<p>Item 5.1: Colac Otway Shire Football (Soccer) Facilities Feasibility Study</p> <p><i>Cr Schram returned to the room at 12.08pm</i></p>	<p>Nicole Frampton</p> <p>Stephen Parker</p>
12.14pm	Meeting Closed	



Informal Meeting of Councillors

Councillor Briefing

Date: 12 May 2026

Time: 10.00am

Meeting Location: Meeting Rooms 1 and 2, COPACC

Invitees:
Cr Jason Schram, Cr Phil Howard, Cr Chris Potter, Cr Zoe Hudgell, Cr Mick McCrickard, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven
Attendees:
Cr Jason Schram, Cr Phil Howard, Cr Zoe Hudgell, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven, Azam Mahmood, Heidi Taylor, Kanishka Gunasekara, David Hildebrand
External attendees:
Mark Davies – Mach 2 Consulting Jonathan Rochwerger and Irfran Hrelj – Urban Enterprise
Apologies:
Cr McCrickard and Cr Potter
Absent:
Nil

Meeting Commenced at: 10.02am

Declarations of Interest: NIL



Council Briefing Meeting – 12 May 2026 (continued)		
Time	Item	Attendees
10.03am	Item 1.1 – Rating and Revenue Plan workshop <i>Cr Schram arrived to the meeting at 10.11am</i>	Azam Mahmood Mark Davies (external)
11.06am	Item 1.2 – Draft Economic Development Strategy Presentation <i>Cr Huggell left the room at 11.34am, returned at 11.36am</i>	Heidi Taylor Jonathan Rochwerger and Irfran Hrelj (external)
11.47am	Item 1.3 – Asset Valuation Review 2025-26 <i>Cr De Deugd left the room at 11.53am, returned at 11.56am</i>	Kanishka Gunasekara David Hildebrand
	Item 1.4 – Economic Development Update (Dec to April) - FIO	
11.58am	Meeting Closed	



Informal Meeting of Councillors Record

Councillor Briefing

Date: 19 May 2026

Time: 10.00am

Meeting Location: Meeting Rooms 1 and 2, COPACC

Invitees:
Cr Jason Schram, Cr Phil Howard, Cr Chris Potter, Cr Zoe Hudgell, Cr Mick McCrickard, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven
Attendees:
Cr Jason Schram, Cr Phil Howard, Cr Chris Potter, Cr Zoe Hudgell, Cr Mick McCrickard, Cr Chrissy De Deugd, Cr Charlie Buchanan, Andrew Tenni, Doug McNeill, Ian Seuren, Emma Lowes, Anita Craven, Nicole Frampton, Stephen Parker, Ashish Sitoula (videoconference), Chelsea Sharp, Mikael Blyth, Azam Mahmood, Belinda Rocka, Roslyn Snaauw, Heidi Taylor, Dave Thornburg, Darren Graham, Kanishka Gunasekara, Brendan Walsh
External attendees:
Simon Arnold – IVG Global
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 10.01am

Declarations of Interest: NIL



Council Briefing Meeting – 19 May 2026 (continued)		
Time	Item	Attendees
10.01am	Item 1.1 - Colac Otway Shire Football (Soccer) Facilities Feasibility Study - Engagement Analysis - Final Report Changes	Nicole Frampton Stephen Parker
10.13am	Item 1.2 - Youth Engagement Program Overview 2026	Ashish Sitoula (Videoconference) Chelsea Sharp
11.09am	Item 1.3 - Q3 - Quarterly Performance Report - January to March 2026 <i>Cr McCrickard left the room at 11.18am</i>	Mikael Blyth Azam Mahmood Belinda Rocka
11.19am	Item 1.4 - PP129/2023-1 - 507 Blue Johanna Road Johanna - Use and development for a Dwelling and associated building and works, and use and development for an Agricultural Building (Retrospective) and Agriculture (Grazing) <i>Cr McCrickard returned at 11.22am</i>	Roslyn Snaauw
11.25am	Item 1.5 - Public Art - Update to Council on EOI Submissions <i>Cr Howard left the room at 11.25am, returned at 11.27am</i>	Heidi Taylor Morgan Eldridge
12.08pm	Lunch	
12.48pm	Item 1.6 - Update on Investigations for Relocation of Apollo Bay Depot - 69 Nelson Street	Dave Thornburg
1.12pm	Item 1.7 - Opportunities for Streetscape Improvements in Colac CBD	Dave Thornburg Kanishka Gunasekara
1.24pm	Item 1.8 - Saleyards Canteen Licence Update	Dave Thornburg
1.36pm	Item 1.9 - Municipal Monitors Report Recommendations - Status Report on Implementation	Anita Craven



Council Briefing Meeting – 19 May 2026 (continued)

1.39pm	<p>General Business</p> <p><i>Cr Hudgell left the room at 1.39pm, returned at 1.41pm</i></p> <p><i>Cr McCrickard left the room at 1.41pm, returned 1.43pm</i></p>	
	<p>Meeting with IVG Global</p>	<p>Simon Arnold (IVG)</p> <p>Heidi Taylor</p> <p>Brendan Walsh</p>
	<p>Meeting Closed</p>	

Item: 8.1

Q3 - Quarterly Performance Report - January to March 2026

OFFICER	Belinda Rocka
CHIEF EXECUTIVE OFFICER	Andrew Tenni
DIVISION	Executive
ATTACHMENTS	1. Q3 Quarterly Performance Report January to March 2026 (1) [8.1.1 - 41 pages]

1. PURPOSE

To provide the Quarterly Performance Report for the period 1 January to 31 March 2026.

2. EXECUTIVE SUMMARY

Pursuant to section 97 of the *Local Government Act 2020 (LGA 2020)*, the Chief Executive Officer is required to present a quarterly budget report (which includes a comparison of the actual and budgeted results to date and an explanation of any material variations), to a Council meeting which is open to the public.

Explanation of budget and/or project performance variances to budget must provide information to Council and the public about allocation of financial resources to achieve Council Plan and Budget outcomes.

The Quarterly Performance Report also includes a progress report against the Council Plan objectives (via the 2025-26 Annual Plan).

3. RECOMMENDATION

That Council notes the Quarterly Performance Report for the third quarter 2025-26, for the period 1 January 2026 to 31 March 2026.

4. KEY INFORMATION

This Quarterly Performance Report provides Council with a progress report for the third quarter of the financial year (January to March 2026) and is structured in the following sections:

- Annual Plan Progress Report
- Budget Report for the quarter ending December 2025
- Capital Works and Operational Projects Reports

Annual Plan Progress Report:

Actions continued to progress to deliver on the 2025-26 Annual Plan and a summary of progress against the 50 action items is provided below:

- 12 items are completed
- 23 actions are on track and will be completed this year
- 12 actions items are in on track and will be completed in 2026-27
- 3 actions are experiencing delays and will be completed in 2026-27

Budget Report for the quarter ending March 2026:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Cash Flows

Capital Works and Operational Projects Report:

- Statement of Capital Expenditure
- As of 31 March 2026, actual expenditure is tracking ahead of the target baseline, indicating strong performance over the first three quarters of the financial year and is on track to meet or exceed the 2025-26 target.

Further details of these results are provided in the attachments.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

A number of relevant governance principles under section 9 of the *LGA 2020* apply to the report, specifically:

- Council decisions are to be made, and actions taken in accordance with the relevant legislation:
 - The Chief Executive Officer must ensure that a quarterly budget report is presented to Council at a Council meeting which is open to the public that includes a comparison of the actual and budgeted results to date, and an explanation of any material variations. The quarterly report must also include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required (s97 *LGA 2020*).
- Priority is to be given to achieving the best outcomes for the municipal community, including future generations:

- Explanation of budget and/or project performance variances to budget that provides information to Council and the public about allocation of financial resources to achieve Council Plan and Budget outcomes
- Innovation and continuous improvement is to be pursued:
 - Continuous development of financial reporting information and systems enable useful information for Council decision making.
- The ongoing financial viability of the Councils is to be ensured:
 - Regular monitoring of permanent and timing variances to Budget by the Executive Management Team and quarterly monitoring of Budget performance by the Audit and Risk Committee and Council to enable mitigation of identified financial risks.
- The transparency of Council decisions, actions and information is to be ensured:
 - Presentation of the quarterly performance report, including budget statements, provides the community with relevant information about Council's progress against key plans and adopted budget.

Policies and Relevant Law (s(9)(2)(a) *LGA 2020*)

Section 97 of the *LGA 2020* requires quarterly statements to be presented to Council, comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date.

Environmental and Sustainability Implications (s(9)(2)(c) *LGA 2020*)

Not applicable.

Community Engagement (s56 *LGA 2020* and *Council's Community Engagement Policy*)

Comprehensive community consultation and engagement was undertaken during the development of the Council Plan 2025-29 and 2025-26 Budget.

Public Transparency (s58 *LGA 2020*)

Council information on Council Plan progress, capital works and major initiatives performance and budget performance is scheduled to be reported quarterly to an open Council meeting. Full year budget forecasts are updated regularly to transparently show the impact on Council's financial position of all material permanent variances forecast compared to the adopted Budget with explanations.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 2 - PEOPLE

3.1 - Elevate the efficiency and effectiveness of our Council

3.2 - Make well-informed, transparent decisions for the betterment of the community through best-practice governance

Financial Management (s101 *Local Government Act 2020*)

The financial and budgetary implications are disclosed in the attached report and show the anticipated financial impacts on Council's financial position. This information aims to:

- a. Explain the financial operations and performance compared to the adopted budget for the financial year and forecast Council's financial position to 30 June 2026.
- b. Assist Council to effectively manage its revenue, expenses, assets, liabilities, investments and financial transactions in accordance with Council's financial policies and strategic plans.

- c. Assist Council to monitor and mitigate any financial risks identified during the financial year.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

Council needs to continue to closely monitor and manage its financial sustainability and performance considering the current economic conditions. Inflation in Australia continues to be a persistent and major challenge and Council, like all sectors, faces a tight labour market and capacity constraints. These financial pressures are generally outside Council's control and influence and will continue to represent a significant financial risk throughout the year.

Communication/Implementation

The quarterly performance report to 31 March 2026, will be uploaded to Council's website after the May Council meeting.

Human Rights Charter

No impact.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Options

Option 1 – Note the Quarterly Performance Report 2025-26 for the third quarter, for the period January to March 2026.

This option is recommended by officers as this report meets Council's statutory requirement for the Chief Executive Officer to ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public (s97 LGA 2020).

Option 2 – Do not note the Quarterly Performance Report 2025-26 for the third quarter, for the period January to March 2026.

This option is not recommended by officers as it would be inconsistent with the intent of the reporting requirements in the *LGA 2020*.



Quarterly Performance Report 2025-26

Q3

1 January 2026

to

31 March 2026



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Acknowledgement

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples of the Maar Nation as the Traditional Custodians of the Colac Otway region, the land and waterways upon which the activities of the Colac Otway Shire Council are conducted on.

We pay our respects to their ancestors and elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and up hold their continuing relationship to this land.

Annual Plan Progress Report

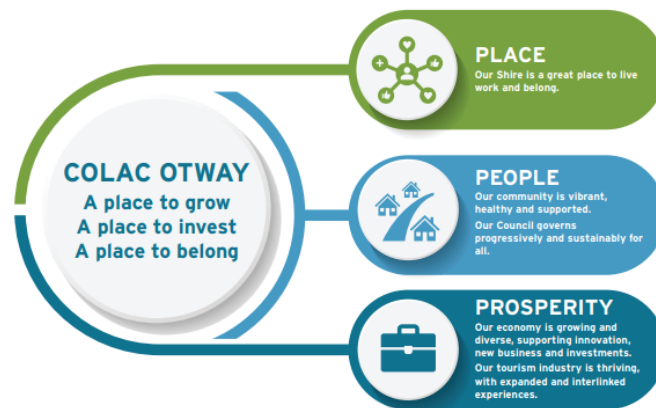
Council Plan 2025–29

Council formally adopted the Council Plan 2025-29 at a Council meeting held on 14 October 2025. The Council Plan is a document developed in partnership with the community to guide Council’s strategic direction over the next four years.

