

AGENDA

ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL

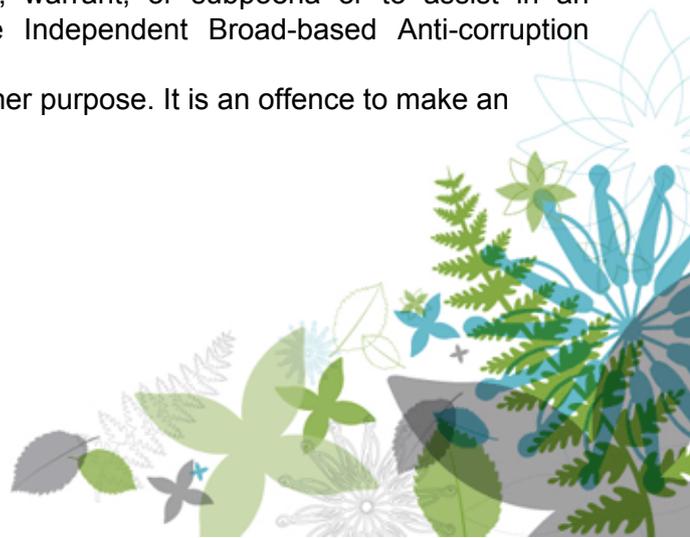
28 JANUARY 2015

at 4:00 PM

COPACC Meeting Rooms

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings. Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy. In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.



COLAC-OTWAY SHIRE COUNCIL MEETING

28 JANUARY 2015

TABLE OF CONTENTS

OFFICERS' REPORTS

CHIEF EXECUTIVE OFFICER

OM152801-1	CEO'S PROGRESS REPORT TO COUNCIL.....	9
------------	---------------------------------------	---

CORPORATE AND COMMUNITY SERVICES

OM152801-2	DRAFT G21 REGIONAL TENNIS STRATEGY.....	23
OM152801-3	2014-15 SECOND QUARTER FINANCIAL REPORT	31
OM152801-4	OPERATIONAL PLAN SECOND QUARTER PERFORMANCE REPORT OCTOBER-DECEMBER 2014.....	33
OM152801-5	DEBT MANAGEMENT AND RECOVERY POLICY	37
OM152801-6	AIRE RIVER DRAINAGE SCHEME	41

INFRASTRUCTURE AND SERVICES

OM152801-7	BLUEWATER FITNESS CENTRE REDEVELOPMENT PROJECT - PROGRESS REPORT.....	47
OM152801-8	RESPONSE TO PETITION - DUST CONTROL ON AMIETS ROAD, WYELANGTA	53
OM152801-9	CONTRACT 1422 - RICHMOND STREET RECONSTRUCTION.....	57

GENERAL BUSINESS

OM152801-10	ASSEMBLY OF COUNCILLORS.....	63
-------------	------------------------------	----

NOTICES OF MOTION

OM152801-11	CONTAINER DEPOSIT LEGISLATION (CR STEPHEN HART)	67
OM152801-12	ENFORCEMENT OF NOXIOUS WEED CONTROL ON PRIVATE LAND (CR STEPHEN HART).....	73

REPORTS FROM DELEGATES TO OTHER BODIES

OM152801-13	REPORT FROM DELEGATE TO OTHER BODIES - AUDIT COMMITTEE MINUTES	77
-------------	-------------------------------------------------------------------------	----

NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL** will be held in COPACC Meeting Rooms on 28 January 2015 at 4.00pm.

AGENDA

1. OPENING PRAYER

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

2. PRESENT

3. APOLOGIES

4. MAYORAL STATEMENT

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

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

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

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

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings.

Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy.

In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

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

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

5. QUESTION TIME

6. PETITIONS/JOINT LETTERS

7. DECLARATION OF INTEREST

8. CONFIRMATION OF MINUTES

- Ordinary Council Meeting held on the 17/12/14.

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

OM152801-1 CEO'S PROGRESS REPORT TO COUNCIL

Corporate and Community Services

OM152801-2 DRAFT G21 REGIONAL TENNIS STRATEGY
OM152801-3 2014-15 SECOND QUARTER FINANCIAL REPORT
OM152801-4 OPERATIONAL PLAN SECOND QUARTER PERFORMANCE REPORT
OCTOBER-DECEMBER 2014
OM152801-5 DEBT MANAGEMENT AND RECOVERY POLICY
OM152801-6 AIRE RIVER DRAINAGE SCHEME

Infrastructure and Services

OM152801-7 BLUEWATER FITNESS CENTRE REDEVELOPMENT PROJECT -
PROGRESS REPORT
OM152801-8 RESPONSE TO PETITION - DUST CONTROL ON AMIETS ROAD,
WYELANGTA
OM152801-9 CONTRACT 1422 - RICHMOND STREET RECONSTRUCTION

General Business

OM152801-10 ASSEMBLY OF COUNCILLORS

Notices of Motion

OM152801-11 CONTAINER DEPOSIT LEGISLATION
OM152801-12 ENFORCEMENT OF NOXIOUS WEED CONTROL ON PRIVATE LAND

Reports from Delegates to Other Bodies

OM152801-13 REPORT FROM DELEGATE TO OTHER BODIES - AUDIT COMMITTEE
MINUTES

Sue Wilkinson
Chief Executive Officer

CHIEF EXECUTIVE OFFICER

ITEM	
<u>OM152801-1</u>	<u>CEO'S PROGRESS REPORT TO COUNCIL</u>

OM152801-1 CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Executive	FILE REF:	F11/3291

EXECUTIVE

Wye River & Separation Creek Community Forum

Councillors, the CEO and senior management attended the annual Wye River and Separation Creek Community Forum on 18 January 2015 in Wye River. The Forum was extremely well attended and included speakers from the following organisations/interests:

- Wye River CFA and Women's Auxiliaries
- Wye Surf Life-Saving Club
- Local wildlife issues
- Otway Coast Tourism
- VicRoads
- Otway Coast Committee
- DEPI
- Colac Otway Shire.

Australia Day 2015

This year Australia Day celebrations returned to Colac and were held in the Colac Botanic Gardens to coincide with its 150th anniversary. In keeping with the garden setting, there was flora education sessions for adults and children, along with a 'Magic Garden' dress up parade.

This is the first time Australia Day has been celebrated in the gardens, and Council worked closely with the Friends of the Colac Botanic Gardens to put on a unique celebration that highlighted our pride in the gardens and our nation. Award winning sports journalist and AFL broadcaster Samantha Lane featured as Colac Otway Shire's 2015 Australia Day Ambassador.

Extreme Fire Weather Day

Having already endured this year's first "Extreme" fire danger day, it is timely to remind our residents of the need to develop, practice and implement their own bushfire survival plans. Property owners are also reminded of their responsibilities with respect to maintaining their properties in such a way as to reduce the spread and impact of a wildfire event in their area.

Community Conversations

Community Conversations are continuing to be rolled out across our shire with the latest held on 21 January 2015 in Forrest. Community participation at these events has been very pleasing and residents of Barwon Downs are encouraged to attend the next one which is being held at the Barwon Downs Public Hall on 1 February 2015 at 10.30am.

State Government Elections

Following the recent State Government elections, Council wrote to the successful local State Government candidates and new State Government Ministers congratulating them on their election and/or Ministerial appointment. Council will shortly begin the process of scheduling

meetings with local members and relevant Ministers to discuss both local and regional priorities.

Custom Car & Bike Show

The Colac Custom Car and Bike Show was held from 16 to the 18 January 2015 and it was fantastic to see so many cars and motorcycles on display. The show, organized by the Colac Custom Car and Bike Club, attracted thousands of people to the region with many flow-on benefits for our local traders.

CORPORATE & COMMUNITY SERVICES

RECREATION ARTS AND CULTURE

Events

Upcoming events

Events that will be held in the Colac Otway Shire in February 2015 are:

- FReeZA Skatepark Series Competition – Saturday 7 February, Colac Skate Park.
- Run Colac 2015 – Friday 20 February, Lake Colac Foreshore and Colac Botanic Gardens. This event has expanded to include a “Healthy Living Festival” to promote the variety of healthy living options Colac has to offer.
- Apollo Bay Seafood and Produce Festival – Saturday 21 February, Apollo Bay Foreshore.
- Relay for Life – Saturday 28 February to Sunday 1 March, Western Oval, Colac.
- Gellibrand Blues and Blueberry Festival – Saturday 28 February, Gellibrand.

COPACC

January is predominantly a month of planning and preparation at COPACC. The team is currently gearing up for the launch of its 2015 Colac Herald Theatre Season.

The COPACC foyer, hallways and meeting rooms were carpeted in the second week of January. It replaces the original carpet, laid when the centre was opened in 2001. Much of the work was undertaken overnight to prevent business hours interruption of COPACC and Colac Cinemas.

COPACC is assisting with the Australia Day programme by funding two street theatre performances by the Melbourne based company Born in a Taxi. Actors will create an interactive chess game with audience members playing the chess pieces, and the second act is a roving performance featuring comedy zebras. This is seen as a key promotion to reach families and visitors who don't regularly attend COPACC performances, with the opportunity to promote the season launch, Family Fun season and Morning Music season.

Bluewater Fitness Centre

Memberships

The average membership number for December 2014 was 745. This is an 8.1% decrease when compared to the same time last year after the closure of Bluewater Fitness Centre for the redevelopment. However, this also shows a 3% increase when compared to our lowest total membership number in May 2014.

Programs

Bootcamp Mission 7 was completed in December 2014 with 37 participants. This program has been a regular and successful feature over spring and summer. Mission 8 will commence on 28 January 2015.

Brand Refresh

Council staff have begun the Bluewater brand refresh project for the development of a new logo and style guide for the redeveloped facility. The project will include the development of new marketing collateral, uniforms and signage for the Centre.

Apollo Bay Pool

The Apollo Bay pool was scheduled to open weekends only in December from 6 December. Due to the conditional weather policy the pool was opened for a total of 5 days out of a possible 8.

There were a total of 149 admissions into the pool for December 2014 which is a 44% increase on the total admissions for December 2013.

Learn to Swim will run in Term 1 2015 with the 10 lesson course condensed into a 5 week program. There are 81 places available for the program and by the first week of January, 30 places had been filled.

INFRASTRUCTURE & SERVICES

SUSTAINABLE ASSETS

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
Work with the Finance Unit to complete Stage 2 of the Authority Asset Management Module implementation	In Progress	20%	The first scheduled visit for Stage 2 has been completed. This visit covered the set up phase for Works and Maintenance Management. The next visit has been proposed for March 2015 to allow Council Officers to complete data acquisition and verification.
Community infrastructure and asset renewal plan.	In Progress	80%	Draft Asset Management Plans for Council's infrastructure assets will be presented to Council in the near future for adoption.
Monitor the performance and condition of Council's various asset types through programmed inspections and data collection.	In Progress	35%	Following the receipt and evaluation of quotations for the Bridge Inspection Program a contractor has been selected and the contract has been awarded to Pitt & Sherry. Works are expected to be completed by the end of March 2015. Data collected from the ongoing asset condition audits are used to develop long term maintenance and renewal programs.
Implement the asset renewal and maintenance programs.	In Progress	50%	The 2014/15 asset renewal and maintenance programmes are in progress at various stages of planning and implementation. Preliminary designs have been prepared for various projects included on this year's sealed road renewal programme and are presently being reviewed.

<p>Bridge Reconstruction Program.</p>	<p>In Progress</p>	<p>15%</p>	<p>The 2014/15 Bridge Renewal Programme has been revised. New priorities included on this year's programme are:</p> <ul style="list-style-type: none"> - Major repairs to Watsons Access Bridge, Glenaire - Major repairs to Phalps Road Bridge, Larpent - Major repairs to F Pearces Access Bridge over the Barham River - New concrete deck overlay to bridge along the Cape Otway Road <p>Tenders for consultancy services to investigate and prepare bridge rehabilitation designs closed. The Contract for this service was awarded to Rural Works Pty Ltd. It is a requirement of the Contract that all required documentation be complete within 8 weeks of commencement.</p>
<p>Complete specific incident inspections to identify and address safety/risk issues associated with elements of Council's road and footpath networks; including rail crossings and in response to reported incidents.</p>	<p>In Progress</p>	<p>50%</p>	<p>Incident inspections are completed as required in line with Council's Road Management Plan.</p>
<p>Manage building maintenance programme to address programmed and reactive maintenance needs.</p>	<p>In Progress</p>	<p>50%</p>	<p>Routine building maintenance activities have been completed over the past month to maintain functionality and ensure user safety.</p>
<p>Footpath Renewal Program.</p>	<p>In Progress</p>	<p>40%</p>	<p>No renewal works were completed in December 2014. Council's contractors are scheduled to resume work in mid January 2015, following the Christmas break.</p>
<p>Complete road and footpath network inspections to meet frequencies prescribed by Council's Road Management Plan (RMP).</p>	<p>In Progress</p>	<p>50%</p>	<p>All inspections are conducted in accordance with Council's Road Management Plan. Footpath inspections during December 2014 were conducted in Colac Area 1 which comprises the area north of Murray Street and East of Corangamite Street. Rural Link roads across the municipality were inspected in January 2015.</p>

Annual Road Resealing Program.	In Progress	80%	This year's sealing program is nearing completion with the majority of works being completed in December 2014.
Building Renewal Program.	In Progress	50%	The following is a status summary of projects being completed under the 2014/15 Building Renewal Programme: – Replacement of the existing floor coverings in COPACC has been completed. – Structural Engineers are presently documenting designs for the replacement of the Beech Forest Public Hall floor.
Coordinate inspections and reporting of Essential Safety Measures (ESM's) relating to nominated Council buildings.	In Progress	50%	Programmed inspections of essential safety measures in nominated Council buildings is ongoing and is in line with statutory requirements. Any non-compliance issues identified are addressed in accordance with priorities and available budgets.
Implement the 2013/14 Kerb & Channel Renewal Programme.	In Progress	25%	Council officers have completed prioritising works for 2014/15. Work packages are being prepared for distribution to contractors on Council's annual supply contract for concrete works.

CAPITAL WORKS

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
Review and update the environmental protection and management policy and procedure relating to infrastructure activities.	In Progress	90%	A number of documents and procedures related to environmental management of infrastructure projects are being reviewed. A new Construction Environmental Management Plan template has been developed and is nearing completion. The environmental protection and management policy and procedure and Environmental Impact Assessment template are in initial stages of review. A CRREMP Code of Practice is nearing completion.
Facilitate the construction of the public off street car park at Pascoe Street Apollo Bay.	In Progress	90%	The car park has been sealed with a spray seal, and is open and operation. Anticipated completion is March 2015

Bridge Reconstruction Program

- **Sand Road Bridge** - A condition, loading and options report has been completed for the Sand Road Bridge rehabilitation. The options are being reviewed in consultation with Parks Victoria, relevant Aboriginal parties, and the CFA.

- **Cape Otway Road Bridge** - Designs for deck overlay works, guard rail, and stream erosion are being finalised, and Invitation to Tender documents have been produced and have gone out.
- **Phalps Road Bridge** – Design service submissions have been reviewed and the work awarded. Designs are expected to be completed within 10 weeks.
- **Watsons Access Bridge** - Design service submissions have been reviewed and the work awarded. Designs are expected to be completed within 10 weeks.
- **Pearces Access Bridge** - Design service submissions have been reviewed and the work awarded. Designs are expected to be completed within 10 weeks. Rehabilitation of the Bridge will then proceed.
- **Wilson Street pedestrian bridge** – Pre planning of a design and construct contract for this project is near to completion. Bridge is expected to be in place prior to April 2015.