The key issues faced by our community, identified through the development of the Community Vision 2050 and also the 10 year Financial Plan and 10 year Asset Plan, informs the choice of major projects and activities that Council identifies as its highest priorities.

Council Plan 2025 – 29 Strategic Themes

Council has three themes for the 2025-29 Council Plan: Place, People and Prosperity:



Municipal Health and Wellbeing Plan

Council has chosen to incorporate the Municipal Health and Wellbeing Plan (MHWP) into the Council Plan 2025-29. This will ensure major health priorities for the region are captured in this overarching strategic document.

Annual Plan 2025-26: Quarterly Performance Reporting – January to March 2026

Actions continued to progress to deliver on the 2025-26 Annual Plan and a summary of progress against the 50 action items is provided below:

- 12 action items have been completed
- 23 actions are on track and will be completed this year
- 10 actions items are in on track and will be completed in 2026-27
- 5 actions are experiencing delays and will be completed in 2026-27

Key initiatives that have continued to progress include:

- **Eliminyt Wetlands:** The project is progressing well and is on track for completion in May 2026
- **Apollo Bay Structure Plan:** The community reference group and first engagement occurred in March to discuss the issues and opportunities report.
- **Road Safety Strategy:** Consultation has been completed and the Draft Road Safety Strategy is on track for Public Endorsement in May 2026.
- **Safer Local Roads and Streets Program:** is progressing well, with construction of the roundabout at the intersection of Pascoe Street and Moore Street, Apollo Bay commenced. Construction of raised pedestrian crossings and speed cushions on Armstrong Street, Pound Road and Connor Street is planned to commence in May.
- **Colac Sale Yard Improvements:** Contract for loading ramp improvements awarded, design completed and manufacture is underway.
- **Economic Development Strategy:** is currently in development, with community and business consultation occurring in February, and a draft strategy has been developed.

3rd Quarter Summary Result

Council Themes & Outcome	Completed	On Track and will be completed this financial year as planned	On Track and will be completed in 2026/27 as planned	In progress, experiencing temporary delays and expected to be completed this financial year	In progress, experiencing delays that mean this action will be carried over and completed in 2026/27	Not yet programmed to start and will progress to plan when it does commence
1. PLACE – Our Shire is a great place to live, work and belong	2	8	5			
2. PEOPLE – Our community is vibrant, healthy and supported	3	5			1	
3. PEOPLE – Our Council governs progressively and sustainably for all	4	4	3		2	
4. PROSPERITY – Our Economy is growing and diverse, supporting innovation, new businesses and investments	2	4			1	
5. PROSPERITY – Our tourism industry is thriving, with expanded and interlinked experiences	1	2	2		1	
Total	12	23	10		5	

The table above shows the status as at 31 March 2026 for the 50 items included for actioning in the 2025-26 Annual Action Plan and it should be noted that actions have progressed since this point in time.

3rd Quarter Report

Theme: PLACE

1. Our Shire is a great place to live, work and belong				
COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
1.1 Enliven and beautify our townships and natural environments	1.1.1 Progress Apollo Bay Structure Plan Review	The community reference group and first engagement occurred in March to discuss the issues and opportunities report. This is a multi year project.	75%	On Track and will be completed in 2026-27 as planned.
	1.1.2 Complete the Elliminyt Wetlands project	Completion expected in May 2026.	90%	On track and will be completed this financial year as planned.
	1.1.3 Deliver Council's Street Tree planting program to identified candidate streets	The planting program has mostly been finalised, with approximately 100 trees planted this year. There has been a focus on filling gaps where there are dead trees.	90%	On track and will be completed this financial year as planned.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
	1.1.4 Implement the Greenlinks Revegetation program at Barongarook Creek in Colac	Large woody weed removal commenced in early March and minor woody weed treatment is commencing in Q4. Public signage has been put in place. The collaboration with V Line/Vic Track near Wallace Street has been successfully completed.	75%	On track and will be completed in 2026-27 as planned.
	1.1.5 Complete the Birregurra Structure Plan review.	The Birregurra Structure Plan was adopted by Council in Q2.	100%	Completed
1.2 Enhance our community and social spaces and collaborate with communities to deliver healthy and climate environments	1.2.1 Undertake the Bluewater Leisure Centre Electrification project.	Work has progressed on this project and pre-tender estimates are to be completed in April 2026.	75%	On track and will be completed in 2026-27 as planned.
	1.2.2 Prepare designs for the Lake Colac Foreshore Regional Playspace	Quotations for Design Services and Cultural Heritage Investigations have been accepted. A project plan is being developed.	35%	On track and will be completed in 2026-27.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
	1.2.3 Construct a dog park at Colac's Central Reserve.	Detailed Design underway and is expected to be completed in April/May 2026.	75%	On track and will be completed in 2026-27 as planned
	1.2.4 Deliver climate change mitigation and adaptation programs in partnership with Geelong Sustainability.	Implementation of the strategic partnership program continued with the energy efficiency upgrades delivered to residents through the Electric Homes program. 'Relief in Place' facilities at Colac Neighbourhood House and Colac Showgrounds were activated and utilised during extreme weather and fire danger days during January and February. Several local community facilities also received energy efficiency audits and recommendations; and five local community leaders have been recruited to undertake Climate Resilience Leadership training in early May.	75%	On track and will be completed this financial year as planned.
1.3 Make it safe and easy to get around the Shire	1.3.1 Develop a Road Safety Strategy	Draft Road Safety Strategy has been developed and is planned to be presented for Council endorsement for public exhibition in Q4.	75%	On track and will be completed this financial year as planned.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
	1.3.2 Construct new footpath connections in accordance with the footpath strategy for Colac and Apollo Bay.	A tender for selecting a contractor for Ballagh Street has been finalised, and construction will commence in May. Design documentation for the Nelson Street footpath is being finalised. A new footpath will be constructed in Ramsden Avenue as part of the road reconstruction works which commenced in March.	75%	On track and will be completed this financial year as planned.
	1.3.3 Renew CCTV equipment within the central Colac precinct	The link to Central Reserve and the Police station has been remediated and the project for the central Colac precinct CCTV has been completed.	100%	Completed
	1.3.4 Implement approved road safety upgrades under the State Government's Safer Local Roads and Streets program	Construction of the roundabout at the intersection of Pascoe Street and Moore Street, Apollo Bay has commenced. The timing of works was delayed to minimise impacts to Pascoe Street businesses, hence the works will now be completed early in 2026-27. Construction of raised pedestrian crossings and speed cushions on Armstrong Street, Pound Road and Connor Street in Colac is planned to commence in May.	65%	In progress, experiencing delays that mean this action will be carried over and completed in 2026-27.
	1.3.5 Develop a policy framework for consideration of proposals to seal unsealed roads	The draft Road Upgrade Policy was endorsed for exhibition at the March Council meeting and submissions close in early May.	90%	On track and will be completed this financial year as planned.

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
1.4 Ensure our region offers a diversity of economic opportunities supported by an array of housing options	1.4.1 Participate in the Colac Otway Adaptable Precincts Project relating to Colac and Apollo Bay, funded by the Federal Government's Regional Precincts and Partnerships program.	Community engagement has commenced and site investigations complete. Modular housing designs currently under development. This is a multi-year project and 2025-26 milestones will be completed this financial year.	75%	On track and will be completed this financial year as planned

Theme: PEOPLE

2. Our community is vibrant, healthy and supported				
2.1 Work with partners to ensure important services like employment, health, and education are readily available	2.1.1 Implement Year 1 actions from the Municipal Health and Wellbeing Action Plan.	A workshop was organised with stakeholders in February to discuss the progress in the implementation of the Health and Wellbeing Action Plan. 20 participants from 17 organisations attended. Each participant reported on the programs that they were delivering in preventative health and health promotion and how it directly/indirectly contributed to the actions in the plan. Progress has been made in embedding healthy eating and active living actions across different organisations.	75%	On Track and will be completed this financial year as planned.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
2.2 Build greater community connection through social, cultural, and recreational opportunities	2.2.1 Prepare designs for the potential redevelopment of Colac's Lake Oval Clubrooms.	<p>This project has experienced delays as it was waiting the completion of the Colac Otway Football (Soccer) Feasibility Study and Youth and Recreation Centre lease. Both these matters have progressed to a level to provide clarity to Council about the Lake Oval.</p> <p>The project brief is now being developed for the Clubrooms and procurement for a consultant will commence in Q4.</p>	15%	In progress, experiencing delays that mean this action will be carried over and completed in 2026/27
	2.2.2 Support Geelong Regional Library Corporation to develop the new 2025-29 Library Plan, representing the needs of the community in Colac Otway Shire.	Completed in Q1. Council officers had input into the development of the new 2025-29 Library Plan, with the plan now having been adopted by the Geelong Regional Library Corporation Board.	100%	Completed
	2.2.3 Deliver youth engagement services and programs, such as Youth Fest	<p>Youth programs are delivered based on the guidelines of the Victorian State funded Engage! program across three domains: youth engagement and participation, youth development, and celebration and events. The following programs were delivered:</p> <p>Youth Sunday music sessions at Lake View Colac Cafe, Youth music hour at Gellibrand River market, participation and engagement during the Colac Kana festival and Tertiary Education Information services session with SouthWest TAFE.</p>	75%	On Track and will be completed this financial year as planned.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
<p>2.3 Identify and advocate for increased support for vulnerable communities, and vulnerable and socially disadvantage members of our communities, wherever possible</p>	<p>2.3.1 Continue the transition of aged care services to the Commonwealth Government's new Support at Home program.</p>	<p>Council successfully transitioned services to the new Support at Home program on 1 November 2025.</p>	<p>100%</p>	<p>Completed</p>
	<p>2.3.2 Advocate for increased availability of social support services, particularly to cover gaps in the provision of mental health, counselling, homelessness outreach and emergency accommodation, including wrap-around supports.</p>	<p>Council continues to advocate for increased availability of social support services to the community.</p> <p>Council's efforts during this quarter were dedicated to relief and recovery and advocating on behalf of the residents.</p>	<p>75%</p>	<p>On Track and will be completed this financial year as planned.</p>

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
2.4 Promote and enable healthy behaviours	2.4.1 Implement the Colac Otway Food Systems Community Partnership project in partnership with Colac Secondary College, Colac Area Health, Farm my School and other key stakeholders	The Farm My School Colac project is progressing well. Harvest from the farm began in February and the farm is making fresh veggie boxes available to the community. The produce is all organic and rich in nutrients. The project is also conducting workshops with community participants to develop their capacity to grow organic vegetables themselves.	75%	On Track and will be completed this financial year as planned.
	2.4.2 Continue to partner with Colac Area Health in 16 Days of Activism initiative	Completed in Q2. Several activities were held during the 16 Days of Activism period from 25 November to 10 December. Council worked with a range of partners to deliver an event that highlighted increased promotion of gender equity and equality to encourage prevention of all forms of violence against women and children.	100%	Completed
2.5 Ensure opportunities for greater community connections for multicultural and First Nations groups within our Shire	2.5.1 Partner with community organisations, traditional owner groups and the Colac Multicultural Association to promote programs for multicultural and First Nations peoples in the Shire	Council Officers continue to participate in meetings of the Colac Intercultural Committee, Colac Multicultural Association and the Schools and Community Together (SACT). Council continues to support Cultura to deliver services to the multicultural community in the Shire.	75%	On Track and will be completed this financial year as planned.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
3. Our Council governs progressively and sustainably for all				
3.1 Elevate the efficiency and effectiveness of our Council	3.1.1 Implement Customer Experience improvement program.	A Councillor briefing is scheduled to be held in May.	65%	On track and will be completed this financial year as planned.
	3.1.2 Progress service reviews for priority areas, determined through discussion with Councillors.	This will commence in Q4.	10%	On track and will be completed this financial year as planned.
	3.1.3 Explore opportunities to dispose of surplus Council land and/or assets	Management has briefed Councillors on progress in identifying properties that may be surplus to Council's requirements. A list of buildings and land assets has now been developed for further consideration.	100%	Completed.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
	3.1.4 Undertake the Planning Scheme Review.	The procurement for the Planning Scheme review is scheduled to commence in Q4 with an anticipated end date of October 2026.	75%	On Track and will be completed in 2026-27 as planned.
3.2 Make well-informed, transparent decisions for the betterment of the community through best-practice governance	3.2.1 Implement response provided to the recommendations from the Monitors report.	Status Report was presented to Council on 10 February, has been sent to the Minister for LG and placed onto Council's website. Councillors Continuing Professional Development Program for 2026 has commenced, which progresses multiple actions from the recommendations.	50%	On track and will be completed in 2026-27
	3.2.2 Review Council's Resource Recovery and Waste Strategy.	Strategy review being finalised in advance of Council consideration in Q4, along with review of transfer stations operations. Work on the 10-year Waste Services contract is progressing well.	75%	On Track and will be completed in 2026-27 as planned.
	3.2.3 Adopt a revised Domestic Animal Management Plan.	The Domestic Animal Management Plan was adopted at the November 2025 Council meeting.	100%	Completed

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
3.3 Build and maintain effective working relationships with all levels of government	3.3.1 Review Advocacy Strategy and determine Council's priority projects.	Council adopted its Advocacy Framework and Priority Projects at its December 2025 meeting.	100%	Completed
3.4 Communicate and engage positively and clearly with the community	3.4.1 Undertake minimum of two Community Conversations at townships across the Shire.	Community Conversations are scheduled to be held in May and June at Beech Forest and Cressy.	35%	On track and will be completed this financial year as planned.
	3.4.2 Review Council's Community Engagement Policy.	An initial review has been undertaken along with benchmarking against other Council policies. Further work to be undertaken in Q4	10%	In progress, experiencing delays that mean this action will be carried over and completed in 2026-27.
	3.4.3 Early and effective engagement with the community on emergency preparedness.	Council's Emergency Management team has been working with the community and emergency agencies to prepare for the upcoming bushfire season. The township emergency management plans have been updated and meetings are underway with the relevant small town communities.	100%	Completed.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (October to December)	% Complete	Status
3.5 Develop and refine policies that support the health and wellbeing of the community	3.5.1 Implement Council's Gender Equity Action Plan and conduct Gender Impact Assessments to inform Council's policies, programs and services	Council has reviewed the scope, timing and resourcing for the 2026–2030 Gender Equality Action Plan to ensure it is robust, evidence based and informed by meaningful consultation. Due to significant organisational pressures, an extension was approved to lodge the GEAP by 1 July 2026. Planning for targeted stakeholder consultation and analysis of gender impact data is now underway to support a comprehensive, practical Action Plan aligned with Council Priorities.	85%	On Track to be completed this financial year
	3.5.2 Support the Global Age Friendly Cities declaration	This activity will progress in Q4 with community consultation and review of the Global Age Friendly Cities declaration framework.	0%	In progress, experiencing delays that mean this action will be carried over and completed in 2026-27.

Theme: PROSPERITY

4. Our Economy is growing and diverse, supporting innovation, new businesses and investments				
COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
4.1 Attract business and government investment to stimulate industry and business growth	4.1.1 Develop a new Economic Development Strategy.	The Economic Development Strategy is currently in development. Community and business consultation in February delivered an excellent turnout.	75%	On track and will be completed this financial year as planned.
	4.1.2 Develop a Strategy for the Colac Aerodrome.	Contract has been awarded with inception meeting to be held in April.	25%	In progress, experiencing delays that mean this action will be carried over and completed in 2026/27
4.2 Protect and leverage our traditional agricultural and manufacturing industries to create new economic opportunities, preparing for and responding to changes to the natural environment	4.2.1 Complete Saleyards Review	Service Review has been completed and Advisory Committee was informed of the outcomes.	100%	Completed
	4.2.2 Upgrade facilities at the Colac Saleyards, including purchase of a multi-deck loading race.	Contract for loading ramp improvements awarded, design completed and manufacture is underway.	85%	On track and will be completed this financial year as planned.

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
4.3 Build economic opportunities from local arts, culture, sports, science and technology	4.3.1 Develop a Public Art Policy and implement the Public Art program.	The Public Art Policy and associated guidelines were formally adopted at Council's October meeting. Following this, an Expression of Interest (EOI) process for Council contribution funding toward public artwork is currently open to market. Delivery of the selected artwork is planned by the end of December 2026.	100%	Completed
	4.3.2 Determine the future management of COPACC.	The EOI process has concluded with an in-principle proponent identified as per Council resolution 10 March 2026. Community consultation and final decision will occur in Q4.	90%	On Track and will be completed this financial year as planned.
	4.3.3 Work with TAFE and other education providers to enhance their offerings in Colac Otway Shire.	The Economy and Creative Industries team is meeting with Department of Employment and Workplace Relations to discuss identified skills gaps across the Shire and to support engagement with South West TAFE on potential program development. Council will also participate in the upcoming regional Transport Engagement Session to identify current barriers within local transport offerings that may be limiting student access and participation in training.	75%	On track and will be completed this financial year as planned.

5. Our tourism industry is thriving, with expanded and interlinked experiences				
COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 3 (January to March)	% Complete	Status
5.1 Facilitate growth and diversification of the visitor economy to increase visitation, length of stay and employment outcomes	5.1.1 Support the upgrade of the Lake Colac Holiday Park.	The upgrade works have been successfully completed and formally signed off by Council team in accordance with the funding agreement.	100%	Completed
5.2 Enhance promotion of Colac Otway Shire as a destination	5.2.1 In partnership with Great Ocean Road Regional Tourism, undertake a project focussing on Colac and leveraging its important role in the regional visitor economy.	Colac-specific visitation content project is underway, with filming completed at the end of March in partnership with GORRT to highlight Colac's role in the regional visitor economy.	75%	On track and will be completed this financial year as planned.
5.3 Increase tourism offerings and investment in Colac Otway Shire through events, products and attractions	5.3.1 Partner with local businesses to develop a visitor economy business partnering program.	No activity this quarter.	0%	Not yet programmed to start

Attachment 8.1.1 Q3 Quarterly Performance Report January to March 2026 (1)

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
	5.3.2 Continue to investigate and support options for short term accommodation in Colac.	An EOI is currently being prepared for the Civic Precinct to explore short-term accommodation opportunities. Regional Development Victoria (RDV) and Invest Victoria have been engaged. The intention is to circulate the EOI to RDV and Invest Victoria for broader distribution to developers and to test market interest.	40%	On Track and will be completed this financial year as planned.
	5.3.3 Explore opportunities for activating key public spaces through events and programs.	February's Basketball Weekends saw strong Council involvement, facilitating collaboration between the Basketball Association, Business Chambers and local media to promote the event and encourage extended trading hours. Council also programmed Pierce Brothers in Memorial Square to draw visitors into the town centre. The event was well attended, with an estimated 300-400 participants, supporting activation of key public spaces.	75%	On track and will be completed in 2026-27 as planned.
5.4 Improve tourism infrastructure that leverages our natural tourism and recreation assets	5.4.1 Undertake renewal works at the Red Rock scenic lookout.	Currently engaging with Red Rock District Progress Association on proposed works. Anticipate going seeking tenders in Q4. This is a multiyear project.	55%	Behind schedule but will be completed in 2026-27.

Budget Report

Executive Summary

For the year to date, Council is tracking in a good position both in terms of a Total Comprehensive Result and in Recurrent Operations.

The year-to-date **Total Comprehensive Result** is a surplus of \$13.92 million for the year to date which is \$7.68 million favourable to Current Budget.

The main contributors are:

1. Capital Grant Income of \$4.20 million received earlier in the financial year than expected which is temporary.
2. A temporary variance in Employee Costs of \$1.21 million due to a current underspend.

The **Recurrent Operations** result for the year to date is a surplus of \$15.37m, which is \$921k favourable to Current Budget.

During the quarter officers have worked to estimate a full year forecast position as to where it is believed Council will end by June 2026.

The full year forecast position at this point is for a deficit of \$2.41 million. This forecast is less than the surplus that was anticipated in the Current Budget outcome of \$7.89 million. This is largely due to;

- A reduction in Operating Grants relating to the early payment in the 2024-25 financial year of the Federal Financial Assistance Grant;
- The Grants associated with Capital projects that have been carried forward to the 2026-27 financial year; and
- Taking into account year to date permanent variances coupled with other expected variances by year end.

March Balance Sheet results show year-to-date assets have grown compared to same time last year, due mainly to an increase in cash and capital works to date. Liabilities have also increased, mainly due to the Landfill Provision inclusion at 30 June 2025 Year End. The Total Equity position is increased from the same time in the prior year by \$6.75 million.

Year-to-date Ratios are tracking well to year-end Victorian Auditor General Office (VAGO) targets. The asset renewal ratio is above the VAGO target at this point, indicating stronger than anticipated capital expenditure due to completion of projects carried forward from 2025-26. Working capital and cash ratios indicate strong balances relative to corresponding liabilities.

Council's current investment balance is \$21.00 million with a total of \$7.00 million with a maturity date in quarter four 2025-26, which will enable timely payment of anticipated capital spend.

Glossary

Please find below glossary of terms to assist with reading this Budget Report:

Adopted Budget:	is the 2025-26 Annual Budget that was adopted by Council in June 2025 and is displayed on the Council website With respect to the Balance Sheet and the Statement of Cash Flows, carrying balances have also been updated to reflect the impact of audited closing balances as at 30 June 2025 which were different to the assumed opening balances in the Adopted Budget.			
Balance sheet:	a financial statement that shows the assets and liabilities of Council at a specific point in time.			
Council:	refers to Colac Otway Shire Council			
Current Budget:	is the Adopted Budget for 2025-26 plus any Carry Forward Projects from 2024-25 (approved by Council during July 2025) plus any Budget Adjustments that have been approved year-to-date by Council (e.g. as part of reviews of the operating projects and capital programs).			
Recurrent Operations:	represent day to day activities and operations that are core to Council performance			
EBITDA:	is a standard financial term meaning earnings before nett interest, taxes, depreciation and amortisation			
Forecast:	is the expected End of Financial Year position estimated by Council Officers taking into account: <ul style="list-style-type: none"> • events that have transpired year-to-date and given rise to permanent variances (favourable and unfavourable) from the Current Budget; and • events and outcomes now expected to crystallise by the end of the Financial Year which were unknown (or unable to be reliably estimated) at the time of preparation of the Adopted Budget for 2025-26 			
Reserve:	funding broken into statutory (for a specific obligation) or internal (for a council resolved purpose)			
Statement of Cash Flows:	a financial statement that summarises the cash inflows and outflows for a reporting period			
Underlying Operating Surplus (Deficit):	Council's operating position is its surplus or deficit after non-recurrent revenues (such as one-off capital grants and non-monetary contributions from developers) have been removed. If the result is positive, the Council's ongoing revenue is sufficient to fund its current activities			
Non Recurrent Operations:	represent ad hoc revenue items, operating grants income and expenditure on operating projects (usually tied to grant funding). Therefore, this represents areas of Council operations and performance that Management and Council Officers have strong influence over implementation but a reduced ability to alter the amounts or the origination of the projects			
Indicator Colour Key for Financial Ratios	<table border="1"> <tr> <td style="background-color: #d9ead3;">= On Target</td> </tr> <tr> <td style="background-color: #f4cccc;">= Below Target</td> </tr> <tr> <td style="background-color: #e41a1c;">= Well Below Target</td> </tr> </table>	= On Target	= Below Target	= Well Below Target
= On Target				
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= Well Below Target				