Richmond Street Reconstruction

Tenders have closed for reconstruction of Richmond Street, Colac, part of the 2014/15 Road Reconstruction Program. The reconstruction, between McKenzie Street and Hearn Street, includes 6m-width asphalt road reconstruction including kerb and footpath, upgraded driveways and drainage, and replaced street trees.

Survey – Slashers Bypass construction by special charge

A survey was issued to the property owners that gain primary access from Slashers Bypass, to assess the level of support for a special charge scheme associated with improving the road standard. Survey results have been reviewed which highlighted the need for further consultation.

Prospective scheme members have been notified of the feedback, received information on key actions that Council will undertake such as further detailed investigation of options, and were given a broad timetable for future consultation

MAJOR CONTRACTS

Apollo Bay Harbour Dredging Permit

A short term dredging permit was obtained from the Department of Environment and Primary Industry on 18 December 2015 to allow for continuation of emergency dredging at the harbour entrance, up to 30 April 2015. During the short term, sea dumping of dredged material will not be permitted and all dredged material will need to be disposed of on the beach area. The harbor entrance is currently being kept clear using the conditions outlined in the short term dredging permit. Necessary signage has been placed at the disposal area advising the public of the presence of dredged material. Council officers are working towards completing the application for a 10 year dredging permit for which laboratory test reports of dredged material will require to be submitted to DEPI together with an environmental study report and information relating to coastal processes.

Barwon South West Regional Waste Management Group (BSWRWMG) Executive Officer

Advice was received on 6 January 2015 regarding the resignation of the newly appointed Executive Officer of the Barwon South West Regional Waste Management Group. The Board will be meeting soon to discuss the Executive Officer recruitment process. In the interim Cydoni Edwards will be working as the Acting Executive Officer.

Tenders

The reporting period is from 9 December 2014 to 8 January 2015.

Tenders opened since the last reporting period:

1422 – Richmond Street Reconstruction

1429 – Bluewater Fitness Centre Facility Management Software

Tenders awarded since the last reporting period:

No tenders have been awarded since the last reporting period.

Tenders advertised since the last reporting period:

No tenders have been advertised since the last reporting period.

Subdivision Works

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

Subdivision	Status
32 Tulloh St, Elliminyt 11 Lot Subdivision	Delayed works from service authorities were done in December. Remaining civil works are expected to resume in January 2015 with completion of civil works expected shortly.
Queen Street, Colac (Stage 1B & 2) 18 Lot Subdivision	Construction works will resume by mid January with drainage construction commencing immediately followed by road pavement and kerb and channel.

Annual Bituminous Spray Sealing Works

Bituminous spray sealing works commenced last December with all works in Apollo Bay and southern areas completed prior to Christmas. All sealing works are expected to be fully completed by the end of January 2015.

The contract allows for addition or deletion of sealing jobs to coincide with budget restraints and necessary on-site amendments. Every sealing job tendered in 2014/15 will be undertaken and within Council's allocated budget of \$1,000,000.

COSWORKS

Works undertaken by Cosworks during December are as follows:

Minor Patching

Minor patching works are ongoing on sealed road repairs to keep up with potholes and edge breaks with granular materials particularly in all areas of the shire.

Road Construction

Weering School Road rehabilitation works have been completed on an 1100 metre section that included; pulverisation of existing pavement, reshape and compact, adding a subbase and base layer reshape, compact and seal.

Road Regrading

Road regrading has been reduced in the northern areas due to drier weather conditions.

Gravel Road Resheeting

During December, approximately 5km of gravel re-sheeting works were completed on :

- Shorts Road
- Forest Street South Road
- Knights Road
- Polleys Road.

Linemarking

Statutory Control (Statcon) linemarking has commenced in Colac's rural areas. Parking bay repainting has commenced within the Colac township.

Major Drainage Works

During December major drainage works were completed on:

- Knights Road
- Polleys Road
- Skinners Road
- Old Bay Road
- Jones Lane.

Routine Drainage Works

During December routine drainage works were completed in the following townships:

- Apollo Bay
- Wye River
- Kennett River
- Separation Creek
- Skenes Creek
- Marengo.

Routine drainage works were completed in the following areas:

- Johanna
- Kwarren
- Gellibrand
- Forrest.

Bridge Maintenance

During December general clean-up was carried out on; bridge approaches, guard rails, posts, signage and vegetation in all areas. In addition, the Lavers Hill boardwalk has been treated with Anti – Slip on the timber decking.

Roadside Slashing

During December slashing was completed in the Coastal townships and slashing in the Otway areas continues. Additional slashing was also completed in:

- Larpent
- Swan Marsh
- Irrewillipe
- Bungador
- Cororooke
- Beeac
- Irrewarra
- Colac
- Elliminyt areas.

Township Mowing

During December township mowing has been completed in:

- Apollo Bay
- Gellibrand
- Beech Forest
- Barwon Downs
- Forrest
- Carlisle
- Beeac
- Cressy
- Birregurra
- Kawarren.

Vegetation Control

Vegetation works were undertaken on:

- Hordern Vale Road
- Ridge Road
- Marriners Access Road
- Red Johanna Road
- Blue Johanna Road
- Scorcis Access Road
- Adams Road
- Wait a While Road
- Denherts Track
- Lavers Hill township.

Storm Damage

Over December there was an average amount of fallen, hanging and dangerous trees due to wind damage. This has been mainly in the southern section of the shire.

Sport Ovals

Mowing of ovals continues with improved weather conditions.

Colac Township Parks

Trees are being trimmed and lifted to improve cleanliness and to improve/reduce rubbish and litter being thrown under low foliage. Weed spraying almost completed in conjunction with this program. Mulching of playgrounds in Gellibrand, Beech Forrest, Barwon Downs completed.

Tree Maintenance

Tree maintenance works were undertaken in:

- Memorial Square (as per commissioned Arborist report)
- Birregurra Township
- Colac Streets
- Sculpture Park
- Lake Foreshore.

Old Beechy Rail Trail

Clean up of fallen trees. Repair gates, fencing, bollards, clean culverts due to tree damage. Mowing and weed spraying ongoing in various sections.

SUSTAINABLE PLANNING & DEVELOPMENT

Planning and Building

Colac 2050 Plan

Council is in the process of commencing this project following receipt of a State Government grant in August 2014. The scope is being refined, and we expect to put the project out to tender shortly. A project manager has been appointed, who commenced on 16 January 2015.

Domestic Wastewater Management Plan (DWMP)

Consultant firm Whitehead & Associates has submitted the risk analysis mapping for the Shire's Domestic Wastewater Management Plan (DWMP). This is currently being reviewed by the Project Steering Committee. It is expected that a draft report will be developed following completion of that review by Council and other parties such as the water authorities and the EPA. The draft report will be considered by Council prior to community consultation on its recommendations.

2014 Planning Scheme Review

Officers are in the process of finalising an in-house four yearly review of the Colac Otway Planning Scheme to identify policy gaps and opportunities for improvement, and inform Council's strategic planning program. The review discusses the implications of key statewide and local planning policy changes since the last review was undertaken, and examines any potential for streamlining and clarifying the planning system for stakeholders in this municipality. Forums have been held with relevant agencies/referral authorities and local practitioners who regularly liaise with the Council through planning permit processes, and feedback has been received from the community via an on-line survey. A report will be tabled at an upcoming Council meeting for consideration.

Planning Scheme Amendment C73 (Apollo Bay Harbour)

The submission period for Amendment C73 concluded on 10 September 2014. Council resolved, at its ordinary meeting in October to request a Planning Panel to consider submissions. The Directions Hearing was held on 17 November 2014, and the full Panel Hearing was held in Apollo Bay over two days on 8 and 9 December 2014. Council is now awaiting the Panel's report and recommendations.

Economic Development

Small Business Van

On 5 December 2014 the State Government's Small Business Van visited Colac and was located at Memorial Square. The Van offered five free mentoring sessions with a mentor from the Small Business Mentoring Service. All five mentoring sessions were booked and feedback was positive from business people who received a free session. Overall a total of 21 people visited the van for business advice and assistance.

Social Media Workshops

Two successful workshops on social media with consultant Kate Miles from BE Social Media were organised by the Economic Development Unit (EDU) and held late in 2014 with over 60 business people attending. The social media workshops were funded by Council and the State Government via a grant. Business owners will now receive a free one-on-one session with the consultant to assist with social media marketing and the initial set up of social media pages. Feedback from businesses that have attended the workshops has been very positive and businesses are starting to use the tips and hints given in the workshops with good results.

Assistance to local businesses with State and Commonwealth Grants

EDU officers have assisted a number of local businesses on a confidential basis to develop funding applications to expand their operations. This is becoming a regular part of the EDU service as Council has access to high quality economic modelling that helps companies tell a compelling story of the local economic benefits that their investments will bring to the region.

Economic Development Strategy

Council allocated \$50,000 in its 2014/15 budget to prepare an Economic Development Strategy, but has been unable to attract an external grant to match this contribution at the current time. Officers are therefore seeking to undertake some of this work in-house, supplemented by specialist assistance as required. Work has commenced on a discussion paper for Councillors to consider early in the New Year.

Tourism

Colac Visitor Information Centre

Colac VIC December 2014 visitation was down with a 16% decrease from the same month in 2013. The majority of visitors were from intrastate (68%), with international visitation (25%) mostly coming from the Chinese market (15% of overall international visitors) followed by Germany (14%).

Colac VIC retail sales including Otway Fly ticket sales are down however they still play an important role of getting visitors into the Centre giving VIC staff & volunteers the opportunity to on sell the region thus keeping them in the region longer and supporting the local economy.

The Colac VIC volunteers have had a number of familiarisation activities around Colac recently. These outings play an important role in maintaining our volunteers' work satisfaction along with keeping their product knowledge up to date to better market what our diverse region has to offer.

Great Ocean Road Visitor Information Centre (GORVIC)

December 2014 was a busy month as GORVIC staff assisted over 16,731 counter enquires, a 3% increase from December 2013. Email enquiries have increased by 165%. Visitation trends demonstrated more international travellers mainly arriving from the UK, Germany and USA. As with Colac VIC interstate visitors customers are coming predominantly from NSW and SA. Retail sales at GORVIC were up 22% on the previous year, driven by attraction ticket sales with Cape Otway Light Station ticket sales up 125% and Otway Fly ticket sales up 33%.

Staff have been receiving customer complaints regarding the extended closure of Marriner's Falls. Visitors have also been expressing strong concern at the cost of camping sites on public land in the Otways and Great Ocean Road region as a result of fees introduced recently by Parks Victoria. Many visitors have stated they will not be returning to the region as the public land camping is unaffordable for families.

Environment and Community Safety

Wye River Parking Management

Signage introducing parking restrictions in public areas around the foreshore, hotel, café/store, CFA and caravan parks at Wye River was installed by Council late in December 2014. This signage was introduced as a trial to address concerns in the community and by

commercial businesses at the lack of availability of short term car spaces in the peak summer period. Early feedback is that this trial has succeeded in increasing turnover of car spaces, with several infringement notices being issued by Local Laws staff. Council will be talking to all key stakeholders (who had been consulted in the lead-up to the introduction of the new signs) after the summer season to receive feedback on the trial and inform Council's approach to parking in Wye River in the future.

Carp Control

Council officers continue to patrol Barongarook Creek to remove dead carp, empty carp bins, check carp barriers and monitor the number of live carp in creek. Council recently engaged professional fisherman to remove carp using the electrofishing method. Electrofishing uses electricity to stun fish so that they can be caught. This is a widely used method and is considered a human approach as fish return to their natural state less than two minutes after being stunned. Using this approach Council was able to remove approximately two tone of carp from the creek.

Rae Street PV Solar Array Project

Installation of the Photovoltaic Solar Array at Rae Street has been completed. This system comprises of 370 panels across six roofs and is now generating power for the Rae Street precinct. As required, the system was recently audited and certified by a qualified electrical inspector and Council is now working with Powercor to install a 'feed in' meter to enable power to be exported back into the grid. Planning will now commence for the PV Solar Array at the Blue Water Fitness Centre, which is expected to be installed in the 2015/16 financial year. Officers are in the process of arranging a public event to celebrate the completion of the Rae Street solar array project and Great South Coast streetlight changeover project.

Fire Prevention

Council's Municipal Fire Prevention Officer is continuing to undertake inspections of rural properties to ensure that grass height and fuel loads are kept to the required standards during the fire season. Approximately 180 fire prevention notices had been issued by the middle of January, with Notices issued in November 2014 being followed up with a secondary inspection, especially in high profile areas along the coast. A relatively low number of infringement notices have been sent to non-compliant landowners, indicating a generally high rate of compliance.

Attachments

Nil

Recommendation(s)

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

~~~~~\)

**CORPORATE AND COMMUNITY SERVICES**

| <b>ITEM</b>              |                                                                                        |
|--------------------------|----------------------------------------------------------------------------------------|
| <b><u>OM152801-2</u></b> | <b><u>DRAFT G21 REGIONAL TENNIS STRATEGY</u></b>                                       |
| <b><u>OM152801-3</u></b> | <b><u>2014-15 SECOND QUARTER FINANCIAL REPORT</u></b>                                  |
| <b><u>OM152801-4</u></b> | <b><u>OPERATIONAL PLAN SECOND QUARTER PERFORMANCE REPORT OCTOBER-DECEMBER 2014</u></b> |
| <b><u>OM152801-5</u></b> | <b><u>DEBT MANAGEMENT AND RECOVERY POLICY</u></b>                                      |
| <b><u>OM152801-6</u></b> | <b><u>AIRE RIVER DRAINAGE SCHEME</u></b>                                               |



**OM152801-2 DRAFT G21 REGIONAL TENNIS STRATEGY**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Ian Seuren                     | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96721     |

**Purpose**

To endorse the draft G21 Regional Tennis Strategy for release for public consultation.

**Declaration of Interests**

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

**Background**

The G21 Sport and Recreation Pillar (Pillar) has a strong history of planning regionally and has recently has undertaken a number of sport specific strategies including football (soccer) and AFL. In late 2012, the Pillar commenced the development of the G21 Regional Tennis Strategy.

Tennis is a highly popular sport that engages people across all age groups, genders and locations, but the way in which the sport is accessed is continually changing.

The “golden age” of tennis during the 1960-70s saw an increase in the number of participants and facilities across the region, with membership at a local tennis club and weekend competition being the primary way to access the sport. The majority of facilities throughout the region were established during this period and reflect how communities have played tennis.

Research undertaken by Tennis Australia as part of the *Tennis 2020* report identified that there is a significant latent demand for tennis, with high numbers of people that are not currently playing tennis being interested in engaging in the sport.

This research also indicates that trends in how our communities are accessing tennis are changing away from the traditional club competition model. Of current participants, 66% would prefer a pay-for-play model as opposed to a club membership, with only 1 in 10 people that have participated in tennis in the past 12 months being members of a club. The major drivers of tennis participation are social interaction (41% of participants) and fitness (28%).

The way that our communities want to play tennis are changing, but tennis competitions, facilities and governance continues to provide traditional methods for accessing the sport. Participation in tennis in the G21 region is predominantly accessed through association/club competitions and programs. There are currently four active tennis associations within the region:

- Tennis Geelong – provides competition within the City of Greater Geelong, Golden Plains and Surf Coast Shires.
- Bellarine Peninsula Tennis Association – provides competition throughout the Bellarine Peninsula, central and southern areas of the City of Greater Geelong and across the Surf Coast Shire.
- Polwarth & District Tennis Association – predominately services the Colac Otway Shire with senior and junior tennis competitions.

- Buninyong & District Tennis Association – services the townships in the northern area of the Golden Plains Shire.

A limited number of clubs also provide “pay for play” activities including the Geelong Lawn Tennis Club, Colac Lawn Tennis Club, Centre Court Indoor and Colac Indoor Tennis and Sports Centre. Participation opportunities within the region are generally traditional in nature, with weekend competition formats being the primary form of organised competitive activity.

As at 2012/13, 55% of tennis clubs operating within the G21 region were affiliated with Tennis Victoria. Registered members in tennis across the G21 region declined by 982 (or 22%) between 2010/11 and 2012/13, with only six Tennis Victoria affiliated clubs reporting more than 100 members in 2012/13.

On 1 July 2014 Tennis Victoria, in conjunction with Tennis Australia, introduced a new affiliation model for all Victorian tennis clubs based on the number of courts rather than per member. Since its inception, registered memberships in the G21 region (as at August 2014) grew by 166 to 2986 registered members. Club affiliations are expected to continue to increase throughout the region via the new affiliation model.

The G21 region provides a high number of tennis facilities and courts – 105 operational tennis venues and 402 tennis courts. Industry benchmarks for the provision of tennis facilities aim for one court to 1,500 head-of-population, with the G21 region substantially exceeding this provision ratio.

While the number of courts in the region is high, the majority of tennis venues are small in size. Public access (generally 3 courts or under) and local (generally 4-7 courts) tennis venues account for 92% of the 104 tennis venues through the G21 region. These venues have historically been developed to meet local needs and township settlement patterns. Small tennis venues provide for organised competition, but generally lack the critical mass to provide for broader programs and non-traditional formats of tennis participation such as Hot Shots and Cardio Tennis.

Only eight venues across the G21 region have eight or more courts – six of which are located in the City of Greater Geelong, one in Colac and one in Anglesea.

There are currently two regional scale venues (16+ court facilities) in the region – the Geelong Lawn Tennis Club (the existing Tennis Australia designated Regional Tennis Centre for the region) and the Colac Lawn Tennis Club. There is a deficiency in large community venues (12+ courts) compared with other prominent tennis regions across Victoria.

Governance of tennis in the G21 region is currently disjointed, with limited alignment between the activities of the Barwon Region Tennis Network, tennis associations, clubs and coaches. The overarching governance structure of tennis throughout Regional Victoria is currently being reviewed by Tennis Victoria.

The draft G21 Regional Tennis Strategy (strategy) aims to improve tennis participation in the region, and guide future development, service provision and investment in the sport. Nationally, a movement away from traditional weekend competition formats has resulted in many local clubs and associations struggling to retain and attract participants, creating the need for a collaborative approach to the future delivery of integrated strategies to support tennis participation.

The draft G21 Regional Tennis Strategy investigates the issues and opportunities facing tennis on a regional scale, utilising the knowledge and resources from each of the five represented LGAs of the G21 region. Further support has been provided by Tennis Australia, Tennis Victoria, local clubs, coaches and associations. Funding for the project has been provided by each of the five LGAs, the Victorian Government and Tennis Australia.

### **Council Plan / Other Strategies / Policy**

#### **A Place to Live and Grow**

Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

#### *Our Goal:*

Improve access to buildings, spaces, services and education to support and enable quality of life.

#### **A Healthy Community and Environment**

Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

#### *Our Goal:*

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

### **Issues / Options**

The draft strategy is the first conducted in Regional Victoria and will set the benchmark for future regional planning for tennis in the state. Its recommendations have been developed to benefit all current and potential participants in the sport and to lead the sport of tennis to be a strong provider of community and high performance sporting opportunities to G21 residents and visitors and achieve growth across all measures of improvement.

The draft strategy addresses infrastructure and sports development aspects, as well as establishing a clear structure for relevant stakeholders within the region. Strategies and actions for increasing and improving participation and facilities to cater for existing and future demand will be developed, with a long term strategic approach to addressing issues and opportunities adopted.

Five strategic objectives have been identified for adoption by partners and stakeholders:

#### ***Priority 1 – Structure of tennis***

**Objective:** Develop an aligned and collaborative structure to manage tennis.

The strategy recommends a restructure of tennis governance for the G21 region. The development of a collaborative structure that includes competition development, administration, pathway development, event support, coach development, schools coordination and club development initiatives is vital to growing tennis participation.

Tennis Victoria is currently undertaking a comprehensive review of country tennis governance structures, including investigation into the Regional Tennis Network structure. The results of this review will provide a platform for the restructure of governance within the G21 region.

### ***Priority 2 – Participation***

**Objective:** Grow tennis, its range of activities and its year round appeal.

Participation in tennis throughout the G21 region is currently inconsistent, with many activities and opportunities to play driven by a small number of clubs, coaches and private operators. Change in participation opportunities is critical to the engagement of new participants into the sport. A greater focus on providing the right mix of activities to meet community trends and demands is required.

Participation trends indicate a decrease in registered members and competition participants, but increased engagement in other forms of tennis such as Hot Shots (junior program), Cardio Tennis and social participation formats.

### ***Priority 3 – Facility provision and renewal***

**Objective:** Reposition the tennis facility mix to align with future needs and demand.

The general provision of tennis courts across the G21 region exceeds standard industry benchmarks and ratios. Court numbers meet minimum recommended numbers to the projected population, but location, quality, condition and type of venue provision no longer meets the requirements of clubs, participants and programs.

Clear gaps exist in the regional facility hierarchy, with low numbers of large community (12-15 courts) and district level (8-11 courts) facilities, and high numbers of local (4-7 courts) and public access (1-3 courts) facilities. This facility mix impacts the capacity of the region to build sustainable clubs and integrated competitions, as well as deliver tournaments and events.

The strategy recommends few new courts (predominantly at Armstrong Creek), rather prioritising upgrades to infrastructure at existing facilities. A select number of existing venues with limited organised activity or residential catchment are also recommended to be decommissioned.

The provision of additional sports lighting at tennis facilities is prioritised within the strategy to meet current and future demands for night competitions and social tennis.

### ***Priority 4 – Club support and development***

**Objective:** Support clubs and venues to grow their capacity and improve management and operations.

Tennis clubs in the G21 region have access to a range of state, regional and local club support resources, but collectively they have not taken up these opportunities to full capacity.

The G21 region has historically had low levels of affiliation to Tennis Victoria (55% prior to July 2014), but recent reforms to the affiliation model are encouraging more clubs within the region to align with the peak body for tennis.

Connecting clubs to Tennis Victoria affiliation is vital to ensuring the future sustainability of the sport within the region.

### ***Priority 5 – Servicing and delivery***

**Objective:** Promote tennis and provide resources (human and financial) to support change.

The servicing of tennis across the G21 region is performed by a range of local, regional and state level stakeholders. Local/regional operations are currently supported by Tennis Victoria via their Community Tennis Officer program, the local tennis coach network, tennis associations and the Barwon Regional Tennis Network.

Tennis Victoria has recently employed an additional Country Community Tennis Officer to service the Barwon, Glenelg and Central Highlands areas.

To support the achievement of the proposed strategic directions and objectives highlighted within this report and to ensure the needs of the tennis community are met in the short, medium and longer-term, four critical actions need to be delivered over the 2015 and 2016 calendar years in order to start the change process and set the foundation for a positive future for tennis in the G21 region. These critical actions will provide the basis for the delivery of all other remaining tasks and actions and set the foundation for the proposed 10-year implementation plan.

The critical actions are:

1. Restructure tennis governance in the G21 Region.
2. Strategically invest in tennis court lighting to grow participation.
3. Support the sustainability of tennis via the new national affiliation model.
4. Adopt recommendations into organisational work plans and budgets.

The implementation of the draft strategy relies on a number of key organisations playing a role with many of the recommendations the responsibility of others to implement eg: Tennis Australia, Tennis Victoria, tennis clubs and associations etc.

Municipal Action Plans (MAPs) have been prepared for each of the five participating LGA's. The MAPs have been developed in conjunction with Council officers and considered existing local sports development plans, strategies, Council policies and preferred future directions for each individual Council. The action plans are designed to align and integrate with existing Council policies and capital programs, identify key priorities and recommendations for tennis infrastructure.

The MAP for Colac Otway Shire was predominantly based on the Colac Otway Tennis Facility Audit and Development Plan adopted by Council in 2012, however updated to provide current data on asset provision. The MAP identifies a number of facility support and improvement priorities as well as a range of tennis development and support priorities.

Each MAP provides:

1. Municipal overview
2. Tennis development priorities
3. Infrastructure recommendations – 10 year program

An estimated \$2,596,800 is required to implement the facility development recommendations from the municipal action plan for Colac Otway Shire. The implementation of facility recommendations is subject to the availability of recurrent court renewal budgets and capital upgrade budgets via Council's annual budgetary process.

#### ***Note: Infrastructure renewal cost assumptions***

1. All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life- cycle costs.

2. Costs are calculated on recent historical projects and industry supplier costs.
3. All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
4. Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
5. Costs exclude escalation and GST.
6. All costs should be treated as a general guide only for planning and budgeting purposes.
7. Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.

### **Proposal**

It is proposed that Council resolve to publicly exhibit the draft G21 Regional Tennis Strategy for a minimum six week period in accordance with the Colac Otway Shire Community Engagement Policy 2010. A consistent release date will be enacted once the draft strategy has been considered by all G21 Councils.

Once a date for the release of the Strategy has been established advertisements will be inserted in the local newspapers advising of the exhibition period. The various Tennis Clubs in the Colac Otway Shire will also be advised when the exhibition period commences and be encouraged to make submissions on the document.

Any submissions received will be considered by the G21 Sport & Recreation Pillar. Where required there will be further briefings with the councils in the region.

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

The project has been funded by Sport and Recreation Victoria and the five G21 municipalities. Council's contribution to the project is \$759,000.

There are no immediate financial implications arising from this report. Funding for the implementation of the draft strategy will be sought through a range of funding opportunities and Council's existing budgetary process.

An estimated \$2,596,800 is required to implement the facility development recommendations from the Municipal Action Plan for Colac Otway Shire. The implementation of facility recommendations is subject to the availability of recurrent court renewal budgets and capital upgrade budgets via Council's annual budgetary process.

The strategy recommends Council continue to provide a minimum of \$50,000 annually (Active Reserves renewal budget) to support capital renewal projects.

It is important to note that once adopted, implementation of the strategy would be subject to Council's annual budget process. Proposed projects or physical works would need to be considered in line with all other competing priorities across the organisation. This point is stated in the draft strategy, which states:

"The prioritisation of local actions (particularly infrastructure related recommendations) by project stakeholders will need to consider the competing priorities, demands and budget capacity and processes of LGAs and supporting partners."

Funds to improve community sporting infrastructure would be subject to Council budget assessments and/or sourced from State and Federal Government grants. The State Government has funding programs which could be accessed to improve facilities including the *Community Facility Funding Program*.

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

There are a number of risk issues associated with the current provision of facilities. Identified facility improvements would be prioritised based on risk issues as a key consideration. This would include the quality and suitability of court surfaces and other associated infrastructure, as well as ensuring that facilities meet Tennis Australia minimum standards.

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

There are no environmental or climate change considerations associated with this report.

### **Community Engagement**

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

The method selected has been involve.

The draft strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper (prepared in 2013) and provides clear direction on the recommended strategies and actions required to better provide for and support tennis in the G21 region for the next 10 years. The Issues and Opportunities Paper was developed following extensive stakeholder consultation activities including:

- Meetings and workshops with Tennis Australia and Tennis Victoria.
- Individual meetings with each LGA.
- Forums with relevant tennis organisations.
- Stakeholder forums across the region (including a forum in Colac).
- Tennis clubs survey – for all clubs/facilities located within the G21 region.
- Tennis coaches survey – for all coaches operating within the G21 region.
- Local community survey – distributed to 5 x local Council communities.
- Schools survey – distributed to schools contacts list across the G21 region.

In total over 300 community, school, club and coach surveys were completed and analysed, nine tennis community forums conducted and a range of targeted interviews and face-to-face meetings were held with sport, government and community stakeholders to inform the draft strategy.

If supported by Council, the G21 Sport & Recreation Pillar will commence the public exhibition process by directly informing clubs, associations and other key stakeholders. Copies of the document will be available on the G21 website with a link from Council's website. Hard copies will also be available for viewing in the Colac and Apollo Bay Customer Service Centres and at the Colac Community Library and Learning Centre.

The exhibition period will be for a minimum of six weeks within which time written submissions may be received. It is intended that there will be a consistent release date in line with all other G21 Councils. The commencement date for the exhibition period of the Strategy is still to be determined.

Any submissions received will be considered by the G21 Sport & Recreation Pillar and feedback will be communicated to the Councils in the region.

### **Implementation**

The timing of Council's consideration of the draft strategy aligns with the other four G21 municipalities. Should the report be endorsed by all Councils to be publicly exhibited, a consistent release date will be enacted.

At the conclusion of the public exhibition period, all written submissions and comments will be received and reviewed by the Project Control Group and consultant. Modifications to the draft strategy may be made as deemed appropriate.

Implementation of recommendations within the draft study would be subject to Council's budget availability and priorities.

It is important to note that once adopted, implementation of the strategy would be subject to Council's annual budget process. Proposed projects or physical works would need to be considered in line with all other competing priorities across the organisation. This point is stated in the draft strategy.

### **Conclusion**

The draft G21 Regional Tennis Strategy has been developed to guide the future planning and development of tennis across the G21 Region. Planning on a regional level provides significant benefits for sports and local governments.

The draft strategy has been prepared through significant consultation and engagement with local tennis clubs and associations, Tennis Victoria and Tennis Australia, government agencies and other key stakeholders.

The draft strategy will provide Council with sound strategic justification for the provision of tennis facilities into the future.

### **Attachments**

1. Draft G21 Regional Tennis Strategy

### **Recommendation(s)**

#### ***That Council:***

- 1. Endorses the draft G21 Regional Tennis Strategy to be placed on public exhibition for a minimum 6 week period in accordance with Council's Community Engagement Policy 2010, with a consistent release date in line with all other G21 Councils.***
- 2. Notes that any works outlined in the draft G21 Regional Tennis Strategy would be subject to consideration via future budget processes and analysis of various priorities and this qualification must be included in the final document.***

~~~~~\ ~~~~~

OM152801-3 2014-15 SECOND QUARTER FINANCIAL REPORT

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Ashley Roberts | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3291 |

Purpose

The purpose of this report is to provide information to Council and the community on the financial performance of Council up to the second quarter of the financial year, ending December 2014.

Declaration of Interests

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

Background

Council adopted the budget for 2014-2015 including the Capital Works and Major Projects Programmes at the Ordinary Council meeting held 25 June 2014. The attached report seeks to provide information on the performance of Council against the adopted budget.

Council Plan / Other Strategies / Policy

Good Governance

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

The provision of this second quarter financial performance report meets our goal of ensuring transparency of governance practices and assists in the effective management of resources

Issues / Options

Attached to this report is the Second Quarter Financial Performance Report 2014-2015.

At the time the budget for 2014-2015 was prepared, it was expected that Council would see an operating surplus of \$3.02 million. It is important to note that this figure did not include any carry forward project amounts. Council continues to revise the estimate for the 2014-2015 year activities as more accurate information comes to hand, for example the inclusion of carried forward projects, revisions or alterations to projects and identified savings. At the end of June 2014 Council identified a number of unfinished projects which would be carried forward into the 2014-15 year. This included a mix of operating and capital expenditure and income. This coupled with a number of smaller identified variances which are identified in the attached report will result in Council's projected operating surplus for 2014-2015 being reduced to \$2.66 million.

It is important to understand that we continue to refine our forecasts and adjust our activities on an ongoing basis as information comes to hand to ensure that Council is in a strong position for the 2014-2015 financial year.