Operating Result

Comprehensive Income Statement

For the period ended 31 March 2026

Colac Otway Shire Council	Notes	Year-To-Date				Full Year	
		Actual \$'000	Current Budget \$'000	Variance \$'000	Variance %	Current Budget \$'000	Forecast \$'000
Revenue							
Rates and Charges		38,949	38,688	261	1%	38,748	39,040
Statutory Fees and Fines		920	777	143	18%	1,003	1,161
User Fees	1	6,170	6,799	(629)	(9%)	9,242	8,252
Other Income	2	1,465	1,002	463	46%	1,299	1,367
Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	3	291	-	291	100%	-	250
Share of Net Profit/(Loss) of Associates and Joint Ventures		-	-	-	0%	(100)	-
Total operating revenue		47,795	47,266	529	1%	50,192	50,070
Grants - Operating	4	6,237	5,106	1,131	22%	14,290	10,229
Grants - Capital	5	8,051	4,201	3,850	92%	16,363	10,230
Contributions - Monetary	6	649	19	630	3359%	25	757
Total Grants and Contributions		14,936	9,325	5,611	60%	30,678	21,216
Total Revenue		62,732	56,591	6,140	11%	80,870	71,286
Expenses							
Employee Costs	7	18,503	19,707	1,205	6%	26,618	26,054
Materials and Services	8	17,858	17,603	(254)	(1%)	28,874	29,648
Depreciation and Amortisation		10,999	11,653	654	6%	15,538	16,038
Amortisation - Right of Use Assets		69	76	6	8%	101	93
Bad and Doubtful Debts		(0)	-	-	0%	5	5
Borrowing Costs		-	-	-	0%	14	-
Other Expenses		1,349	1,308	(41)	(3%)	1,824	1,860
Total Expenses		48,810	50,348	1,538	3%	72,975	73,698
Surplus/(Deficit) for the Year		13,921	6,243	7,678	123%	7,896	(2,412)
Other Comprehensive Income							
Items that will not be reclassified to Surplus or Deficit in future periods							
Net Asset Revaluation Increment/(Decrement)		-	-	-	-	-	-
Share of other Comprehensive Income of Associates and Joint Ventures		-	-	-	-	-	-
Total Comprehensive Result		13,921	6,243	7,678	123%	7,896	(2,412)
DEDUCT:							
Grants - Capital		(8,051)	(4,201)	(3,850)	92%	(16,363)	(10,230)
Contributions - Monetary		(649)	(19)	(630)	3359%	(25)	(757)
Adjusted Underlying Surplus/Deficit		5,222	2,024	3,198	158%	(8,493)	(13,399)

The year-to-date result is \$7.68 million favourable to current budget. The full year current budget is a \$7.90 million surplus.

Further information on key variances is provided on the following page.

Income

Note	Comment	Amount (\$'000s)
1	User Fees: Unfavourable permanent variance of around \$629k mainly due to; the Federal government's delayed implementation of the new Aged Care Act, lower than budgeted fees at COPACC (due to a reduced program), the Colac Regional Saleyards (due to reduced throughput), and Bluewater (due to higher than budgeted memberships on hold and gym closure for equipment replacement).	(629)
2	Other Income: Favourable permanent variance due to higher than budgeted Interest received on investments, and unbudgeted Victorian Electoral Commission (VEC) fine payments for the 2024 local government elections.	463
3	Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment: Favourable temporary variance due to gain from disposals of items replaced under the Capital Program. Variance is forecast to reduce by year end due to offset of loss on disposal of other assets.	291
4	Grants Operating: Favourable temporary variance year to date due to a payment of the 2025-26 Federal Financial Assistance Grant this quarter. The full year forecast will be for an unfavourable variance as a tranche of this grant was received in 2024-25 but budgeted to be received in June 2026.	1,131
5	Grants – Capital: Temporary favourable variance with Capital Grants income received year-to-date for a suite of different grant-funded projects. The full year current budget allows for all capital projects to be completed while the forecast allows for anticipated carry overs to next financial year.	3,850
6	Contributions – monetary: Favourable permanent variance due to Public Open Space contributions received from developers in excess of budget estimates.	630

Expenses

Note	Comment	Amount (\$'000s)
7	Employee Costs: Favourable temporary variance due to; reduced hours within the Ageing Well Program, vacancies experienced, 2025-26 Workcover Premium lower than budgeted.	1,205
8	Materials and Services: Unfavourable permanent variance due to an increase in agency staff use to fill vacant employee positions and greater than budgeted legal costs. Funded operational projects have used more employees year to date than budgeted. All operational projects have been forecasted to be complete by year end therefore forecast increase in Materials and Services is due to the above operational factors.	(254)

Key variances (and Note reference numbers) in this table are also applicable to the following reconciliation of EBITDA to comprehensive result.

Adjusted Underlying Surplus or Deficit Statement

For the period ended March 2026

Colac Otway Shire Council	Notes	Year-To-Date				Full Year	
		Actual \$'000	Current Budget \$'000	Variance \$'000	Variance %	Current Budget \$'000	Forecast \$'000
Recurrent Operations							
Revenue							
Rates and Charges		38,949	38,688	261	1%	38,748	39,040
Statutory Fees and Fines		920	777	143	18%	1,003	1,161
User Fees	1	6,170	6,799	(629)	(9%)	9,242	8,252
Other Income - excluding Interest	2	429	207	222	107%	239	307
Own Source Revenue		46,468	46,471	(3)	(0%)	49,232	48,760
Grants - Operating (Recurrent)	4	4,209	4,842	(633)	(13%)	10,206	6,146
Total Revenue		50,678	51,313	(635)	(1%)	59,438	54,906
Expenses							
Employee Costs	7	18,251	19,620	1,369	7%	26,442	25,878
Materials and Services	8	16,035	16,177	142	1%	21,690	22,464
Other Expenses		1,023	1,068	45	4%	1,444	1,481
Total Expenses		35,308	36,864	1,556	4%	49,576	49,823
Recurrent Operations Surplus/(Deficit) for the Period		15,370	14,449	921	6%	9,862	5,083
Operating Projects Expenses							
Employee Costs (funded operating projects)	7	252	88	(164)	(188%)	176	176
Materials and Services (funded operating projects)	8	1,823	1,427	(396)	(28%)	7,184	7,184
Other Expenses/Income (funded operating projects)		327	240	(86)	(36%)	385	385
Total Operating Projects Expenses		2,402	1,755	(647)	(37%)	7,746	7,746
Non Operational Revenue							
Grants - Operating (Non-Recurrent)	4	2,028	264	1,764	669%	4,084	4,084
Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	3	291	-	291	0%	-	250
Share of Net Profit/(Loss) of Associates and Joint Ventures		-	-	-	0%	(100)	-
Total Non Operational Revenue		2,319	264	2,055	780%	3,984	4,334
Non-Recurrent Operations Surplus/(Deficit) for the Period		(83)	(1,491)	1,408	(94%)	(3,762)	(3,412)
Operations Surplus/(Deficit) for the Period		15,286	12,958	2,329	18%	6,100	1,671
Non-Recurrent and Ad Hoc Capital Revenue							
Grants - Capital	5	8,051	4,201	3,850	92%	16,363	10,230
Contributions - Monetary	6	649	19	630	3359%	25	757
Total Non-Recurrent and Ad Hoc Capital Revenue		8,699	4,219	4,480	106%	16,388	10,987
EBITDA		23,986	17,177	6,809	40%	22,489	12,658
Depreciation and Amortisation							
Amortisation - Right of Use Assets		10,999	11,653	654	6%	15,538	16,038
Interest Income	2	69	76	6	8%	101	93
Borrowing Costs		(1,036)	(795)	241	(30%)	(1,060)	(1,060)
		-	-	-	0%	14	-
Total Interest (Net), Tax, Depreciation & Amortisation Expenses		10,065	10,934	870	8%	14,593	15,071
Total Comprehensive Result		13,921	6,243	7,678	123%	7,896	(2,412)
DEDUCT:							
Grants - Capital		(8,051)	(4,201)	(3,850)	92%	(16,363)	(10,230)
Contributions - Monetary		(649)	(19)	(630)	3359%	(25)	(757)
Adjusted Underlying Surplus/Deficit		5,222	2,024	3,198	158%	(8,493)	(13,399)

The above reconciliation breaks down the Total Comprehensive Result into components as follows:

The **Recurrent Operations** result for the year to date is a surplus of \$15.37m, which is \$921k favourable to Current Budget. Explanations of these variances are outlined in the earlier table.

The **Non-Recurrent Operations** result for the year to date is \$1.41 million favourable to Budget.

This results in an **Operations Surplus/(Deficit)** result of \$15.29 million for the year to date, which is \$2.33 million favourable to Current Budget for the year-to-date.

Therefore, the overall **Total Comprehensive Result** is a surplus of \$13.92 million for the year to date which is \$7.68 million favourable to Current Budget for the year to date.

Balance Sheet

Balance Sheet

As at 31 March 2026

Colac Otway Shire Council	Notes	Mar-25	Mar-26	Variance \$'000
		Actual \$'000	Actual \$'000	
Assets				
Current assets				
Cash and cash equivalents	1	34,401	39,490	5,089
Trade and other receivables	2	11,565	12,780	1,214
Inventories		156	236	80
Non-current assets held for sale		-	-	-
Other assets		424	670	245
Total current assets		46,547	53,175	6,628
Non-current assets				
Intangible assets		-	-	-
Right of use assets		2,804	2,711	(93)
Property, infrastructure, plant and equipment	3	557,015	560,527	3,511
Investments in associates, joint arrangements and subsidiaries		218	243	25
Total non-current assets		560,038	563,481	3,443
Total assets		606,585	616,656	10,071
Liabilities				
Current liabilities				
Trade and other payables		7,850	7,644	(206)
Trust funds and deposits		802	339	(462)
Interest-bearing liabilities		-	-	-
Lease liabilities		9	-	(9)
Provisions		5,195	4,559	(637)
Total current liabilities		13,856	12,543	(1,314)
Non-current liabilities				
Interest-bearing liabilities		-	-	-
Lease liabilities		-	-	-
Provisions	4	4,694	9,328	4,634
Total non-current liabilities		4,694	9,328	4,634
Total liabilities		18,550	21,871	3,321
Net assets		588,034	594,785	6,750
Equity				
Accumulated Surplus		146,056	148,489	2,433
Reserves		441,978	446,296	4,318
Total Equity		588,034	594,785	6,750

Note	Comment	Amount (\$'000s)
1	Cash and cash equivalents: Variance due to early receipt (during June 2025) of the first tranche of the Federal Financial Assistance Grant for 2025-26 Financial Year	5,089
2	Trade and Other Receivables: Major contributors to variance between this year and last year balances are General Debtors, Emergency Services and Volunteers Fund (ESVF) Debtor and Rates Debtors. General Debtors balance has reduced (favourable variance) compared to the same time last year while both Rates and ESVF Debtor has increased (unfavourable variance).	1,214
3	Property, infrastructure, plant and equipment: Current variance reflects the capital program and depreciation year to date, expected balance at year end is forecast to increase significantly due to effects of the roads revaluation yet to be processed.	3,511
4	Provisions: Variance due to an increase of \$4 million in the landfill provision as a part of 2024-25 year end.	4,646

Ratios

The Ratios for quarter ending 31 March 2026 may be distorted when compared to actual year-end results, however they have been included to give an indication of the position year-to-date in comparison to VAGO targets.

See Glossary for Indicator % Colour Key.