At the end of December 2014 Council had a cash balance of \$9.56 million, almost identical to the same time in 2013-2014. Council's rates collection percentage is also remarkably close to the same time for the previous year. Council anticipates receipting approximately \$10.0 million in rate payments via the pay in full option which is due in February 2015.

Council's capital works program is slightly behind anticipated budget at the end of December 2014.

Proposal

That Council considers the report and notes the forecast changes to date.

Financial and Other Resource Implications

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

Risk Management & Compliance Issues

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

Environmental and Climate Change Considerations

There are no direct environmental and climate change considerations arising from this report, however many items within the budget do have impact upon the environment and potential climate change implications. These items have been addressed at the time of setting and adopting the annual budget.

Community Engagement

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

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

Implementation

The Council Plan and Budget are already implemented and operating.

Conclusion

This report has been compiled by the Finance and Customer Service Unit with the assistance of other affected business units of Council. It reflects the performance to date against the budget and targets set by Council for the second quarter of the 2014-2015 financial year.

Attachments

1. Second Quarter Financial Performance Report

Recommendation(s)

That Council receives and notes the second quarter financial performance report for 2014-2015.

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

**OM152801-4 OPERATIONAL PLAN SECOND QUARTER  
PERFORMANCE REPORT OCTOBER-DECEMBER 2014**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Margaret Giudice               | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3291     |

**Purpose**

This report provides information to Council and the community on the progress of achieving the key activities in the Operational Plan 2014-2015 for the second quarter of the financial year, ending 31 December 2014.

**Declaration of Interests**

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

**Background**

The Council Plan for 2013-2017 was created subsequent to Council elections on 27 October 2012. Following a review of the planning framework, the Council Plan has been positioned as our high level strategic document and an annual Operational Plan introduced.

The Operational Plan follows the structure of the Council Plan with its four key themes or 'pillars' of: Good Governance, A Planned Future, A Place to Live and Grow and A Healthy Community and Environment. It contains details of short term projects, significant recurrent work programs and other activities that were formerly included in the Council Plan.

**Council Plan / Other Strategies / Policy**

**Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

As noted above, this report discusses performance against the Operational Plan 2014-2015.

**Issues / Options**

The attached report provides Council with the second quarterly progress report against the Operational Plan 2014-2015, as at 31 December 2014.

The Operational Plan is structured around the four Pillars of the Council Plan 2013-2017:

1. Good Governance
2. A Planned Future
3. A Place to Live and Grow
4. A Healthy Community and Environment

In addition to the strategies contained in the Council Plan, the Operational Plan has the Key Strategic Activities and Operational Activities for the current financial year that contribute to

achieving the goals of the Council Plan. The Operational Plan is reviewed annually and forms the basis for each Business Unit's annual Business Plans and Budgets.

The Operational Plan contains 44 actions for the 2014/15 financial year. Progress is measured cumulatively over the year, with a target set for each quarter; 50% for December. At the close of the December quarter, the following progress has been achieved:

- 39 actions at least 90% of target
- 2 actions between 70% and 90% of target
- 3 actions less than 70% of target

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

Of the actions less than 70%, the majority of these are expected to reach acceptable targets during the remainder of the financial year.

Included in this group are actions awaiting grant funding before they can proceed, or are dependent on information from external bodies before they can progress further.

Throughout the attached report, progress is represented by 'traffic lights'. Cumulative progress for each of the four Pillars is reflected in the progress gauges on the first page of the report. The first gauge in the report depicts the overall progress for the quarter.

As at 31 December 2014, the organisation is on track to achieve a successful outcome for this financial year.

### **Proposal**

That Council considers the quarterly report as provided.

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

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

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

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

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

Applied in preparation of the Operational Plan and adoption of budgets.

### **Community Engagement**

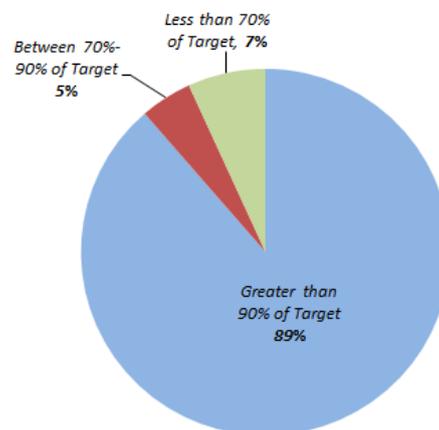
The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform when preparing the Operational Plan and Budget. This is a quarterly report that is for the information of Council.

### **Implementation**

The Operational Plan 2014-2015 and Budget are already implemented and operating.

### **Progress on Operational Plan Activities October – December 2014 Progress Target: 50% completion**



**Conclusion**

The Operational Plan Progress Report reflects the progress to date for the second quarter of the 2014/15 year, with the majority of actions well underway.

**Attachments**

1. Operational Plan Second Quarter Progress Report 20141231

**Recommendation(s)**

***That Council receives the 2014/2015 Operational Plan Second Quarter Performance Report for the three months ending 31 December 2014.***

~~~~~\ ~~~~~


OM152801-5 DEBT MANAGEMENT AND RECOVERY POLICY

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Ashley Roberts | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F14/3798 |

Purpose

The purpose of this report is for the Council to consider the adoption of the Debt Management and Recovery Policy.

Declaration of Interests

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

Background

As part of its Internal Audit Program, Council undertook an internal audit into Debtor Management. This audit was undertaken on behalf of Council by Crowe Horwath, Council's Internal Auditors.

One of the recommendations of the internal audit was for Council to develop a Debtor Management Policy, which outlines the key responsibilities and actions Council takes in regard to the management of debtors.

A draft of the Debtor Management Policy was considered by the Audit Committee on 3 December 2014.

The Committee resolved:

“That the Audit Committee receives the amended Draft Debtor Management Policy and recommends it be presented to Council for adoption.”

The draft policy provides Council with an over-arching framework for the management of debtor accounts. It sets out how Council will act in incurring, collecting, and managing debtor accounts.

Council Plan / Other Strategies / Policy

Good Governance

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Issues / Options

Objectives of the Policy

The Policy Objectives are:

- To ensure that the collection of debts is undertaken equitably (that is, fairly and impartially), consistently, efficiently, effectively and in accordance with good governance);
- To encourage any person, organization or company having difficulty in paying an outstanding debt to contact Council and make arrangements for a payment plan to pay the debt in reasonable and manageable timeframe; and
- To ensure that the collection of debt is consistent with the Local Government Act and Regulations, Accounting Standards and recognized financial practices.

The draft policy includes guidance on:

- General Principles, which include:
 - Invoicing processes;
 - Payment terms;
 - Interest;
 - Debt recovery; and
 - Provision of credit.
- Specific requirements of certain types of debtors, including:
 - Rates;
 - Infringements; and
 - Aged & Disability services.
- Roles and responsibilities of officers/interested parties
- Definitions of key terms

The draft Debtor Management Policy provides Council with a basis to apply consistent and equitable treatments to all debts it is owed. It should be noted that the draft Debtor Management Policy does not override any legislative requirements or rights of Council.

Proposal

That Council adopts the Debt Management and Recovery Policy.

Financial and Other Resource Implications

The policy provides guidelines for staff on the treatment of both rates and other debtors

Risk Management & Compliance Issues

The policy defines the management and recovery of outstanding debtors.

Environmental and Climate Change Considerations

Not applicable.

Community Engagement

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

The method selected has been to consult and involve.

The policy was considered by the Audit Committee at its meeting on 3 December 2014.

The Committee suggested some changes to the Draft Policy which have been incorporated into the document.

Implementation

The Debt Management and Recovery Policy will be implemented 9once adopted by Council.

Conclusion

The Policy has been developed following a recommendation from the Internal Audit on Debtor Management.

The Policy provides guidelines to staff for the management and recovery of outstanding debts.

Attachments

1. Draft Debt Management and Recovery Policy

Recommendation(s)

That Council adopts the Debt Management and Recovery Policy.

~~~~~\ ~~~~~



**OM152801-6                      AIRE RIVER DRAINAGE SCHEME**

|             |                                |           |               |
|-------------|--------------------------------|-----------|---------------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Sue Wilkinson |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96139      |

**Purpose**

The purpose of this report is to dissolve the Aire River Drainage Committee and cease the Aire River (Special Charge) Drainage Scheme.

**Declaration of Interests**

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

**Background**

The Aire River Drainage Committee was originally constituted as a Section 86 Committee under the *Local Government Act 1989* in September 1997.

As the Council is no longer the responsible body to manage the Estuary it is appropriate that the Committee be dissolved.

**Council Plan / Other Strategies / Policy**

**Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

**Issues / Options**

Section 86 Committee

In September 1997 Council resolved to constitute the Aire River Drainage Committee Inc as a Special Committee of Council pursuant to section 86 of *the Local Government Act 1989*.

The Committee was delegated power to operate the Drainage System by Council. This arrangement empowered the local community to operate the system.

In going through Council's records the last record of a meeting of the Committee was in 2003. There is no record since that date. The Committee has also not been listed on Council's register of Section 86 Committees.

Aire River Estuary Memorandum of Understanding

The Corangamite CMA is currently developing a Memorandum of Understanding (MOU) to clarify roles and responsibilities for estuary openings.

This will replace the current Memorandum of Cooperation (MOC) with key agency stakeholders.

On reviewing the existing MOC for the Estuary it was apparent that Council is not a key stakeholder. While Council recognises the need to manage the estuary, it is not seen as necessary to have a Section 86 Committee in place when it is not Council's responsibility.

#### Special Charge Drainage Scheme

As part of Council's annual budget process Council has set the Aire River (Special charge) Drainage Scheme. Since 2003 the amount has been set at 20 cents per hectare. This amounts to a total of \$125 that is raised each year through the scheme.

It is noted that Council should not be collecting money from land owners of behalf of another agency for an area which is not Council's responsibility.

#### **Proposal**

That Council dissolves the Section 86 Committee – Aire River Drainage Committee and ends the Special Charge for the Aire River Drainage Scheme.

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

An amount of \$125 is currently collected each year from landowners. This would cease and all future financial arrangements would be through the Corangamite CMA.

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

The committee was originally established under Section 86 of the *Local Government Act*.

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

Alongside the development of the MOU, the Corangamite CMA is also in the process of completing the population of the Estuary Entrance Management Support System for the Aire River and the development of an Aire Estuary Management Plan, both of which Council has been invited to participate in as a stakeholder.

#### **Community Engagement**

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

The method selected has been to inform. A letter has been written to the Corangamite CMA advising it that Council is not a key stakeholder.

There will be further communication with the CMA once Council has considered the issues. Correspondence will also be required to be forwarded to the landowners advising them of Council's decision.

#### **Implementation**

Following a decision by Council, letters will be written to the Corangamite CMA and the applicable landowners.

#### **Conclusion**

While Council recognises the need to manage the estuary it is not seen as Council's responsibility to have in place a Section 86 Committee and be collecting money from land owners.

#### **Attachments**

Nil

**Recommendation(s)**

***That Council:***

- 1. Dissolves the Section 86 Aire River Drainage Committee.***
- 2. Ends the Aire River (Special Charge) Drainage Scheme from 1 July 2015.***
- 3. Writes to the Corangamite CMA and applicable landowners advising of the dissolution of the Section 86 Aire River Drainage Committee and the end of the Aire River (Special Charge) Drainage Scheme.***

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


INFRASTRUCTURE AND SERVICES

| ITEM | |
|--------------------------|------------------------------------------------------------------------------------|
| <u>OM152801-7</u> | <u>BLUEWATER FITNESS CENTRE REDEVELOPMENT PROJECT -
PROGRESS REPORT</u> |
| <u>OM152801-8</u> | <u>RESPONSE TO PETITION - DUST CONTROL ON AMIETS ROAD,
WYELANGTA</u> |
| <u>OM152801-9</u> | <u>CONTRACT 1422 - RICHMOND STREET RECONSTRUCTION</u> |

OM152801-7

**BLUEWATER FITNESS CENTRE REDEVELOPMENT
PROJECT - PROGRESS REPORT**

| | | | |
|-------------|---------------------------|-----------|--------------|
| AUTHOR: | Adam Lehmann | ENDORSED: | Phil Corluka |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F13/7721 |

Purpose

The purpose of this report is to provide Council with an update on the progress of the delivery of the Blue Water Fitness Centre Redevelopment Project.

Declaration of Interests

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

Background

The transformation of the Blue Water Fitness Centre is one of the most significant projects undertaken by Council. The Centre is a focus for sport and leisure within the Shire, and an enhanced facility will allow quality recreational activities to be delivered to the community for many years to come.

Council Plan / Other Strategies / Policy

A Planned Future

Creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

A Place to Live and Grow

Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

Our Goal:

Improve access to buildings, spaces, services and education to support and enable quality of life.

A Healthy Community and Environment

Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

Our Goal:

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

Issues / Options

This report is prepared to provide timely and accurate information specific to the delivery of the Blue Water Fitness Centre Redevelopment Project.

Proposal

This report is for Council to note the progress of this project and provides details relating to performance and variance against schedule, budget, and quality parameters. The report also gives an indication of the key issues and risks which have the potential to affect project delivery outcomes.

Financial and Other Resource Implications

The project budget is \$11.86M. The project is presently being managed within budget tolerances.

Risk Management & Compliance Issues

All aspects of the project are being managed through an established risk register. There are a number of key risks which have the potential to deviate the project from schedule, budget, and quality objectives. The major known issues relate to latent conditions associated with the condition of the existing building structure.

Environmental and Climate Change Considerations

Environmental risks posed by construction activities on site are being managed in accordance with the Contractor's Environmental Management Plan.

Community Engagement

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

The method used is to inform including ongoing community and stakeholder engagement activities which will be implemented throughout the course of the project. Information about the project will be disseminated to the community through traditional and social media outlets.

Implementation

This report is provided as information for the benefit of Council and the community and gives a status update on the delivery of the Blue Water Fitness Centre Redevelopment Project which is presently at construction stage.

Conclusion

The intention of this report is to inform the community about the progress of the Blue Water Fitness Centre Redevelopment project. These ongoing reports focus on monitoring of budget and expenditure, progress of works and issues or variances which have the potential to impact on project delivery outcomes.

Attachments

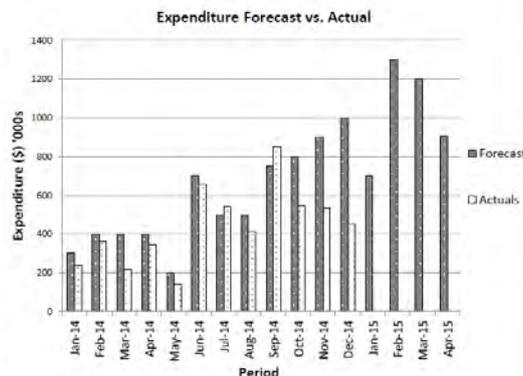
Nil

Recommendation(s)

That Council notes the monthly status report for the Blue Water Fitness Centre Redevelopment Project covering the period to 1 December 2014 to 31 December 2014.

~~~~~U~~~~~

| Monthly Project Status Report - BWFC Redevelopment                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                 |                                                     |                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------|
| <b>For Period</b>                                                                                                                                                                                                                                                                                                                                                               | 1 December - 31 December 2014                                                                                                                                                   |                                                     |                                                            |
| <b>Prepared By</b>                                                                                                                                                                                                                                                                                                                                                              | Graeme Collins and Adam Lehmann                                                                                                                                                 |                                                     |                                                            |
| <b>Date Prepared</b>                                                                                                                                                                                                                                                                                                                                                            | 07-Jan-15                                                                                                                                                                       |                                                     |                                                            |
| <b>Project Description</b>                                                                                                                                                                                                                                                                                                                                                      | Redevelopment of aquatic and sports facility to incorporate warm water pool, additional basketball court and compliant run off areas and general facility upgrades and renewal. |                                                     |                                                            |
| <b>Project Status</b>                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                 |                                                     |                                                            |
| <b>Status Item</b>                                                                                                                                                                                                                                                                                                                                                              | <b>Current Status</b>                                                                                                                                                           | <b>Prior Status</b>                                 | <b>Reason for Deviation</b>                                |
| Overall Project Status                                                                                                                                                                                                                                                                                                                                                          | Caution                                                                                                                                                                         | Caution                                             | Potential delays likely to affect forecast completion date |
| Schedule                                                                                                                                                                                                                                                                                                                                                                        | Caution                                                                                                                                                                         | Caution                                             |                                                            |
| Scope                                                                                                                                                                                                                                                                                                                                                                           | Controlled                                                                                                                                                                      | Caution                                             | Project presently within budget tolerances                 |
| Budget                                                                                                                                                                                                                                                                                                                                                                          | Controlled                                                                                                                                                                      | Caution                                             |                                                            |
| Project Risk                                                                                                                                                                                                                                                                                                                                                                    | Caution                                                                                                                                                                         | Caution                                             |                                                            |
| <b>Overall Summary/Comments</b>                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                 |                                                     |                                                            |
| Significant progress has been made in multiple areas and trades across the build. Internal window framing and glazing has been installed throughout the foyer and dry programme areas. Installation of wall linings and ceiling tiles are well underway. External wall cladding to the stadium has commenced with preparatory works for internal wall linings progressing well. |                                                                                                                                                                                 |                                                     |                                                            |
| <b>Budget Performance</b>                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                 |                                                     |                                                            |
| <b>Building Contract Expenditure Summary</b>                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                 | <b>Project Expenditure Summary</b>                  |                                                            |
| <b>Contract Sum</b>                                                                                                                                                                                                                                                                                                                                                             | \$10,955,860                                                                                                                                                                    | <b>Total Project Budget</b>                         | \$11,855,860                                               |
| <b>Contract Works Complete</b>                                                                                                                                                                                                                                                                                                                                                  | \$5,132,882                                                                                                                                                                     | <b>Total YTD Project Expenditure</b>                | \$6,251,344                                                |
| <b>Approved Variations Completed</b>                                                                                                                                                                                                                                                                                                                                            | \$161,374                                                                                                                                                                       | <b>Percentage Budget Spent</b>                      | 52.7%                                                      |
| <b>Total Approved Works Completed</b>                                                                                                                                                                                                                                                                                                                                           | \$5,294,257                                                                                                                                                                     |                                                     |                                                            |
| <b>Contract Contingencies</b>                                                                                                                                                                                                                                                                                                                                                   | \$850,000                                                                                                                                                                       | <b>Credits and Contract Contingencies Remaining</b> | \$688,626                                                  |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                 |                                                     |                                                            |
| Redesign of various project elements continue to impede the progress of construction activity in some areas. This is reflected through actual expenditure recorded matched against the forecast. Design documentation received in early December 2014 should result in a turnaround in the next period.                                                                         |                                                                                                                                                                                 |                                                     |                                                            |



| Schedule Performance                                                                          |                                                                                                 |              |                                                |                       |                    |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------|------------------------------------------------|-----------------------|--------------------|
| Project Element                                                                               | Relocation of Dry Programmes                                                                    | Construction | Equipment Purchases for Redeveloped Facility   | Landscaping           | Project Management |
| Design (including Contract Administration)                                                    |                                                                                                 |              |                                                |                       |                    |
| <b>Percentage Complete</b>                                                                    |                                                                                                 |              |                                                |                       |                    |
| 97.2%                                                                                         | 100.0%                                                                                          | 48.3%        | 0.0%                                           | 0.0%                  | 88.4%              |
| Construction Correspondence                                                                   |                                                                                                 |              |                                                |                       |                    |
| <b>No. of Requests For Information (RFI) to Date</b>                                          | 274                                                                                             |              | <b>No. Variation Quotations (VQ) Submitted</b> | 114                   |                    |
| <b>No. Unresolved RFIs No. Site Instructions Issued (SI)</b>                                  | 45                                                                                              |              | <b>No. VQs Approved</b>                        | 86                    |                    |
| <b>Accomplishments Since Last Report</b>                                                      |                                                                                                 |              |                                                |                       |                    |
| Completion of site drainage works, including backfilling around the new programme pool        |                                                                                                 |              |                                                |                       |                    |
| Wall linings and ceiling claddings in the dry programme area commenced                        |                                                                                                 |              |                                                |                       |                    |
| Concrete screeds to wet and dry change areas                                                  |                                                                                                 |              |                                                |                       |                    |
| Sheeting of stadium room completed including the school entry/store area and wet change space |                                                                                                 |              |                                                |                       |                    |
| Upcoming / Next Steps                                                                         |                                                                                                 |              |                                                |                       |                    |
| Structural concrete to programme pool area                                                    |                                                                                                 |              |                                                |                       |                    |
| Preparation and pouring of new pool hall concourse                                            |                                                                                                 |              |                                                |                       |                    |
| Cladding to school entrance/storeroom                                                         |                                                                                                 |              |                                                |                       |                    |
| Installation of wall linings within stadium                                                   |                                                                                                 |              |                                                |                       |                    |
| Key Risks that May Affect the Project                                                         |                                                                                                 |              |                                                |                       |                    |
| RFI response times                                                                            |                                                                                                 |              |                                                | <b>Current Status</b> | Caution            |
| Latent conditions within existing building                                                    |                                                                                                 |              |                                                |                       | Controlled         |
| Possible delays due to seasonal change and extent of works exposed to weather                 |                                                                                                 |              |                                                |                       | Controlled         |
| Integrity of existing pool structure and associated services                                  |                                                                                                 |              |                                                |                       | Caution            |
| Key Issues that Currently Affect the Project:                                                 |                                                                                                 |              |                                                |                       |                    |
| RFI pending response and current timeframes for finalisation                                  |                                                                                                 |              |                                                | <b>Current Status</b> | Caution            |
| Documented design for roof over dry programme area - Constructability issues                  |                                                                                                 |              |                                                |                       | Controlled         |
| Project schedule impacted by redesign and redocumentation delivery                            |                                                                                                 |              |                                                |                       | Caution            |
| Redesign of steel structure to foyer and entry way                                            |                                                                                                 |              |                                                |                       | Controlled         |
| Key Upcoming Milestones                                                                       |                                                                                                 |              | Target Completion Date                         |                       |                    |
| Concrete works for new pool deck                                                              |                                                                                                 |              | 30-Jan-15                                      |                       |                    |
| Construction of pool hall                                                                     |                                                                                                 |              | 31-Mar-15                                      |                       |                    |
| Plaster linings to internal areas                                                             |                                                                                                 |              | 31-Mar-15                                      |                       |                    |
| <b>Key</b>                                                                                    |                                                                                                 |              |                                                |                       |                    |
| <b>Controlled</b>                                                                             | - Project or issue is within established milestones, scope, budget and is on schedule           |              |                                                |                       |                    |
| <b>Caution</b>                                                                                | - Project has slightly deviated from the plan.                                                  |              |                                                |                       |                    |
|                                                                                               | - Issue/risk has the potential to deviate project from defined time, cost, quality objectives.  |              |                                                |                       |                    |
|                                                                                               | - Project not tracking to established milestones, or has taken on tasks out of scope or budget. |              |                                                |                       |                    |
| <b>Critical</b>                                                                               | - Issue or risk likely to significantly impact on schedule and project costs.                   |              |                                                |                       |                    |

Site Photos



Plaster works in new gym extension



Concrete screeding in wet change rooms



Wall battening to stadium in preparation for wall linings



Installation of external cladding to stadium



**OM152801-8                      RESPONSE TO PETITION - DUST CONTROL ON AMIETS  
ROAD, WYELANGTA**

|             |                           |           |              |
|-------------|---------------------------|-----------|--------------|
| AUTHOR:     | Adam Lehmann              | ENDORSED: | Phil Corluka |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F14/6388     |

**Purpose**

The purpose of this report is to respond to a petition received relating to issues of dust along Amiets Road, Wyelangta. This petition was tabled at the Ordinary Council meeting on 17 December 2014. The petition was signed by 11 people.

**Declaration of Interests**

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

**Background**

On 8 December 2014 Council received a petition requesting immediate action be taken by Council to minimise the amount of dust being generated from the unsealed section of Amiets Road, Wyelangta. The concern of the petition relates to impacts to amenity and safety associated with dust being caused via heavy vehicle use along the road.

Amiets Road is classified as a rural access road under Council's Municipal Public Road Register. The road is 5.8km in total length with the first 1.6km section being a sealed pavement. The balance of the length of this road is a gravel formation. It is the sole access to those properties which abut it along the roads full length. The predominant land zoning of the abutting properties is predominantly Farm Zone with use being a mixture of working agricultural properties, lifestyle properties, and privately owned softwood timber plantations. Activities associated with these land use types generate heavy vehicle movements which, dependent on the time of year, can create varying levels of dust.

The petition requests that Council take action to mitigate the prevalence of dust from Amiets Road. These actions are:

- To control dust through the use of dust suppression;
- Use an alternative resheeting material to minimise dust generation; and
- To request timber companies to instruct their transport contractors to reduce vehicle speeds when travelling along the road.

**Council Plan / Other Strategies / Policy**

**Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Council maintains a number of strategic road management documents none of which refer directly to Amiets Road. This is due to its comparatively low level of use and limited

strategic benefit. Relevant strategic documents used to highlight needs for capital improvement to Shire roads include the Road Safety Strategy and the Strategic Road Review Plan. Amiets Road has not been highlighted as requiring capital improvement at a strategic level as it does not function as a regional transport link.

### **Issues / Options**

Council's options include:

- Directing Council officers to control dust from Amiets Road through the use of dust suppressants. It should be noted that there are no allocations within existing operational budgets for this.
- Allowing residents to coordinate application of dust suppression agents at their own expense.
- Liaison with the relevant timber companies to request them to minimise the impacts of their operations on residents along Amiets Road.
- Referring the upgrade of the gravel section of Amiets Road to a sealed pavement to the long term capital works programme for prioritisation. It should be noted that there is no strategic document supporting the inclusion of this work within the capital works program.

The selection of resheeting materials is carefully considered in order to achieve a balance in terms of long term performance and cost. The type of material used in specific situations is dependent on a number of factors including likely traffic loadings, the type of traffic which uses the road, topography, ability for the material to be graded, performance in wet weather, life cycle costs, etc. There is no one perfect material which is low cost which satisfies all of these performance criteria. Invariably decisions on situational balance need to be made, for instance, road pavements which perform well in wet weather, this is particularly important in the Otways, will generate dust due to the material comprising fines. The reverse situation is that materials with high plasticity which generate less dust due not perform well during periods of wet weather.

At present there are no particular policies with respect to the sealing of unsealed roads or for the application of dust suppression on local roads. Council manages an extensive network of unsealed roads measuring approximately 1015-km across the municipality and the current practice is that Council does not undertake other dust suppression activities on gravel roads on a regular basis. To commence such a service would be costly for which there is no current budget and the issues of equity would need to be considered. Initial stabilisation using a chemical dust suppressant costs approximately \$7.50 to \$10.00 per square metre. Such a treatment is only short term in nature requires reapplication on a frequent basis. Regular retreatments cost approximately \$3.00 per square meter per treatment and dependent on the level and type of traffic would need to be reapplied between 2 to 4 times per annum.

Sealing a road is the most effective of all the treatments however this would come at a significant cost. The cost to construct and seal an unsealed rural road varies according to carriageway width and sub-soil and existing pavement conditions. Indicative costs are in the order of \$275,000 per kilometre. The construction of the unsealed length of Amiets Road would need to be incorporated and prioritised within Council's long term Capital Works Program and there is no guarantee that such a project would be undertaken in the immediate future given Council's focus of investing in asset renewal and maintenance rather than providing expenditure for asset upgrades. Any upgrades to the Amiets Road would derive specific benefits for those residents abutting the unsealed length of the road. As this is the case, such a project may be funded via a Special Charge Scheme.

Issues of excess dust have been raised by a resident of Amiets Road in previous years. In order to facilitate the management of this problem, Council officers permitted this individual to apply water along sections of the road immediately adjacent their residence at their own cost to act as a dust suppressant. This approval has been on the basis that adequate levels of public liability insurance are held and that the method of application does not compromise safety. Consideration would be given to allowing other residents of Amiets Road to do the same providing that they are able to comply with the minimum requirements set.

In previous years, Council officers have also been in discussion with the timber companies who harvest timber from the area to emphasise the importance of them minimising the impacts of their operations on the residents along Amiets Road. This includes dust related issues associated with timber cartage and requests were made that they take reasonable action to mitigate the impact of this. Council officers will raise these matters again in light of the concerns of local residents.

### **Proposal**

It is proposed that Council:

- Permits residents to coordinate application of dust suppression agents at their own expense providing that they are able to satisfy insurance and safety requirements;
- Liaises with the relevant timber companies to request them to minimise the impacts of their operations on residents along Amiets Road, including taking reasonable action to minimise dust resulting from timber cartage; and
- Written advice will be provided to the signatories to the petition upon resolution of Council.

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

The proposed actions will not create any significant financial impacts and can be accommodated within present operational resource levels.

Since 2006/07, approximately \$204,000 has been spent on resheeting activities along Amiets Road. This has been a combination of Council's own source funds and other funding received through the State Government programmes dedicated to improving local timber roads.

Gravel road renewals are funded through the annual capital works program. Candidate projects are identified through ongoing inspection activities and customer feedback and are prioritised based on:

- Extent of the works;
- Road hierarchy;
- Traffic (i.e. type and level of use);
- Condition; and
- Risk.

The budget for gravel road renewal in 2014/15 is \$1.4M. Council has no present budget for dust suppression activities.

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

The road is being managed within Council's Road Management Plan. The road's current condition does not represent an unacceptable risk.

**Environmental and Climate Change Considerations**

It is recognised that excessive dust can become a significant problem during the summer months, particularly where there is a high percentage of heavy vehicles travelling along a particular route. Dust from unsealed roads contributes significantly to the total air-borne particulates and can be a problem to households, reduce road safety, increase wear and tear on vehicles, and increase the deterioration of the roadway.

**Community Engagement**

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

The method selected would be to inform and include providing a written response to the signatories to the petition advising of Council’s resolution.

**Implementation**

The necessary actions will be implemented following resolution by Council.

**Conclusion**

Council presently has no policy position for the use of dust suppressants on its gravel road network. The current practice is not to use such agents and any decision to commence such a service would come at a significant cost which is unbudgeted for. Council is willing to help facilitate a practical response in order to mitigate the problems of dust on Amiets Road.

**Attachments**

Nil

**Recommendation(s)**

***That Council:***

- 1. Permits residents to coordinate application of dust suppression agents at their own expense providing that they are able to satisfy insurance and safety requirements.***
- 2. Liaises with the relevant timber companies to request them to minimise the impacts of their operations on residents along Amiets Road, including taking reasonable action to minimise dust resulting from timber cartage.***
- 3. Writes to the signatories of the petition to inform them of Council’s resolution.***

~~~~~

**OM152801-9 CONTRACT 1422 - RICHMOND STREET
RECONSTRUCTION**

AUTHOR:	Roger Fox	ENDORSED:	Phil Corluka
DEPARTMENT:	Infrastructure & Services	FILE REF:	F14/8907

Purpose

Council approval is required to award Contract 1422 – Richmond Street Reconstruction for which tenders have been received.