Financial Ratios

As at 31 March 2026

Colac Otway Shire Council					
	[A]		[B]	VAGO Target %	
	\$'000		\$'000	%	
Adjusted Underlying Result					
Adjusted Underlying Surplus/(Deficit) [A] / Adjusted Underlying Revenue [B]	5,222	/	52,996	10%	> 5%
Asset Renewal Ratio					
Asset Renewal [A] and Upgrade Expenditure / Asset Depreciation [B]	11,533	/	10,999	105%	> 100%
Working Capital Ratio					
Current Assets [A] / Current Liabilities [B]	53,175	/	12,543	424%	> 100%
Loans & Borrowings to Own Source Revenue					
Non-Current Liabilities [A] / Own Source Revenue [B]	9,328	/	46,468	20%	< 40%
Rates Concentration					
Rates and Charges [A] / Adjusted Underlying Revenue [B]	38,949	/	52,996	73%	> 50%
Cash Ratio					
Cash & Cash Equivalents [A] / Current Liabilities [B]	39,490	/	12,543	315%	> 100%
Ratio Descriptions					
Adjusted Underlying Result					
An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.					
Asset Renewal Ratio					
An indicator of the decline in value of Council's existing capital assets. A percentage less than 100 indicates Council's assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets					
Working Capital Ratio					
A general measure of Council's liquidity and its ability to meet its commitments as and when they fall due					
Loans & Borrowings to Own Source Revenue					
A general measure used to ensure the level of long-term liabilities are appropriate to the size and nature of Council's activities					
Rates Concentration					
An indicator of Council's income diversification and relative reliance on rates and charges to fund services					
Cash Ratio					
A liquidity measure that eliminates the impact of unpaid rates and charges instalments that are not yet due.					

Statement of Cash Flows

Statement of Cash Flows			
<i>For the period ended 31 March 2026</i>			
Colac Otway Shire Council	Mar-26	Full Year	
	Actual \$'000	Current Budget \$'000	Forecast \$'000
Cash flows from Operating Activities			
Rates and Charges	30,819	38,748	39,040
Statutory Fees and Fines	920	1,003	1,161
User Fees	6,170	9,163	8,252
Grants - Operating	6,360	14,290	10,229
Grants - Capital	7,666	16,363	10,230
Contributions - Monetary	649	25	757
Trust Funds and Deposits Received/(Paid)	(367)	-	(368)
Other Receipts	1,465	1,299	1,367
Payments for Employees	(18,396)	(26,618)	(26,054)
Payments for Materials and Services	(17,268)	(28,874)	(29,648)
Other Payments	(1,349)	(1,824)	(1,860)
Net Cash provided by/(used in) Operating Activities	16,668	23,575	13,105
Cash flows from Investing Activities			
Payments for Property, Infrastructure, Plant and Equipment	(11,419)	(34,088)	(19,908)
Payments for Investments	-	-	-
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	473	-	604
Net cash provided by/(used in) Investing Activities	(10,946)	(34,088)	(19,304)
Cash flows from Financing Activities			
Finance Costs	-	(14)	-
Proceeds from Borrowings	-	500	-
Repayment of Borrowings	-	(23)	-
Interest Paid - Lease Liability	-	-	-
Repayment of Lease Liabilities	-	-	-
Net cash provided by/(used in) Financing Activities	-	463	-
Net Increase/(Decrease) in Cash and Cash Equivalents	5,722	(10,050)	(6,199)
Cash and Cash Equivalents at the beginning of the Period	33,767	33,767	33,767
Cash and Cash Equivalents at the end of the Period	39,490	23,718	27,568
Represented by:			
Operating Bank Accounts	18,490		
Term Deposits and Investments	21,000		
Cash and Cash Equivalents at the end of the Period	39,490	-	-

Cash Balance

The Graph below shows how the Council's cash balance to 31 March 2026.



Available opportunities are taken to invest surplus cash to maximise investment returns in accordance with Council's investment policy. Investment income (from bank term deposits) received for the quarter ended 31 March 2026 was \$366k.

Investments were within the investment and risk rating limits set out in the investment policy.

Investment Summary

Institution	Percentage of Total Investments	Investment Type	Investment Amount	Interest Rate	Commencement Date	Maturity Date
Rabobank	14%	Term Deposit	\$ 3,000,000.00	4.38%	27/11/2025	27/05/2026
NAB	19%	Term Deposit	\$ 4,000,000.00	4.10%	27/11/2025	27/05/2026
NAB	24%	Term Deposit	\$ 5,000,000.00	4.20%	27/11/2025	27/11/2026
NAB	10%	Term Deposit	\$ 2,000,000.00	4.25%	1/12/2025	1/09/2026
Rabobank	24%	Term Deposit	\$ 5,000,000.00	4.65%	24/02/2026	24/08/2026
Rabobank	10%	Term Deposit	\$ 2,000,000.00	4.84%	10/03/2026	11/09/2026
Total:			\$ 21,000,000.00			

Capital Works Report

Statement of Capital Expenditure

For the period ended 31 March 2026

Colac Otway Shire Council	Mar-26	Full Year
	YTD Actual \$'000	Current Budget \$'000
Property		
Land	-	-
Building	1,121	5,308
Total Property	1,121	5,308
Plant and Equipment		
Plant, machinery and equipment	1,953	4,040
Fixtures, fittings and furniture	-	122
Computers and telecommunications	155	272
Total Plant and Equipment	2,108	4,434
Infrastructure		
Roads	4,171	13,155
Bridges	20	646
Footpaths and cycleways	226	566
Drainage	427	826
Other infrastructure	3,461	6,544
Total Infrastructure	8,304	21,738
Total	11,533	31,479

Capital Works Budget Overview

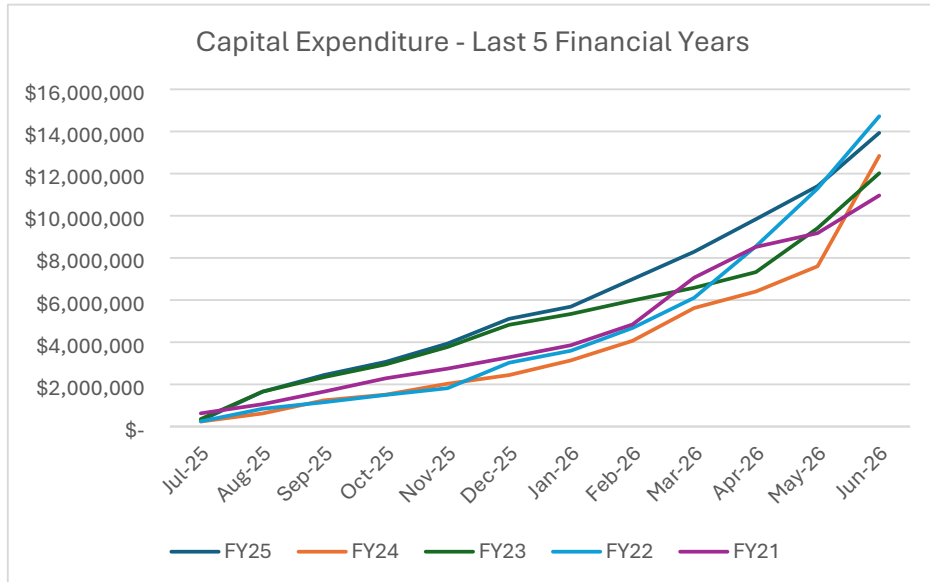
The total current capital works budget is **\$34.1 million**. Of this, **\$31.5 million** has been allocated to approved capital works projects, with **\$2.6 million** remaining in the Unallocated Fund.

The Program Delivery Team is focused on increasing capital expenditure this year to address a backlog of projects that has accumulated over several years.

Historical Performance

Graph 1 below illustrates capital expenditure over the past five financial years. The average annual expenditure during this period was **\$12.89 million**.

Graph 1



2025-26 Target and Progress

Council has set a capital expenditure target of **\$14.18 million** for 2025-26 — a 10% increase on the five-year average. This target reflects Council’s commitment to accelerating project delivery and reducing the backlog.

To support this, a **Project Planning and Delivery Committee** has been established. The committee meets monthly to:

- Monitor actual expenditure against the target baseline
- Identify opportunities to streamline processes
- Resolve delivery challenges

As of **31 March 2026**, actual expenditure is **tracking ahead of the target baseline**, indicating strong performance over the first three quarters of the financial year.

Graph 2 below compares actual expenditure to the 2025-26 target and the five-year average.

The Q3-financial year trends suggest the Program Delivery Team is on track to meet or exceed the 2025-26 target. Continued focus on procurement efficiency and project planning will be critical to maintaining this momentum.

Graph No.2



Monitoring and Reporting Framework

Capital works performance is monitored and reported at three levels:

- **Portfolio Level:** Provides a high-level view of all capital projects to assess overall financial health.
- **Program Level:** Identifies performance trends and issues across project groupings.
- **Project Level:** Tracks individual project budgets, actuals, and forecasts to ensure accountability and control.

This multi-level reporting approach enables:

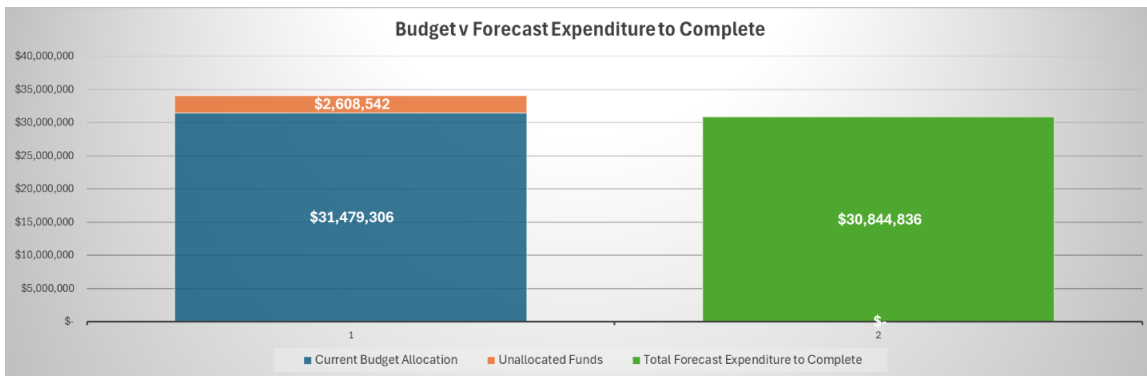
- Timely insights into financial performance
- Early identification of variances and corrective actions
- Improved transparency and governance
- Enhanced ability to prioritise and reallocate resources

Portfolio Level Report

The forecast expenditure to complete the capital program is \$631,250 less than the allocated budget. Refer Graph No.3 below.

As projects reach completion, any savings will be returned to the Unallocated Fund.

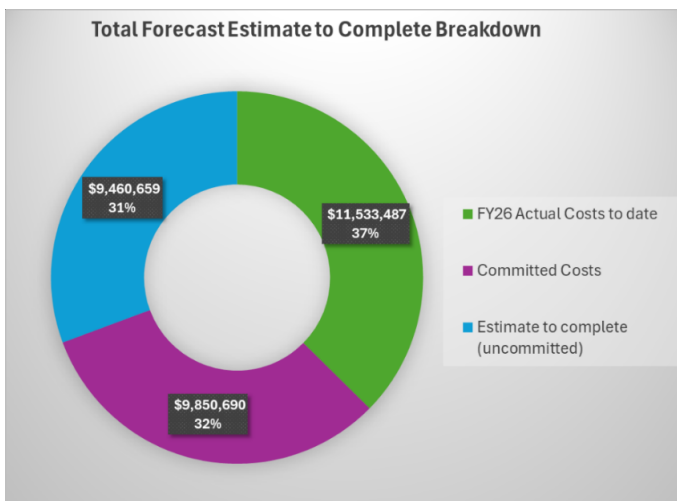
Graph No.3



As shown in Graph No.4 below, as at 31 March 2026:

- **\$21.4 million or 69%** has been either spent or committed.
- This represents a strong first three quarters and positions Council well to achieve the 2025-26 capital expenditure target of **\$14.18 million**

Graph No.4



Program Level Report

The table below identifies the current budget allocation, actual cost to date and committed costs at a program level.