Declaration of Interests

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

Background

Tenders closed on 17 December 2014 for full reconstruction in Richmond Street, Colac, from Hearn Street to McKenzie Street and reconstruction of the intersection at Mcleod Street.

The contract is a lump sum which includes approximately 400 lineal metres of road construction and renewal of existing footpath, kerb and channel and driveway crossings. Street trees are to be removed and replaced. Additional drainage works are included in the scope of works.

The contract is a lump sum with no provision for rise and fall and practical completion to be achieved by 30 April 2015.

Several provisional items are included in the tender sum for dayworks, service relocations and possible treatment to unsuitable subgrade if encountered.

Tenders were received from the following contractors (in alphabetical order):

Ableworks

Civil Force Vic Pty Ltd

Keystone Civil

Lake & Land Pty Ltd

R Slater & Sons Pty Ltd

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

<u>Criteria</u>	<u>Weighting</u>
Tendered price	50
Capacity and resources	25
Experience and track record	25

The Tender Evaluation Panel consisted of the following members:

Contracts Coordinator
Manager Sustainable Assets
Acting General Manager Infrastructure & Services
Design Engineer

Tenderers must also satisfy Colac Otway Shire Council that they meet requirements for:

- Occupational health & safety
- Financial viability

The submission by **R Slater & Sons Pty Ltd** was assessed by the tender evaluation panel as the best tender. Although not the lowest price, it is assessed as being the best value, scored highest on the selection criteria and is recommended for acceptance by Council.

Council Plan / Other Strategies / Policy

Good Governance

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Tenders were evaluated in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*.

This is a project contained within the Council 2014/15 Capital Works Program and is in accordance with Council's long term plans for road asset renewal.

Issues / Options

Tenders submitted ranged in price from \$566,135.00 to \$693,386.00 (excluding GST).

It is considered necessary to award the contract and proceed with the construction works for Richmond Street, Colac, to ensure increasing maintenance issues are managed. It is within the 2014/2015 budget and is in compliance with Council's commitment to construct the works.

Proposal

It is proposed to accept a tender and engage the recommended contractor to complete the reconstruction works this year.

The Tender Evaluation Panel selected R Slater & Sons Pty Ltd as the preferred tenderer as their submission was best value and scored highest on the selection criteria.

Financial and Other Resource Implications

The tender of R Slater & Sons Pty Ltd at \$622,641.40 (excluding GST) is within the available budget of \$650,000 (excluding GST) which is made up from the following components:

2014/15 Sealed Road Reconstruction Program	\$550,000
<u>2014/15 Footpath Renewal Program</u>	<u>\$100,000</u>
Total Budget	\$650,000

Risk Management & Compliance Issues

The preferred tenderer, R Slater & Sons, has a good track record of management of risks and completion of contracts to specification and on time. Council should be confident that contracting with this contractor will manage exposure to occupational health and safety issues and any non-compliance issues with the contract.

R Slater & Sons has provided details to confirm they have in place an effective, suitable occupational health and safety system. R Slater & Sons are a quality assured company and are registered under VicRoads' pre-qualification scheme.

Environmental and Climate Change Considerations

The Contractor is required under the contract to provide a suitable, approved environmental plan which will actively prevent incidents and occurrences.

The construction site is located in the urban area which is considered low risk for environmental concerns provided proper construction techniques are undertaken.

Community Engagement

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

The method selected would be to inform. The tender was advertised in the Colac Herald on 14 November and the Geelong Advertiser on 15 November 2014. Also the tender was advertised on Colac Otway Shire website and via Tenderlink.

Prior to commencement of works on site and the closure of Richmond Street (local traffic excepted) a public notice is to be placed in the local newspaper to advise of pending operations. Also, prior to undertaking works, R Slater & Sons will notify affected residents directly with a letterbox drop and other appropriate methods.

Implementation

Upon Council's approval, the Contract will be awarded and works will be programmed to commence. If successful, R Slater & Sons Pty Ltd proposes to commence works in early February 2015 following notification of award of the contract and will complete all works by practical completion on 30 April 2015 as specified in the tender documents.

Conclusion

A recommendation is made to award the contract to R Slater & Sons Pty Ltd to complete works in Richmond Street.

The tender by R Slater & Sons Pty Ltd is recommended by the Tender Evaluation Panel and offers the best value to Council.

Attachments

Nil

Recommendation(s)

That Council:

- 1. Awards Contract 1422 for Richmond Street Reconstruction to R Slater & Sons Pty Ltd at the lump sum tender price of \$622,641.40 (excluding GST)***
- 2. Delegates to the Chief Executive Officer authority to sign and place under Council seal the contract documents following award of Contract 1427.***

~~~~~\ ~~~~~

**GENERAL BUSINESS**

| ITEM                                              |
|---------------------------------------------------|
| <b><u>OM152801-10 ASSEMBLY OF COUNCILLORS</u></b> |



**OM152801-10 ASSEMBLY OF COUNCILLORS**

|             |               |           |               |
|-------------|---------------|-----------|---------------|
| AUTHOR:     | Rhonda Deigan | ENDORSED: | Sue Wilkinson |
| DEPARTMENT: | Executive     | FILE REF: | F14/6031      |

**Introduction**

The *Local Government Act 1989* (the Act) requires that records of meetings, which constitute an Assembly of Councillors, be tabled at the next practicable meeting of Council and incorporated in the minutes of the Council meeting.

**Definition**

An “assembly of Councillors” is a defined term under section 3(1) of the *Local Government Act 1989*.

It is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either of the following:

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

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

**Advisory Committees**

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

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

**Councillor briefings**

One type of meeting that is clearly an assembly of Councillors is the type of regular meeting, commonly referred to as a “Councillor Briefing” or similar name where Councillors and staff meet to discuss issues that are likely to come before Council for decision.

As part of decision making processes at Colac Otway, it is essential that Councillors are briefed on a range of issues which come before Council for consideration. As a means of providing this information, Assembly of Councillor briefings are conducted.

Assemblies are also attended by Council Officers, and sometimes other specific advisors, to provide Councillors with a detailed knowledge and understanding of issues under consideration to a level of detail that would inhibit timely decision-making, that would not be possible in an open council meeting or where decision-making related debate is governed by strict meeting procedures.

While these meetings have no authority to make Council decisions, they are generally assemblies of Councillors and subject to conflict of interest disclosures.

**What records are to be kept**

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

- the names of all Councillors and members of Council staff attending;
- the matters considered;
- conflict of interest disclosures made by a Councillor (if any are made); and
- whether a Councillor who has disclosed a conflict of interest leaves the assembly.

It is a requirement that the record of an assembly is to be reported to the next practicable ordinary meeting of Council and be incorporated in the minutes of that Council meeting.

**Assemblies of Councillors**

The following Assemblies of Councillors have been held:

- Mooleric Road Quarry Proposal 10 November 2014
- Mooleric Road Quarry Proposal 25 November 2014
- Mooleric Road Quarry Proposal 9 December 2014
- Councillor Workshop 10 December 2014
- Friends of Colac Botanic Gardens 11 December 2014
- Colac Regional Saleyards Advisory Committee 12 December 2014
- Councillor Briefing Session 17 December 2014

**Attachments**

1. Mooleric Quarry - 10 November 2015 & 25 November 2014
2. Mooleric Quarry - 9 December 2014
3. Councillor Workshop - 10 December 2014
4. Friends of the Colac Botanic Gardens – 11 December 2014
5. Colac Regional Saleyards Advisory Committee - 12 December 2014
6. Councillor Briefing Session - 17 December 2014

**Recommendation(s)**

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

- Mooleric Road Quarry Proposal 10 November 2014***
- Mooleric Road Quarry Proposal 25 November 2014***
- Mooleric Road Quarry Proposal 9 December 2014***
- Councillor Workshop 10 December 2014***
- Friends of Colac Botanic Gardens 11 December 2014***
- Colac Regional Saleyards Advisory Committee 12 December 2014***
- Councillor Briefing Session 17 December 2014.***

~~~~~

NOTICES OF MOTION

ITEM	
<u>OM152801-11</u>	<u>CONTAINER DEPOSIT LEGISLATION</u>
<u>OM152801-12</u>	<u>ENFORCEMENT OF NOXIOUS WEED CONTROL ON PRIVATE <u>LAND</u></u>

OM152801-11 CONTAINER DEPOSIT LEGISLATION (CR STEPHEN HART)

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 28 January 2015:

Council:

1. Notes that the following resolution was passed at the Council meeting on 26 May 2009 regarding support for “container deposit legislation”.

“MOVED Cr Stephen Hart seconded Cr Lyn Russell that Council aims to minimise litter and to pursue cost effective methods of reuse and recycling of waste materials. Council resolves to:

1. ***Support the introduction of a container deposit scheme in Victoria, or throughout Australia;***
2. ***Write to the State and Federal Environment Ministers with copies to our local State and Federal Members of Parliament to urge them to implement a container deposit scheme because of the financial, social and environmental benefits; and***
3. ***Actively promote the issue in the community, without incurring any undue cost to Council.***

CARRIED 7 : 0”.

2. Confirms its support, consistent with the resolution of 26 May 2009, for the introduction of container deposit scheme in Victoria.
3. Noting the change in Governments at the Federal and State level since 26 May 2009, asks the Chief Executive Officer to write to the State and Federal Environment Ministers with copies to our local State and Federal Members of Parliament to urge them to implement a container deposit scheme because of the financial, social and environmental benefits.
4. Calls on the Council to promote the issue where that can be done without incurring any undue cost to Council. With this in mind, the Chief Executive Officer is asked to take all reasonable steps to have a resolution supportive of container deposit legislation lodged with the Municipal Association of Victoria (MAV) for consideration at the next MAV State Council meeting.

Background

1. At the April 2011 Council meeting Council resolved to:
 1. ***Write to the Premier, Mr Ted Ballieu, the Deputy Premier, Mr Peter Ryan and the Minister for the Environment and Climate Change, Mr Ryan Smith, congratulating them on their previous support for Container Deposit Legislation, and urging them to either initiate or support any new bills presented to the parliament, with copies of that letter to the State local upper and lower house members.***
 2. ***Write to the Parliamentary Secretary for Sustainability and Waste, Senator Farrell, urging him to introduce national Container Deposit Legislation as a***

priority, with a copy of that letter to Federal local and Senate members.

3. Forward copies of this resolution to the MAV, and request that they support any such legislation at both the State and Federal level.”

2. In November 2011, Council endorsed the submission made on behalf of Council to the Parliamentary Committee for consideration as detailed below:

Council's Waste Management Unit further considered the operational and implementation aspects of the CDL and prepared a submission outlining the following aspects:

Submission to Container Deposit and Recovery Scheme – Bill 2011

The Colac Otway Shire would like to make the following comments with regards to the Beverage Container Deposit and Recovery Scheme Bill 2011:

- *The Colac Otway Shire Council supports the Beverage Container Deposit Recovery Scheme (BCDRS), and feels that it will benefit the environment and ratepayers.*
- *The Scheme may provide social benefits as an additional income source for local clubs and volunteer groups.*
- *Active collection of recyclable cans and bottles is more evident due to the incentives provided in the collection and will promote a greater level of reuse and recycling within the community.*
- *Various types of containers need to be classified such as bottles, plastic, tin etc and the parameters for their deposit to be determined.*
- *Collection points to be decided in consultation with the community and Waste Management industry in order for them to be strategically located and convenient for the public.*
- *The cost of transportation and haulage should be taken into consideration when determining collection points for the public and costs to be incurred by the industry.*
- *In isolated and rural areas consideration should be given to storage facilities enabling bulk transport and reduced haulage costs.*
- *Safe management practices need to be developed for handling various types of containers.*
- *Any impact on current waste industry contractors and/or waste contracts should be taken into account to ensure that local businesses are not adversely affected and there is no conflict with the ongoing waste contract.*
- *Any possible impact on council's waste budget, in particular the income component should be taken into account as a result of decrease in recyclables collected.*

- *There could be an impact on Council's Waste Education Strategy as a result of this Bill which should be taken into account in order to have a smooth transition.*
- *The stakeholders should be advised of the end markets and processing methodology.*
- *Cost benefit ratio study should be undertaken for ascertaining how effective this program will be.*

3. **The MAV commissioned a report on “The Financial Impacts of Container Deposit Legislation to Local Government in Victoria” and released their findings in May 2013, the MAV at this stage stated:**

“The investigation, undertaken by consultancy, Equilibrium OMG, was a partnership between Sustainability Victoria and the MAV, to better understand the financial impacts of container deposits on local government. A total of 37 councils from across the state participated in the research, providing high-quality data, making the results of this analysis robust.

The analysis found that there would be winners and losers amongst Victorian councils, with the financial impact differing depending on an individual council's specific circumstances. In general, rural councils would be better off, as they pay for recycling collection and reprocessing, whilst most metropolitan councils would lose revenue as they receive rebates from the recycling service.”

4. ***Effect on Colac Otway Shire***

There is concern that a National Container Deposit Scheme could make kerbside recycling less viable as it reduces the quantity and the income to Council. The table below shows that whilst Council has an income stream from Recycling the income is less than transportation costs and thus a reduction in recycling quantities could actually be a cost saving to Council.

Both the recycling and transportation contracts are a schedule of rates based on a rate per tonne.

Cost of Recycling to Council per Tonne

Income /Expenditure item	From Alvie	From Apollo Bay
SKM Income per tonne	-\$28.04	-\$28.04
Transport cost per tonne	\$56.27	\$77.36
Net cost of Recycling per tonne	\$28.23	\$49.32

If Council recycling quantities were to be significantly effected then the net result to Council would be a saving. The table detailed below highlights the following:

- Amount of recycling sent to SKM in 2013/14
- Estimated saving based on reducing recycling by 20%
- Estimated saving based on reducing recycling by 50%

Estimated saving for Council if quantity of recycling material is reduced

	Alvie		Apollo Bay		Total
2013/14 Recycling Totals	tonne	1592		612	2204
20% of current recycling	tonne	318.4		122.4	440.8
Transportation Saving	\$56.27	\$17,916	\$77.36	\$9,469	\$27,385
Loss of Income	-\$28.04	-\$8,927.94	-\$28.04	-\$3,432	-\$12,360
Total Saving if current recycling reduced by 20%		\$8,988.43		\$6,036.77	\$15,025
50% of current recycling	tonne	796		306	1102
Transportation Saving	\$56.27	\$44,791	\$77.36	\$23,672	\$68,463
Loss of Income	-\$28.04	-\$22,320	-\$28.04	-\$8,580	-\$30,900
Total Saving if current recycling reduced by 50%		\$22,471		\$15,092	\$37,563

There is some concern that the CDL legislation could affect the balance of the recycling / waste streams

- by residents either moving residual recycling material into the waste stream,
- or users moving material from the garbage bin over to the recycle bin

A cost comparison between the cost of recycling versus cost of disposal to landfill site is provided in the Table below:

Comparison of Disposal cost between Recycling and Landfill

Material to Recycle	Alvie	Apollo Bay
SKM Income per tonne	-\$28.04	-\$28.04
Transport per tonne	\$56.27	\$77.36
Cost per tonne Recycling	\$28.23	\$49.32
Disposal to Landfill		
Gate Fee per tonne	\$93.50	\$93.50
Transport per tonne	\$33.75	\$54.86
Landfill Levy per tonne	\$29.30	\$29.30
Cost per tonne Waste to landfill	\$156.55	\$177.66
Landfill cost per tonne more than recycling	\$128.32	\$128.34

ORDINARY COUNCIL MEETING

NOTICES OF MOTION

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
<p><u>NOTICES OF MOTION</u></p> <p><u>OM092605-20.1 NOTICE OF MOTION 152 0809 - REUSE AND RECYCLING OF WASTE MATERIALS (Cr Stephen Hart)</u></p> <p><u>Recommendation</u></p> <p><i>That Council consider the contents of this Notice of Motion</i></p>		

MOVED Cr Stephen Hart seconded Cr Lyn Russell that Council aims to minimise litter and to pursue cost effective methods of reuse and recycling of waste materials. Council resolves to:

- 1. Support the introduction of a container deposit scheme in Victoria, or throughout Australia;***
- 2. Write to the State and Federal Environment Ministers with copies to our local State and Federal Members of Parliament to urge them to implement a container deposit scheme because of the financial, social and environmental benefits; and***
- 3. Actively promote the issue in the community, without incurring any undue cost to Council.***

CARRIED 7 : 0

Recommendation

That Council consider the contents of this Notice of Motion.

~~~~~\ ~~~~~

**OM152801-12            ENFORCEMENT OF NOXIOUS WEED CONTROL ON PRIVATE LAND (CR STEPHEN HART)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 28 January 2015:

That Council:

1. Notes that the enforcement of noxious weed control on private land is a State Government responsibility.
2. Notes that the lack of effective enforcement and control of noxious weeds over many years has resulted in many rural properties becoming increasingly infested with noxious weeds.
3. Instructs Council's Chief Executive Officer to write to relevant State Members of Parliament including the Government, the member for Polwarth and all representatives in the Western Region, to request proper enforcement of the requirement to control noxious weeds on private land.
4. Instructs the Council's Chief Executive to pursue this matter at all relevant forums, such as Great South Coast Group, where that does not incur undue costs for Council.
5. Consistent with point 4, instructs Council's Chief Executive Officer to take all reasonable steps to elicit the support of the Municipal Association of Victoria by providing an appropriately worded resolution for consideration at the next Municipal Association of Victoria State Council meeting.

**Attachments**

Nil

**Recommendation**

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

~~~~~\ ~~~~~


REPORTS FROM DELEGATES TO OTHER BODIES

| ITEM | |
|---------------------------|----------------------------------------------------------------------------------|
| <u>OM152801-13</u> | <u>REPORT FROM DELEGATE TO OTHER BODIES - AUDIT
COMMITTEE MINUTES</u> |

**OM152801-13 REPORT FROM DELEGATE TO OTHER BODIES - AUDIT
COMMITTEE MINUTES**

Unconfirmed summary minutes of the Colac Otway Shire Audit Committee Meeting dated 3 December 2014