Programme Title	Current Budget Allocation (\$)	Spend to date 2025-26		Committed		Program Health
Bridges Program	646,000	19,711	3%	69,008	11%	
Building Program	5,307,659	1,121,049	21%	563,924	11%	
BWFC Program	160,000	155,561	97%	-	0%	
Equipment Renewal	121,523	-	0%	-	0%	
Footpath Program	566,337	226,167	40%	129,129	23%	
Furniture Program	104,527	56,154	54%	711	1%	
ICT Hardware Program	271,637	154,701	57%	-	0%	
Guard Rail Program	75,000	55,342	74%	-	0%	
Kerb and Channel Program	150,000	161,465	108%	-	0%	
Light Fleet Program	1,061,000	389,804	37%	507,999	48%	
LRCI Program	4,918,602	2,870,168	58%	1,921,836	39%	
Major Plant Program	2,819,342	1,407,874	50%	1,192,700	42%	
Open Space Program	1,446,353	478,839	33%	263,148	18%	
Major Patch and Reseal Program	2,039,000	1,873,020	92%	68,739	3%	
Resheet Program	1,000,000	645,786	65%	70,443	7%	
Road Improvement Program	56,357	24,722	44%	3,850	7%	
Road Reconstruction Program	7,398,991	1,357,787	18%	4,018,433	54%	
Road Safety Program	1,978,999	51,162	3%	973,784	49%	
Road Slip Program	531,920	59,456	11%	-	0%	
Stormwater Program	826,059	427,099	52%	66,988	8%	
Capital Works Total	31,479,306	11,535,869	37%	9,850,690	31%	
38793 - Unallocated Renewal Fund	2,608,542					
Total Budget	34,087,848					

Project Level Report

There are approximately **271 individual capital projects** with approved current budget allocations. All projects are tracked monthly, including financial forecasts and status updates.

A selection of **key projects** is reviewed in greater detail by the Project Planning and Delivery Committee each month.

Refer to **Appendix No.1 – Key Capital Projects Financial Report** for further detail.

Market Conditions and Delivery Risks

Ongoing volatility in market conditions, including the fuel supply disruption and sustained increases in construction material prices, is having a material impact on the capital works program.

Recent tender outcomes have demonstrated increased contractor uncertainty, with a number of preferred tenderers declining to execute contracts at tendered prices. In response, Council has been required to reopen Best and Final Offer (BAFO) processes to all conforming tenderers in several procurements to achieve contract award and maintain program continuity. While this approach has enabled progress on critical projects, it has resulted in extended procurement timeframes and increased delivery risk.

There is also heightened risk across contracts currently in progress, with multiple contractors seeking:

- Cost-sharing arrangements, or
- Revisions to submitted pricing to reflect escalating input costs.

In all cases, Council has adhered strictly to existing contract conditions, which do not provide for rise and fall or post-award price adjustments. This approach has been maintained deliberately to avoid setting a precedent whereby concessions provided to one contractor outside the agreed contract terms would create an expectation that equivalent concessions be extended to all contractors across the capital program. Maintaining consistency in the application of contract conditions is considered critical to ensuring probity, fairness, and financial governance.

At this stage of the financial year, the capital program is nearing completion of procurement activity, and the Program Delivery Team has no remaining capacity to deliver additional projects beyond those already approved and underway.

Looking ahead, there is a heightened risk that capital works delivery will be further impacted in the early part of the next financial year. Based on current market advice and contractor feedback, it is anticipated that:

- Cost escalation pressures will continue to intensify over the next 3 to 6 months, and
- Market conditions at the time of adoption of the next financial year budget are likely to be more challenging than those experienced in the current year.

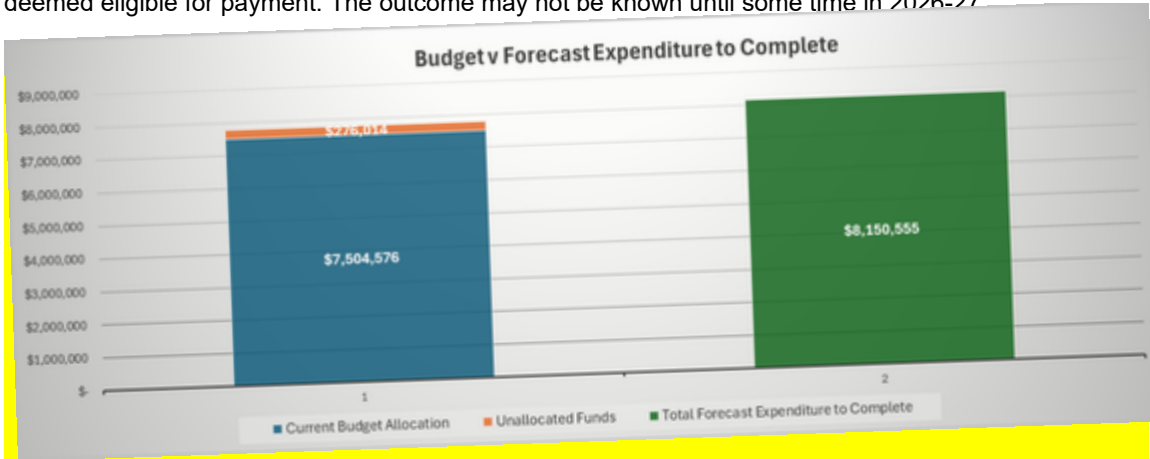
As a result, Council's capacity to deliver capital works projects may be adversely impacted unless market conditions stabilise

Operational Projects Report

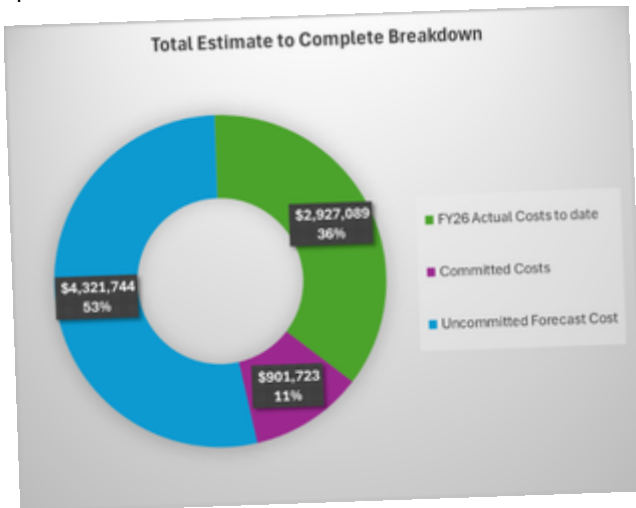
The total operational program budget for the 2025–26 financial year is **\$7.8 million**. Of this, **\$7.5 million** has been allocated to approved operational projects, with **\$0.3 million** remaining in the Unallocated Fund.

Portfolio Level Report

The forecast expenditure to complete the operational project program exceeds the allocated budget with a negative variance of \$644k (overspend), excluding the unallocated fund. This is primarily due to expenditure on the emergency relief and recovery for the fire and flood events earlier this year. Council expects State and Federal disaster relief funds to largely offset this current overspend. Staff are currently preparing claims for recovery of these funds but there is a risk that not all expenditure will be deemed eligible for payment. The outcome may not be known until some time in 2026-27.



As at 31 March 2026, **47%** of the operational project program budget (**\$3.8 million**) has been either spent or committed.



Project Level Report

There are approximately **78 individual operational projects** with approved current budget allocations. All projects are tracked monthly, including financial forecasts and status updates.

A selection of **key projects** is reviewed in greater detail by the Project Planning and Delivery Committee each month.

Refer to **Appendix No.2 – Key Operational Projects Financial Report** for further detail.

Appendix No.1 – Key Capital Projects Financial Report

Project Title	Project Stage	2025/26 Adopted Budget	Current Budget Allocation (\$)	Actual Costs to date 2025/26 (E)		Committed Costs		Project Status
Elliminyt Wetlands Development	CONSTRUCTION / DELIVERY		4,789,596	2,758,883	58%	1,911,363	40%	ON TRACK
Bluewater Leisure Centre Electrification	DESIGN		2,678,596	66,376	2%	75,536	3%	ON TRACK
Tuxion Road	CONSTRUCTION / DELIVERY		729,009	406,925	56%	63,380	9%	ON TRACK
Pengilley Avenue (Gallipoli Parade to McLachlan Street)	DLP		712,173	657,416	92%	8,038	1%	ON TRACK
Wombat Crossings, Armstrong & Hart Streets & Pound Road Colac	PROCUREMENT		482,000	7,747	2%	-	0%	ON TRACK
Sarsfield Street Reconstruction	PROCUREMENT	✓	336,200	7,724	2%	-	0%	ON TRACK
Priority Crossings Connor Street Colac	PROCUREMENT		417,736	6,090	1%	435	0%	ON TRACK
Central Reserve Dog Park	DESIGN		356,364	28,830	8%	12,000	3%	ON TRACK
Redrock Reserve Stairs Renewal	PROCUREMENT	✓	150,000	7,853	5%	-	0%	AT RISK
Major Patch & Reseal Program	CONSTRUCTION / DELIVERY	✓	2,039,000	1,873,020	92%	68,739	3%	ON TRACK
Road Reconstruction Bundle No.1 (Apollo Bay)								
Montrose Avenue Reconstruction (From McLachlan to Costin)	CONSTRUCTION / DELIVERY	✓	1,015,000	13,361	1%	959,269	95%	ON TRACK
Pengilley Avenue Reconstruction - (From Costin to Gallipoli)	CONSTRUCTION / DELIVERY	✓	559,000	15,025	3%	388,831	70%	ON TRACK
Ramsden Avenue Reconstruction (From Pengilley to McLachlan)	CONSTRUCTION / DELIVERY	✓	786,000	20,131	3%	717,996	91%	ON TRACK
Costin Street Reconstruction - 1 (From Pengilley to Montrose)	CONSTRUCTION / DELIVERY	✓	720,800	13,851	2%	668,212	93%	ON TRACK
Road Reconstruction Bundle No.2 (Wye River)								
Koonya Avenue (Wallace Street to Dunoon Road)	PROCUREMENT		526,816	48,704	9%	2,930	1%	ON TRACK
The Boulevardde Wye River	PROCUREMENT		561,515	25,162	4%	435	0%	ON TRACK
Road Reconstruction Bundle No.3 (Pascoe St, Apollo Bay)								
Pascoe Street Apollo Bay (Moore Street to Nelson Street)	CONSTRUCTION / DELIVERY		774,938	180,106	23%	257,677	33%	ON TRACK
Wombat Crossings & Roundabout, Pascoe Street Apollo Bay	CONSTRUCTION / DELIVERY		945,500	23,185	2%	889,500	94%	ON TRACK
Total			18,580,243	6,160,389	33%	6,024,340	32%	

Appendix No.2 – Key Operational Projects Financial Report

Project Title	2025/26 Adopted Budget	Carry Forward Required (into FY27)	Current Budget Allocation (\$)	Actual Costs to date 2025/26 (\$)		Committed Costs		Project Status
Apollo Bay Structure Plan Review		No	200,000	68,888	34%	82,226	41%	ON TRACK
Tree Planting Program	✓	No	60,000	56,062	93%	13,810	23%	ON TRACK
Greenlinks - Rewilding Barongarook Creek		Yes	349,410	1,830	1%	-	0%	ON TRACK
Birregurra Structure Plan Review	✓	No	23,863	6,136	26%	-	0%	COMPLETE
Lake Colac Foreshore Regional Playground Design Project		No	100,000	1,604	2%	101,180	101%	ON TRACK
Road Safety Strategy		Yes	60,000	26,044	43%	9,432	16%	ON TRACK
Colac Otway Adaptable Precincts Project		Yes	2,017,576	802,235	40%	-	0%	ON TRACK
New Clubrooms - Lake Colac Oval (Design only)	✓	Yes	40,000	-	0%	-	0%	NOT STARTED
Youth Projects - Youth Fest	✓	Yes	2,000	2,000	100%	-	0%	ON TRACK
Aged Care Review Implementation Activities	✓	Yes	273,248	92,918	34%	-	0%	ON TRACK
Economic Development Strategy		No	40,000	10,600	27%	24,650	62%	ON TRACK
Total			3,126,097	1,057,717	34%	206,648	7%	

Item: 8.2

Municipal Monitor Report Recommendations - Status Report on Implementation

OFFICER	Anita Craven
CHIEF EXECUTIVE OFFICER	Andrew Tenni
DIVISION	Executive
ATTACHMENTS	1. Final Monitors Report - Status Report May 2026 [8.2.1 - 4 pages]

1. PURPOSE

Report to Council the second bi-annual status report of progress against the Municipal Monitors Report recommendations.

2. EXECUTIVE SUMMARY

Council appointed Municipal Monitors Final Report, was tabled and the recommendations accepted by Council at the May 2025 Council meeting.

Council also endorsed their response to the recommendations.

The report, recommendations and Council's endorsed response was tabled with Councils Audit and Risk Committee (ARC) in August 2025.

Council first status report was tabled at Council meeting on 10th February 2026. This second report has been tabled with Council's Audit and Risk Committee meeting on 21 May 2026.

3. RECOMMENDATION

That Council:

- 1. Notes the status report of progress against the Municipal Monitors Report recommendations dated May 2026, and that the report was tabled with Councils Audit and Risk Committee on 21 May 2026.***
- 2. Notes the report will be made public via Councils website and a copy will be sent to the Minister for Local Government.***

4. KEY INFORMATION

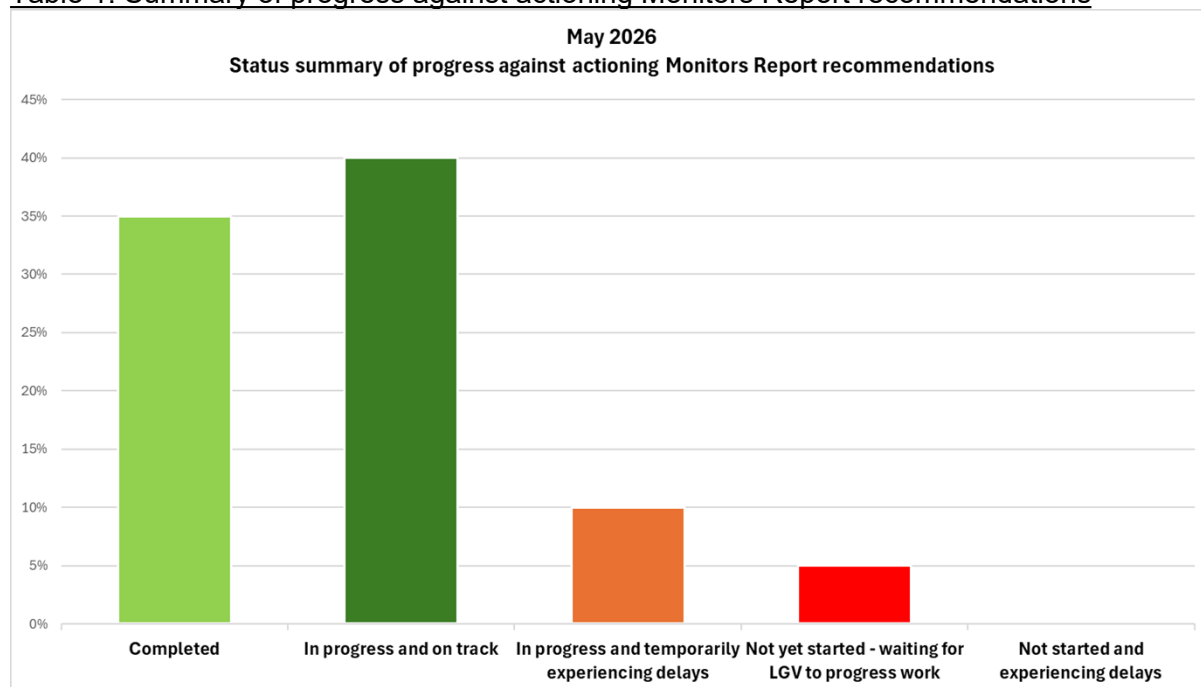
The final Municipal Monitor's report arranged its analysis and its recommendations around the following themes:

- Role clarity and strategic leadership
- Relationships, trust and respect
- Meeting procedures, decision making and adequacy of Governance Rules
- Support for the CEO including creating a safe workplace
- Financial management and community engagement, and
- Recommendations for the Minister's consideration

Council accepted the recommendations and endorsed its response at the May 2025 Council meeting. The report, recommendations and Council's endorsed response was tabled with Audit and Risk Committee (ARC) in August 2025.

This status report is the second bi-annual report and was tabled at the ARC on 21 May 2026. A summary of progress is provided in the graph below, and **Attachment 1** to this report provides an overview of progress against each recommendation.

Table 1: Summary of progress against actioning Monitors Report recommendations



There are 20 recommendations for Council to action, and the dot points below show a summary of progress.

- 75% of actions have been completed or are in progress and on track
- 10% of actions in progress are experiencing temporary delays
- 1 (5%) actions have not yet started and are waiting for Local Government Victoria to progress

There are many actions linked to Councillors Continuing Professional Development which will be rolled out during the 2026 year and will enable these actions to be completed.

The one recommendation that is out of the control of Council relates to the Model Governance Rules that are being developed by Local Government Victoria. Council will action this recommendation when the Model Governance Rules are available to them.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

The monitor's assessment identified areas for improvement that relate to the governance principles articulated in the Act. Progress against the recommendations is improving Council policy, practices and systems supporting good governance.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

The intention behind the response and action plan is to bring Council into alignment with a range of legislative obligations and to put in place the policies, practices and systems to support good governance on a sustainable basis.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Not applicable.

Public Transparency (s58 LGA 2020)

This report will be placed onto Council's website and a copy sent to the Minister Local Government.

Alignment to Plans and Strategies

Alignment to Council Plan 2025-2029:

Theme 2 - PEOPLE

3.2 - Make well-informed, transparent decisions for the betterment of the community through best-practice governance

Financial Management (s101 Local Government Act 2020)

The cost of initiatives will be managed within existing operational budgets.

Service Performance (s106 Local Government Act 2020)

This status report includes progress against actions that focus on improving the customer experience and that are supportive of Councils ongoing efforts to improve service standards.

Risk Assessment

Reporting progress against the implementation of the actions is the key risk mitigation strategy to support Council in the delivery of the full program of reforms recommended by the monitor.

Communication/Implementation

Following the presentation of the report to Council, it will be placed onto Council's website and a copy sent to the Minister Local Government.

Human Rights Charter

No impact.

Officer General or Material Interest

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Attachment 8.2.1 Final Monitors Report - Status Report May 2026



Colac Otway Shire Council Bi-annual Status Report - Final Monitors Report Actions

May 2026

Recommendation	Action	Timelines	Responsibility	Status	Comment
Role Clarity and Strategic Leadership					
1. Council regularly evaluates its compliance with the Local Government(Governance and Integrity) Regulations 2020. This evaluation should incorporate feedback from the executive leadership team.	Council administration will develop and propose via the Audit and Risk Committee a self assessment framework based on its broader compliance program.	Proposed June development for presentation to ARC in first quarter 2025/2026 financial year.	Executive Officer Governance	In progress and on track	<p>May 2026 Status Report Comment The CPD program for Councillors for 2026 has been confirmed and is being rolled out from March to December 2026. It covers all recommendations for CPD from the Monitors Report and prescribed matters as per the LGA</p> <p>December 2025 Status Report Comment A draft CPD program has been developed and tabled with Councillors for feedback. Requests for suitably qualified consultants to deliver parts of the program is currently in progress. A fully developed program will be tabled with Councillors in early 2026.</p>
2. The practice of Councillors overseeing resolution of customer inquiries cease immediately. Instead, all customer requests for assistance (either services or information) or complaints should be directed to the organisation in line with existing policies and procedures.	In addition to this, the CEO will reissue the staff councillor interaction protocol and brief Councillors on its implementation. The website will be updated to reinforce community customer service contact points and along with the response to recommendations three and four, Council will work to reinforce the understanding in the community of the systems in place to manage requests and resolve complaints. Refresher training on the management of customer requests will be provided to Councillors as part of their continuing professional development. Management of customer inquiries will also be integrated into the Council self-assessment	Timeline for full implementation March 2026.	Manager Customer & Communications	Completed	<p>May 2026 Status Report Comment Councillors are consistently using the Customer Request system to resolve customer enquiries instead of overseeing resolution themselves.</p> <p>December 2025 Status Report Comment Councillors have been updated on the staff councillor interaction protocol, progress has been made on community inquiry response timelines and understanding of how to place requests and resolve disputes or complaints. Councillors are utilising the internal system (SmartSheet) to lodge personal or customer inquiries and regular reporting on customer inquiries now embedded in management program.</p>
3. Council reviews its customer service standards, considering resource availability, complexity and priorities. The Council should request the administration to provide regular performance reporting including emerging trends. In addition, these updated standards should be reflected in relevant policies, procedures and where appropriate management should incorporate these into staff performance plans.	Council administration will initiate a priority project to conduct the required review. The recommendations for improvement should be the subject of a briefing with Councillors to ensure there is shared agreement on standards and protocols. The briefing should address the management of the end to end process and include provision for the management of leave for the efficient and effective meeting of targets.	The project will be initiated in the first quarter financial year 2025/2026 and will be completed for Councillor briefing by March 2026	Manager Customer & Communications	In progress and on track	<p>May 2026 Status Report Comment Draft documents have been completed and Councillors will be briefed on these in May 2026. This includes the Customer Service Charter, Customer Experience Strategy and an updated Communications Strategy for organisational use.</p> <p>December 2025 Status Report Comment Draft Customer Charter developed. Timelines to be confirmed and adopted. Processes reviewed and improvements identified in the end to end process. Customer experience strategy to guide delivery of training and improvements.</p>
4. Council commits to supporting the CEO to implement the Customer Experience Strategy, including reforms required to reinforce a culture of service excellence. This would involve Councillors ensuring that the organisation has sufficient resources to implement this strategy, including any process, system and cultural reforms required, and that they act as champions of the strategy and associated reforms	The Council administration will initiate a refreshed work program including: <ul style="list-style-type: none"> • Customer experience training • Journey mapping and • Setting and implementation of customer service standards 	The project will be initiated in the first quarter financial year 2025/2026 and a Councillor briefing to adopt strategy and implementation will be completed by end 2025 calendar year.	Manager Customer & Communications	Completed	<p>May 2026 Status Report Comment Customer Service training commenced in March 2026, journey mapping continues to be utilised to improve the Customer Experience and Customer Service Standards identified and included in Customer Service Charter being tabled at Councillor briefing in May 2026.</p> <p>December 2025 Status Report Comment External training provider identified and extensive program to be rolled out in 2026. Journey mapping trials underway. Customer service standards to be outlined in Customer Service Charter.</p>
5. Council requests staff to incorporate into its review of policies and procedures an assessment to ensure roles and responsibilities of Councillors and officers reflect the Act	The Council governance team, which is leading the review of policies and procedures will build this requirement into the project brief and guidance material.	This will be implemented by December 2025	Executive Officer Governance	Completed	<p>December 2025 Status Report Comment Governance has completed the development of Policy guidance material as part of a broader project to refresh the organisations approach to the review and development of policies. This is being rolled out across the organisation, and the guidelines have specific reference to how officers are to complete reviews and the difference between Council vs operational policy.</p>

Attachment 8.2.1 Final Monitors Report - Status Report May 2026

Recommendation	Action	Timelines	Responsibility	Status	Comment
6. Council seeks assurance from its Audit and Risk Committee that the organisation's systems and processes ensure that appropriate legal and technical standards are met, and/or risks are effectively managed where this is not possible	The Council administration will document as the basis of this assurance exercise the requirements in its key service areas including: <ul style="list-style-type: none"> • Planning • Engineering • Design • Procurement As well as developing a generic checklist applicable to all other services which will be put to the Audit and Risk Committee for review.	This work will be complete by December 2025	Executive Officer Governance	Completed	<p>May 2026 Status Report Comment</p> <p>This recommendation has been discussed at length by the Audit and Risk Committee members, and they do not believe the recommendation correctly reflects the role of the committee. The Colac Otway Shire Audit and Risk Committee Charter describe the role of the committee as follows: The purpose of the Committee is to provide a structured, systematic oversight of Council's governance, assurance, risk management and internal control practices to assist Council to discharge its obligations in relation to these matters. This oversight mechanism also serves to provide confidence in the integrity of these practices and the Council.</p> <p>The Audit and Risk Committee currently discharge its duties via reports received from External Audit, Internal Audit and Management Reports on controls and process. They report to Council via committee minutes and a biannual report from the Chair.</p> <p>If any specific matters arise, Council should refer these to the Audit and Risk Committee who will address them as per their committee charter.</p> <p>Council considers this recommendation closed.</p> <p>December 2025 Status Report Comment</p> <p>A checklist of processes has been developed that outlines the different ways in which service areas ensure that appropriate legal and technical standards are met. A draft of this document has been circulated to the key service areas of Planning, Engineering, Design and Procurement to establish a document view of current practices.</p> <p>Following tabling of this checklist at the ARC meeting in December 2025, further work is required to be carried out. This has delayed this work being completed on time.</p>
7. Councillors guard against actual and perceived bias by transparently representing the interests of the entire municipality and ensuring they are not captured by the interests of any cohort, whether that be a particular business, geographic community, community member or interest group. An evidenced based approach to strategic planning and decision making, supported by broad community engagement will mitigate the risk of real or perceived bias	The Council administration will ensure this matter is addressed as part of Councillors ongoing continuing professional development (CPD) requirements	Councillors initial round of CPD will be complete by March 2026	Executive Officer Governance	In progress and on track	<p>March 2026 Status Report Comment</p> <p>The CPD program for Councillors for 2026 has been confirmed and is being rolled out from March to December 2026. It covers all recommendations for CPD from the Monitors Report and prescribed matters as per the LGA</p> <p>December 2025 Status Report Comment</p> <p>A draft CPD program has been developed and tabled with Councillors for feedback. Requests for suitably qualified consultants to deliver parts of the program is currently in progress. A fully developed program will be tabled with Councillors in early 2026.</p>
Relationships, trust and respect					
8. Council continues to invest in the work already commenced to establish effective ways of working together (as Councillors) focusing on constructive relationships and behaviours, with the assistance of an external consultant to guide this work	The Governance Team will schedule as part of Councillors ongoing CPD, remaining sessions on effective team building. This work will be ongoing as part of Councillors CPD. In addition to these formal mechanisms councillors regularly gather to debrief and work on their team building.	Councillors initial round of CPD will be complete by March 2026	Executive Officer Governance	In progress and on track	<p>May 2026 Status Report Comment</p> <p>The CPD program for Councillors for 2026 has been confirmed and is being rolled out from March to December 2026. It covers all recommendations for CPD from the Monitors Report and prescribed matters as per the LGA</p> <p>December 2025 Status Report Comment</p> <p>A draft CPD program has been developed and tabled with Councillors for feedback. Requests for suitably qualified consultants to deliver parts of the program is currently in progress. A fully developed program will be tabled with Councillors in early 2026.</p>
9. Council engages expert assistance to assist with building a culture of respect, with a focus on conflict resolution, psychological safety, and working collaboratively	The Governance Team will schedule as part of Councillors ongoing CPD, expert facilitation of ongoing sessions which will address these requirements	Councillors initial round of CPD will be complete by March 2026	Executive Officer Governance	In progress and on track	<p>May 2026 Status Report Comment</p> <p>The CPD program for Councillors for 2026 has been confirmed and is being rolled out from March to December 2026. It covers all recommendations for CPD from the Monitors Report and prescribed matters as per the LGA</p> <p>December 2025 Status Report Comment</p> <p>A draft CPD program has been developed and tabled with Councillors for feedback. Requests for suitably qualified consultants to deliver parts of the program is currently in progress. A fully developed program will be tabled with Councillors in early 2026.</p>

Attachment 8.2.1 Final Monitors Report - Status Report May 2026

Recommendation	Action	Timelines	Responsibility	Status	Comment
10. Council implements the Protocol developed by the CEO in 2025 to support effective compliance with Council policies	Compliance with the protocol will be built into the proposed self assessment framework for Councillors.	Proposed June development for presentation to ARC in first quarter 2025/2026 financial year	Chief Executive Officer	In progress and temporarily experiencing delays	<p>May 2026 Status Report Comment Updated draft protocol is currently in review</p> <p>December 2025 Status Report Comment Draft protocol was developed by the previous CEO. A desktop review of the draft protocol is being undertaken before being tabled with Councillors and subsequent compliance</p>
11. Council engages external expertise to undertake an assessment of Councillor's governance, leadership, and integrity performance and tailor its annual professional development content to focus on areas identified for improvement	The Council administration will engage a suitably qualified expert to undertake this assessment and feed its findings into the CPD program which will be renewed on an annual basis.	It is proposed this work be first completed in the third quarter financial year 2025/2026 the end of 2026 once the first full year of CPD has been delivered	Executive Officer Governance	In progress and on track	<p>May 2026 Status Report Comment The CPD program for Councillors for 2026 has been confirmed and is being rolled out from March to December 2026. It covers all recommendations for CPD from the Monitors Report and prescribed matters as per the LGA</p> <p>December 2025 Status Report Comment A draft CPD program has been developed and tabled with Councillors for feedback. Requests for suitably qualified consultants to deliver parts of the program is currently in progress. A fully developed program will be tabled with Councillors in early 2026.</p>
Meeting procedures, decision making and adequacy of Governance Rules					
12. Council undertakes a review of the current instruments of delegation to enable more efficient operations and better reflect the strategic rather than operational role of Councillors	It is proposed this is incorporated by the administration's Governance team into the regular review of delegations and authorisations.	This first of these reviews would be complete by December 2025	Executive Officer Governance	Completed	<p>December 2025 Status Report Comment A review of the instrument of delegations was completed in September 2025.</p>
13. When finalised, Council adopts the Model Governance Rules to reflect their commitment to best practice governance	Noted and endorsed.	as per legislated requirements	Executive Officer Governance	Not due to be started yet	<p>May 2026 Status Report Comment Local Government Victoria has completed a draft of the Model Governance Rules and is likely to be released shortly for public consultation, prior to legislative changes.</p> <p>December 2025 Status Report Comment This action is dependent on Local Government Victoria and the release of the Model Governance Rules.</p>
14. Councillors adopt a practice of having regular reflections on their effectiveness, including after council meetings, and that the CEO support this practice and be able to provide feedback	It is proposed this practice be implemented jointly between the Council and the new CEO.	It is proposed the new CEO proposed a schedule against which this practice is implemented by December 2025	Chief Executive Officer	In progress and on track	<p>May 2026 Status Report Comment The CPD program for Councillors for 2026 has been confirmed and is being rolled out from March to December 2026. It covers all recommendations for CPD from the Monitors Report and prescribed matters as per the LGA</p> <p>December 2025 Status Report Comment This will be responded to when Councillors commence work with external consultant in 2026</p>
Support for the CEO including creating a safe workplace					
15. Council clarifies its performance objectives for the CEO at the earliest opportunity and provides transparent annual reviews and regular feedback (at least every 6 months), in line with the agreed performance objectives.	The refresh of the CEO's performance plan and contract will be undertaken by the Employment Matters Advisory Committee overseen by the Independent Chair and will be completed for the new CEO appointment.	Proposed timeline October 2025.	EMCEO Chair	Completed	<p>May 2026 Status Report Comment A CEO performance plan has been signed of by Councillor and the CEO, and 6 month review was completed by CEO EMAC on 3rd March 2026.</p> <p>December 2025 Status Report Comment A CEO performance plan has been signed of by Councillor and the CEO, post the appointment of the new CEO. A CEOEMAC meeting is scheduled for 2nd December, for an informal discussion between the committee and the CEO to discuss the first three months in the role.</p>
16. The CEO performance review process includes the opportunity for the CEO to provide feedback about Council's performance in supporting the CEO to achieve both Councils' and the CEO's defined goals, as well as how Councillors can support the CEO in meeting the obligations of their role. This process will require support from the Independent Chair of the CEOEMAC	This will be implemented through the review process undertaken by the Employment Matters Committee and overseen by the Independent Chair.	Proposed timeline December 2025.	EMCEO Chair	Completed	<p>May 2026 Status Report Comment There are discussions occurring at the CEOEMAC meetings</p> <p>December 2025 Status Report Comment This has been referred to the Mayor and EMCEO Chair for actioning through the CEO Employment Matters committee.</p>
17. Council makes overt its commitment to creating a safe and respectful environment and include in its regular professional development (at least annually), a review of its obligations and performance.	This will be built into Council's CPD program and its self-assessment framework. Council will make overt its commitment to this principle in its processes for engaging with the CEO through the Employment Matters Committee.	Proposed timeline December 2025	Executive Officer Governance	In progress and on track	<p>May 2026 Status Report Comment The CPD program for Councillors for 2026 has been confirmed and is being rolled out from March to December 2026. It covers all recommendations for CPD from the Monitors Report and prescribed matters as per the LGA</p> <p>December 2025 Status Report Comment A draft CPD program has been developed and tabled with Councillors for feedback. Requests for suitably qualified consultants to deliver parts of the program is currently in progress. A fully developed program will be tabled with Councillors in early 2026.</p>

Attachment 8.2.1 Final Monitors Report - Status Report May 2026

Recommendation	Action	Timelines	Responsibility	Status	Comment
Financial management and community engagement					
18. Councillors are required to undertake financial literacy training as part of their professional development	It is proposed that Council seek to initiate and host a regional session on financial sustainability as part of Council's commitment to its CPD program and regional collaboration.	Session initiated and delivered by December 2025	Executive Officer Governance	Completed	<p>May 2026 Status Report Comment Financial literacy training was provided to Councillors in May 2026 as part of their annual CPD program for 2026.</p> <p>December 2025 Status Report Comment A draft CPD program has been developed and tabled with Councillors for feedback. Requests for suitably qualified consultants to deliver parts of the program is currently in progress. A fully developed program will be tabled with Councillors in early 2026.</p>
19. Council works closely with the CEO to develop a clear strategy to achieve financial sustainability and seeks the ARC's support to track implementation and efficacy of the strateg	<p>Council administration will work to develop a strategy which addresses:</p> <ul style="list-style-type: none"> • Waste • User fees and charges • Headline services mapping for service and asset review with a financial lens and a • 'right sizing' asset strategy 	This work will require external assistance and expertise and will commence in August 2025 and will likely be complete by early 2026.	GM Corporate Services	Completed	<p>May 2026 Status Report Comment Council Audit and Risk Committee endorsed Council approach to Financial sustainability that will occur via the LTFP and will be reported annually to the ARC each December as part of the formal program of reporting.</p> <p>December 2025 Status Report Comment A draft document is in progress that articulates Councils approach and the key actions to be taken to address ongoing financial sustainability and to 'right size' its asset portfolio. This will take into account the considerable work undertaken by Councillors and Council officers during the 2025 year, including the review and adoption of the 10 year Financial Plan and 10 year Asset Plan.</p>
20. Council should work closely with the CEO to develop a clear strategy to 'right size' its asset portfolio and integrate its implementation into its strategic objectives when developing its Asset Plan and Financial Plan	This work would be integrated into the workplan above.	This work will require external assistance and expertise and will commence in August 2025 and will likely be complete by early 2026.	GM Infrastructure and Environment	Completed	<p>May 2026 Status Report Comment Council Audit and Risk Committee endorsed Council approach to Financial sustainability that will occur via the LTFP and will be reported annually to the ARC each December as part of the formal program of reporting.</p> <p>December 2025 Status Report Comment A draft document is in progress that articulates Councils approach and the key actions to be taken to address ongoing financial sustainability and to 'right size' its asset portfolio. This will take into account the considerable work undertaken by Councillors and Council officers during the 2025 year, including the review and adoption of the 10 year Financial Plan and 10 year Asset Plan.</p>

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