Attachments

1. Audit Committee Meeting - 3 December 2014

Recommendation

That Council receives for information the unconfirmed summary minutes of the Colac Otway Shire Audit Committee Meeting dated 3 December 2014.

~~~~~\ ~~~~~

## IN COMMITTEE

### **Recommendation**

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

| <b>SUBJECT</b>                                                   | <b>REASON</b>                                                                                        | <b>SECTION OF ACT</b>    |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------|
| Minutes of In-Committee Council Meeting held on 17 December 2014 | this matter deals with contractual matters; AND this matter may prejudice the Council or any person. | Section 89 (2) (d) & (h) |
| Audit Committee - Appointment of Independent Member              | this matter deals with contractual matters; AND this matter may prejudice the Council or any person  | Section 89 (2) (d) (h)   |
| Contract No. 1422 - Richmond Street Reconstruction               | this matter deals with contractual matters                                                           | Section 89 (2) (d)       |



# ORDINARY COUNCIL MEETING

## WEDNESDAY, 28 JANUARY 2015

### ATTACHMENTS

*PAGE NO.*

#### **CORPORATE AND COMMUNITY SERVICES**

**OM152801-2 Draft G21 Regional Tennis Strategy**

Attachment 1: Draft G21 Regional Tennis Strategy 3

**OM152801-3 2014-15 Second Quarter Financial Report**

Attachment 1: Second Quarter Financial Performance Report 85

**OM152801-4 Operational Plan Second Quarter Performance Report  
October-December 2014**

Attachment 1: Operational Plan Second Quarter Progress Report 20141231 107

**OM152801-5 Debt Management and Recovery Policy**

Attachment 1: Draft Debt Management and Recovery Policy ..... 119

#### **GENERAL BUSINESS**

**OM152801-10 Assembly of Councillors**

Attachment 1: Mooleric Quarry - 10 November 2015 & 25 November  
2014 ..... 129

Attachment 2: Mooleric Quarry - 9 December 2014 ..... 131

Attachment 3: Councillor Workshop - 10 December 2014..... 132

Attachment 4: Friends of the Colac Botanic Gardens ..... 1333

Attachment 5: Colac Regional Saleyards Advisory Committee - 12  
December 2014 ..... 137

Attachment 6: Councillor Briefing Session - 17 December 2014 ..... 138

**REPORTS FROM DELEGATES TO OTHER BODIES**

**OM152801-13 Report from Delegate to Other Bodies - Audit Committee  
Minutes**

Attachment 1: Audit Committee Meeting - 3 December 2014 ..... 141



# G21 REGIONAL TENNIS STRATEGY

DRAFT REGIONAL STRATEGY  
NOVEMBER 2014: ISSUE 03



## ACKNOWLEDGEMENTS

### PROJECT PARTNERS

**This project has been a collaborative effort of a number of partner organisations, in addition to the Victorian Government and the five local government authorities comprising the G21 Geelong Region Alliance.**

Input and advice from Tennis Australia, Tennis Victoria, Local Government Authorities and the G21 regional tennis community has also assisted the development of this document.

### PROJECT CONSULTANTS

**insideEDGE Sport and Leisure Planning**

Whitten Oval | 417 Barkly Street  
Footscray West | VIC 3012 | Australia

Telephone | +61 3 9680 6370

Email | [info@ieslp.com.au](mailto:info@ieslp.com.au)

Web | [www.ieslp.com.au](http://www.ieslp.com.au)





# CONTENTS

| SECTION                                 | PAGE |
|-----------------------------------------|------|
| ▶ INTRODUCTION                          | 01   |
| ▶ EXECUTIVE SUMMARY                     | 05   |
| ▶ OVERVIEW OF FINDINGS                  | 08   |
| ▶ STRATEGIC FRAMEWORK                   | 10   |
| ▶ STRATEGY REVIEW AND IMPLEMENTATION    | 24   |
| ▶ MUNICIPAL PRIORITIES AND ACTION PLANS | 28   |
| ▶ APPENDICES                            | 54   |

**THE G21 REGIONAL TENNIS STRATEGY IS DELIVERED IN TWO REPORT VOLUMES.**

### **Volume 1 – Issues and Opportunities**

Volume 1 provided detailed project, region and tennis context and associated analysis to inform strategic directions, as well as an analysis of the issues impacting tennis across the G21 region. It also highlighted potential opportunities for improvement, which provides the basis for Volume 2 – Strategy and Recommendations.

### **Volume 2 – Regional Strategy (THIS DOCUMENT)**

Volume 2 provides the principles and strategic framework to support the future development, governance and growth of tennis throughout the G21 region. It also provides key regional strategic directions and recommendations for tennis development and infrastructure provision, as well identifying key priorities and actions for each participating municipality.



## INTRODUCTION ABOUT THIS DOCUMENT

**The G21 Regional Tennis Strategy aims to improve tennis participation in the region, and guide future development, service provision and investment in the sport. Nationally, a movement away from traditional weekend competition formats has resulted in many local clubs and associations struggling to retain and attract participants, creating the need for a collaborative approach to the future delivery of integrated strategies to support tennis participation.**

The G21 region is made up of a diverse range of communities, with a number of rural townships mixed with high growth areas creating a demand for a clear vision for facilities, services and support for tennis across a wide-ranging regional community.

Five Local Government Authorities comprise the G21 Geelong Region Alliance, including the City of Greater Geelong, Shires of Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe.

The *G21 Regional Tennis Strategy* investigates the issues and opportunities facing tennis on a regional scale, utilising the knowledge and resources from each of the five represented LGAs of the G21 region. Further support has been provided by Tennis Australia, Tennis Victoria, local clubs, coaches and associations. Funding for the project has been provided by each of the five LGAs, the Victorian Government and Tennis Australia.

**The G21 Regional Tennis Strategy builds on the information provided within Volume 1 – Issues and Opportunities Paper.**

Volume 2 provides regional recommendations and strategic directions for implementation by the G21 tennis community, Tennis Victoria and Local Government Authorities, supported by Tennis Australia, State Government and other regional partners.

**Volume 1 - Issues and Opportunities Paper** provides detailed information on seven key themes impacting tennis development and infrastructure provision across the G21 region:

- Policy and planning
- Regional structure
- Tennis participation
- Coaching
- Club development
- Facility provision and asset management
- Servicing and delivery.

**This Regional Strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper (prepared in 2013) and provides clear direction on the recommended strategies and actions required to better provide for and support tennis in the G21 region for the next 10 years.**

Analysis of information and identification of local and regional issues was based on available historical data from 2011/12 and earlier. Over the 2013-2014 period, Tennis as a sport have made a number of significant positive improvements which are highlighted within this report.

## DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

| ABBREVIATION                   | DEFINITION                                                                                                                                                                                                                                                                                          |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ABS                            | <b>Australian Bureau of Statistics</b> – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.                               |
| Barwon Regional Tennis Network | Tennis Victoria regional body designed to promote and publicise tennis in the region, with a focus on regional team events.                                                                                                                                                                         |
| BSA                            | Barwon Sports Academy.                                                                                                                                                                                                                                                                              |
| CALD                           | Culturally and Linguistically Diverse communities                                                                                                                                                                                                                                                   |
| Cardio Tennis                  | Tennis Australia fitness based coaching program, designed for teenagers through to adults with a focus on constant movement and activity.                                                                                                                                                           |
| Clay / red porous              | Clay is a generic term to classify any playing surface with a 'clay-like' appearance. In Victoria, these are commonly called red porous or en tous cas and differ from traditional European clay courts.                                                                                            |
| CTO                            | Tennis Victoria Community Tennis Officer.                                                                                                                                                                                                                                                           |
| Cushioned hard court           | An acrylic hard court, with either a liquid or mat applied cushioning applied below the surface on top of a concrete or asphalt base. The Australian Open 'blue courts' are a cushioned hard court.                                                                                                 |
| ERASS                          | <b>Participation in Exercise Recreation and Sport Survey</b> – Statistical research produced by the Standing Commission on Recreation and Sport (SCORS) and used to examine trends in football participation and to project future growth and demand. Surveys were conducted between 2001 and 2010. |
| G21                            | <b>G21 Geelong Region Alliance</b> – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliffe.                                                                                                                        |
| G21 S&R Pillar                 | <b>G21 Sport and Recreation Pillar</b> – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.                                                                                                                                    |
| Hot Shots                      | Tennis Australia introductory tennis coaching program designed for children, utilizing modified courts, nets, racquets and balls.                                                                                                                                                                   |
| JDS                            | Junior Development Series tournaments, run through the Barwon Regional Tennis Network.                                                                                                                                                                                                              |
| Leisure Networks               | Regional Sports Assembly for the Barwon Region.                                                                                                                                                                                                                                                     |
| LGA                            | Local Government Authority.                                                                                                                                                                                                                                                                         |
| Natural grass                  | A natural grass playing surface, usually only usable during the warmer months.                                                                                                                                                                                                                      |
| Non-cushioned hard court       | An acrylic hard court, with the surface material applied directly to a concrete or asphalt base in a number of layers.                                                                                                                                                                              |
| SRV                            | Sport and Recreation Victoria.                                                                                                                                                                                                                                                                      |
| Strategy                       | References throughout this the document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole. The Strategy may also be referred to as 'the study' in some instances.                                                                                                    |
| Synthetic grass                | Also referred to as Artificial Grass or Sand Filled Artificial Grass (SFAG) court surface.                                                                                                                                                                                                          |
| VCTA                           | Victorian Country Tennis Association.                                                                                                                                                                                                                                                               |

## PROJECT METHODOLOGY

The following diagram visually represents the project methodology and steps undertaken in the preparation of this *Regional Strategy*.

- STAGE ONE**  
▶ PROJECT INITIATION

---

- STAGE TWO**  
▶ 2A) SITUATION ANALYSIS AND  
▶ 2B) SUPPLY ANALYSIS

---

- STAGE THREE**  
▶ STRATEGIC FRAMEWORK DEVELOPMENT

---

- STAGE FOUR**  
▶ DEVELOPMENT OF AN ISSUES AND OPPORTUNITIES PAPER.

---

- STAGE FIVE**  
▶ DRAFT *G21 REGIONAL TENNIS STRATEGY*

---

- STAGE SIX**  
▶ PRESENTATION AND FINAL REPORTING

## PROJECT STUDY AREA

The study area for the *G21 Regional Tennis Strategy* includes the five municipalities of Greater Geelong, Surf Coast, Golden Plains, Colac Otway and Queenscliff.

The principal population centre of the region is located in Geelong, however growth is expected in the areas of Clifton Springs, Lara, Leopold, Ocean Grove, Drysdale, Fyansford, Torquay, Bannockburn, Colac and most significantly in the Armstrong Creek growth area, located midway between South Geelong and Torquay.

Refer to **Figure 01** below for map of the study area.

## PROJECT GOVERNANCE

The following project governance structure was established for the delivery of this project.

- PROJECT CONTROL GROUP (PCG)**  
▶ To provide high level strategic direction on key issues, opportunities and approve draft and final reports – includes representatives from City of Greater Geelong (as project managers), Tennis Australia, Tennis Victoria and DTPLI

---

- PROJECT STEERING GROUP (PSG)**  
▶ To provide technical advice and input into the project – includes representatives from Tennis Australia, Tennis Victoria, LGA's and SRV (under DTPLI)

---

- PROJECT STAKEHOLDERS**  
▶ To provide an opportunity for key tennis stakeholders to have input into the development of the Strategy – includes clubs, coaches, centres, associations and regional contacts

### QUICK FACTS

- ▶ 5 LOCAL GOVERNMENT AUTHORITIES
- ▶ 8,972 SQUARE KILOMETRES
- ▶ 298,000+ RESIDENTS
- ▶ 105 OPERATIONAL TENNIS FACILITIES
- ▶ 424 USABLE TENNIS COURTS
- ▶ 89 CLUBS & 4 TENNIS ASSOCIATIONS
- ▶ 3,370+ REGISTERED PLAYERS

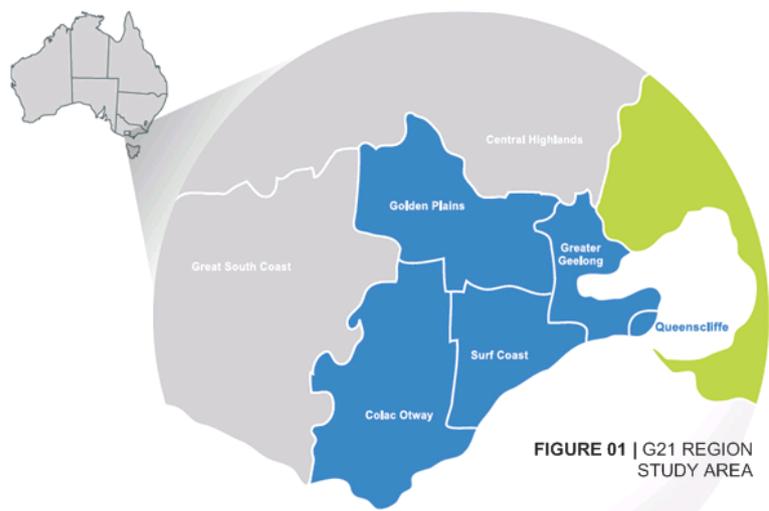


FIGURE 01 | G21 REGION STUDY AREA

## PROJECT CONTEXT

**The purpose of this project is to prepare a strategy to guide the development of tennis within the G21 region between 2015 and 2025.**

The plan will address infrastructure and sports development aspects, as well as establishing a clear structure for relevant stakeholders within the region. Strategies and actions for increasing and improving participation and facilities to cater for existing and future demand will be developed, with a long term strategic approach to addressing issues and opportunities adopted.

## WHY A REGIONAL APPROACH

**Participation in sport occurs without the limitations or structure of municipal boundaries, but planning for facilities, and delivery of programs, services and resources are influenced by these boundaries.**

Addressing the issues concerning tennis provision and delivery on a regional scale provides many benefits to both the sport and project partners.

As the focus of the strategy is at a higher level, State and Local Governments and Tennis Victoria have the opportunity to collectively implement actions in a planned and coordinated manner.

The commitment of State Government, Tennis Australia and Tennis Victoria also allows for greater partnership development, assisting the targeted provision and future investment in facilities and services which impact a larger portion of the Victorian community beyond individual clubs.

## PROJECT CONSULTATION PROGRAM

In developing the *G21 Regional Tennis Strategy*, the following stakeholder consultation activities have been undertaken, in addition to the extensive consultation program conducted during project stages one to four as part of the Issues and Opportunities Paper:

- Presentation of overarching issues and opportunities to PCG and PSG in December 2013
- Detailed review of Issues and Opportunities Paper by PCG and PSG representatives (Jan-Feb 2014)
- Strategic directions meeting and workshop with Tennis Australia and Tennis Victoria representatives (March 2014)
- Individual meetings with each Local Government Authority to discuss regional implications, principles and municipal actions (March 2014)
- Development of preliminary strategic directions and recommendations for PCG review and feedback (June 2014)
- Meeting with Tennis Victoria Places to Play, Regional CTO and Executive staff to discuss strategic directions and resourcing opportunities (July 2014)
- Development of Draft Strategy for regional stakeholder review (September 2014).



## EXECUTIVE SUMMARY

**The G21 Regional Tennis Strategy has been prepared to guide the development of tennis within the G21 region. It addresses a range of issues and provides clear direction regarding future infrastructure provision and the needs of tennis development and participation throughout the region. It also makes recommendations regarding future tennis governance and stakeholder roles and responsibilities within the region.**

To support the achievement of the proposed strategic directions and objectives highlighted within this report and to ensure the needs of the tennis community are met in the short, medium and longer-term, 39 specific actions have been identified for implementation over the next 10-years. Four actions are considered critical to the improvement of tennis across the region and will require immediate planning and implementation to commence.

The following four critical actions also underpin and set the foundation for the remainder of regional and local actions and will require a cohesive and coordinated regional effect to implement them. Critical actions are:

1. **Restructure tennis governance** in the G21 region.
2. Strategically **invest in tennis court lighting** to grow participation.
3. Support the sustainability of tennis via the **new national affiliation model**.
4. **Adopt recommendations** into organisation work plans and budgets.

The recommendations made within the *G21 Regional Tennis Strategy* have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, tennis and community organisations, as well as individuals involved in the support and provision of tennis.

Over 300 community, school, club and coach surveys were completed and analysed, nine tennis community forums conducted and a range of targeted interviews and face-to-face meetings were held with sport, government and community stakeholders.

The recommendations provided within this report have been developed to set the foundation from which to grow and promote the game and for the benefit all current and potential participants, administrators, coaches and supporters of tennis in the G21 region.

The *G21 Regional Tennis Strategy* sets an ambitious vision for the sport in the region, to be **Victoria's fastest growing and most accessible region for tennis**.

Regional partners are stakeholders will achieve this vision by 2025 by:

- ▶ Providing improved community tennis facilities;
- ▶ Creating more opportunities to play;
- ▶ Supporting clubs and their people;
- ▶ Promoting all forms of the game;
- ▶ Implementing innovative ideas, and
- ▶ Formalising player pathways.

To support the achievement of this vision, **five strategic objectives** have been adopted by regional partners and stakeholders:

1. Develop an **aligned and collaborative** structure to deliver tennis.
2. **Grow tennis**, its range of activities and its year round appeal.
3. Reposition the **tennis facility mix to align with future need** and demand.
4. Support **clubs and venues to grow their capacity** and improvement management and operations.
5. **Promote tennis and provide resources** (human and financial) to support change.

Tennis has failed to grow in its traditional competition formats throughout the G21 region for a number of years and as a sport, tennis finds it difficult to compete with the strong and growing local participation in other traditional sports including Australian Rules football, netball and cricket.

Registered members in tennis across the G21 region declined by 982 (or 22%) between 2010/11 and 2012/13, with only 6 Tennis Victoria affiliated clubs reporting more than 100 members in 2012/13.

As at 2012/13 only 55% of tennis clubs operating within the G21 region were affiliated with Tennis Victoria.

**On 1 July 2014 Tennis Victoria, in conjunction with Tennis Australia, introduced a new national affiliation model for all Victorian tennis clubs, which aims to support clubs to offer more flexible and innovative options without the barrier of individual affiliation fees.**

**Since its inception, 2013/14 registered memberships in the G21 region (as at August 2014) grew by 166 or 5% immediately.**

In 2012/13 the G21 region captured around 1.5% of the total population as 'registered members', which is on-par with the state's country average of 1.48%.

While registered memberships do not form a projected major growth area of tennis participation, the G21 region has experienced significant growth in its Hot Shots program, with numbers increasing from 695 in 2012/13 to 2,525 in 2013/14.

Of the tennis coaches surveyed through project consultation, 87% indicated they predict growth in both junior programs and Hot Shots over the next three years.

The City of Greater Geelong has consistently provided around 70% of the region's registered members, Surf Coast and Golden Plains 11%, Colac Otway 7% and Queenscliffe 1%.

Stronger participation was reported in a mix of the more highly populated, established and growing areas of Geelong, South Geelong, Newtown, Belmont, Grovedale, Wandana Heights, Waurn Ponds, East Geelong and Ocean Grove. Not surprisingly, these areas also provide the vast majority of larger tennis venues and associated tennis programs and services (refer to **Appendix 1** for the distribution of 2013/14 known Tennis Victoria registered memberships across the region).

Tennis participation is impacted by a number of factors, most of which are being experienced across the G21 region.

These include; poor facility mix, constrained facility capacity (including lack of lighting and event capable infrastructure), limited service provision outside of population centres, limited number of TA qualified coaches operating regionally and in rural townships, declining volunteer numbers to support club growth and development, current competition and activities not keeping pace with local needs and changing demand and the inability to attract funding (and in some cases, policy provisions) to undertake key infrastructure projects to boost regional capacity.

**Table 01** on the following page provides a summary of existing tennis venues across the G21 region. The G21 region provides a substantial number of tennis facilities and courts – 105 operational tennis venues and 402 usable courts.

These numbers have been in decline in recent years, with anecdotal evidence and site investigations suggesting these numbers were up around 130 venues and 500+ courts in recent decades.

Site investigations identified up to 9 existing venues (8%) and 26 (6%) courts as being defunct and not suitable for use, with a number of others showing signs of infrequent use.

The mix of existing venues across the region provides a significant number of Public Access (59 or 56%) and Local tennis venues (38 or 36%). These sites have been historically developed to meet local needs and township settlement patterns.

**This leaves only eight venues across the G21 region with eight or more courts** – six of which are located in the City of Greater Geelong, one in Colac and one in Anglesea. Some of these venues have courts in poor condition, they provide a mix of surface types and/or are natural grass courts that are limited in year-round use. These factors significantly constrain the capacity to grow tennis and provide for the regional community.

While there are two Regional scale venues (16+ court facilities) in the region - the Geelong Lawn Tennis Club (the existing Tennis Australia designated Regional Tennis Centre for the region) and the Colac Lawn Tennis Club - there is a deficiency in Large Community venues (12+ courts) compared with other prominent tennis regions across Victoria.

This lack of larger venues limits club capacity, competition and program growth and the ability to attract and conduct a range of regular tournaments and events.

In addition to the constrained capacity of the existing regional tennis facility network, only a small number of new courts have been built in the past decade (most being redevelopment of existing venues) and few new venues are planned to 2025. The exception being 36 courts across two separate locations in the Armstrong Creek development area.

TABLE 01 | G21 TENNIS FACILITY PROVISION SUMMARY BY LGA (2013)

| LGA                       | GREATER GEELONG | SURF COAST | GOLDEN PLAINS | COLAC OTWAY | QUEENS-CLIFFE | TOTAL NO. | TOTAL % |
|---------------------------|-----------------|------------|---------------|-------------|---------------|-----------|---------|
| NUMBER OF VENUES          | 43              | 15         | 19            | 26          | 2             | 105       | -       |
| NUMBER OF CLUBS           | 42              | 15         | 14            | 16          | 2             | 89        |         |
| NUMBER OF COURTS          | 217             | 56         | 67            | 74          | 10            | 424       | -       |
| NUMBER OF PLAYABLE COURTS | 212             | 52         | 57            | 71          | 10            | 402       | -       |
| RED POROUS / CLAY         | 8               | 6          | 0             | 0           | 0             | 14        | 3%      |
| SYNTHETIC GRASS           | 38              | 24         | 2             | 8           | 4             | 76        | 19%     |
| ASPHALT                   | 71              | 17         | 29            | 44          | 0             | 161       | 40%     |
| CONCRETE                  | 2               | 0          | 0             | 1           | 0             | 3         | 1%      |
| ACRYLIC HARDCOURT         | 80              | 5          | 26            | 3           | 6             | 120       | 30%     |
| NATURAL GRASS             | 13              | 0          | 0             | 15          | 0             | 28        | 7%      |
| FLOODLIT VENUES           | 18              | 7          | 4             | 4           | 2             | 35        | 33%     |
| FLOODLIT COURTS           | 73              | 28         | 8             | 10          | 6             | 125       | 31%     |

Using tennis industry benchmark planning ratios of 1 court to 1500 head-of-population, the G21 region is well provided for regarding existing courts, with the majority of courts reported to be in average to reasonable condition. This is evidenced through detailed site inspections and from the \$400,000+ investment made into tennis court renewal by Local Councils on an annual basis. **These capital renewal programs and their continuation are essential to support the sustainability and growth of tennis in the region.**

A clear focus of the *G21 Regional Tennis Strategy* is on the renewal and improvement of existing venues over the next 10 years, supported by an increase in access to state and national grant program investment.

In addition to court and facility renewal priorities, it is also expected that the natural attrition of tennis courts in rural and low use areas will continue over time. The *G21 Regional Tennis Strategy* makes recommendations to 'accept this' where required, but also provides solutions for court re-use and adaptability where informal and recreational tennis can be retained in multi-use and community recreation spaces.

Tennis Victoria's 2012 Country Servicing Strategy articulated the peak body's approach to supporting and providing for tennis in Regional Victoria. It provided a structured servicing model that created a role for Country Regional Tennis Networks (the Barwon Regional Tennis Network in the G21 region) to promote tennis, improve collaboration between stakeholders and to focus on player development initiatives.

At the time of writing (September 2014), Tennis Victoria was in the process of undertaking a wider review of current operations and country governance structures across Victoria. This review is likely to have an impact on the governance model for tennis in the G21 region. Participation in this review by regional stakeholders will be an important action to deliver.

A fresh regional tennis governance model that connects stakeholders and aligns tennis programs and competitions, as well as addresses the lack of coaches and coaching activity in rural townships is required in the G21 region. To address these needs locally, Tennis Victoria (in 2014) appointed a new Regional Community Tennis Officer (CTO) for the Country South West area to work with clubs, coaches, associations, regional sports assemblies and local government to improve tennis participation outcomes.

**Achieving aligned thinking, commitment to the regional vision and a tennis network that is delivering consistently and collaboratively will have the single greatest influence on regional improvement for the sport of tennis, its clubs and its participation levels.**

Core local differences across the G21 region make it difficult to align all elements of the *G21 Regional Tennis Strategy*. However, clear directions are provided that focus on improving the structure and governance model for tennis, creating an integrated tennis program and activity model (in population centres, growth areas and rural townships) and in ensuring that tennis facility improvements are implemented to support regional and local priorities.

Regional strategies and recommendations are also underpinned by Municipal Action Plans. These localised actions plans provide partner LGA's with key actions that support their local communities and clubs, as well as contributing to the overall regional approach to tennis development for the G21 region.

The prioritisation of local actions (particularly infrastructure related recommendations) by project stakeholders will need to consider the competing priorities, demands and budget capacity and processes of LGAs and supporting partners. Prioritisation of actions should also be undertaken based on clubs and venues being able to meet the key criteria presented within the tennis facility hierarchy and service level framework, while providing maximum value to the sport and local communities.



## OVERVIEW OF FINDINGS

**A number of key sport, government and community stakeholders were engaged to identify issues, constraints and opportunities influencing planning, provision and growth of tennis in the G21 region.**

**Volume 1 – Issues and Opportunities Paper (2013)** explores these documented issues, opportunities and constraints in detail and were presented and analysed under the following seven key themes:

- Policy and planning
- Regional structure
- Tennis participation
- Coaching
- Club development
- Facility provision and asset management
- Servicing and delivery.

**A summary of Volume 1 findings and assessment of regional strengths, weaknesses, opportunities and challenges (threats) for tennis across the G21 region follows. This assessment has been used as the basis from which to develop future strategies and recommendations.**

### STRENGTHS

- ▶ Regional partner, G21 Sport and Recreation Pillar and Armstrong Creek planning is in place to support future sports development, club development and event attraction initiatives that support tennis.
- ▶ Court to population ratios in each LGA well exceed the state average and existing growth area planning ratios.
- ▶ Geelong Lawn Tennis Club and its function as a Regional Tennis Facility and as an event, participation and development hub for the region.
- ▶ Ability to attract and accommodate events from junior participation, to Masters Games and through to the Davis Cup.
- ▶ Annual Local Government investment of \$400,000+ into court surface and court infrastructure renewal programs.
- ▶ Of the TA qualified coach members operating, a large proportion are TA Club Professional (Level 2) accredited.
- ▶ Some club participation and membership growth reported, albeit in isolated pockets across the region.
- ▶ 360% growth in regionally registered Hot Shots participants between 2012/13 (695 registrations) and 2013/14 (2,525 registrations).
- ▶ Appointment of the Country South West – Community Tennis Officer (CTO) in 2014 to cover Barwon, Glenelg and Central Highlands areas.

## WEAKNESSES

- ▶ Limited number of Tennis Australia qualified coach members operating across the G21 region – not enough to service all areas.
- ▶ Multiple providers but no integrated competition formats and structures in place to cater for tennis year round.
- ▶ Varied infrastructure condition across the region, with many facilities in rural areas in poor condition.
- ▶ Current facility type, mix and court surface provision does not promote participation and club membership growth.
- ▶ 44% of tennis venues provide 2 courts or less and only eight venues provide 8 or more courts.
- ▶ Lack of floodlit courts and venues provided across the region – only 31% of courts lit which creates lost opportunity to support current participation trends.
- ▶ Limited investment via Tennis Australia National Court Rebate Scheme since 2007/08 – only three projects of total rebate value of \$168,000 achieved by two clubs in the region.
- ▶ Strong knowledge of tennis programs available within schools across the region, but very little take up and implementation.
- ▶ Low numbers of Tennis Victoria affiliated clubs (55%) and registered members across the region.
- ▶ Stakeholders identified the promotion of tennis locally and regionally to be very poor.
- ▶ Limited engagement from tennis clubs in club development and support programs and declining capacity of clubs and associations to deliver via volunteer network.
- ▶ Association competition focuses on traditional formats and does not adequately address emerging trends in tennis participation.

## OPPORTUNITIES

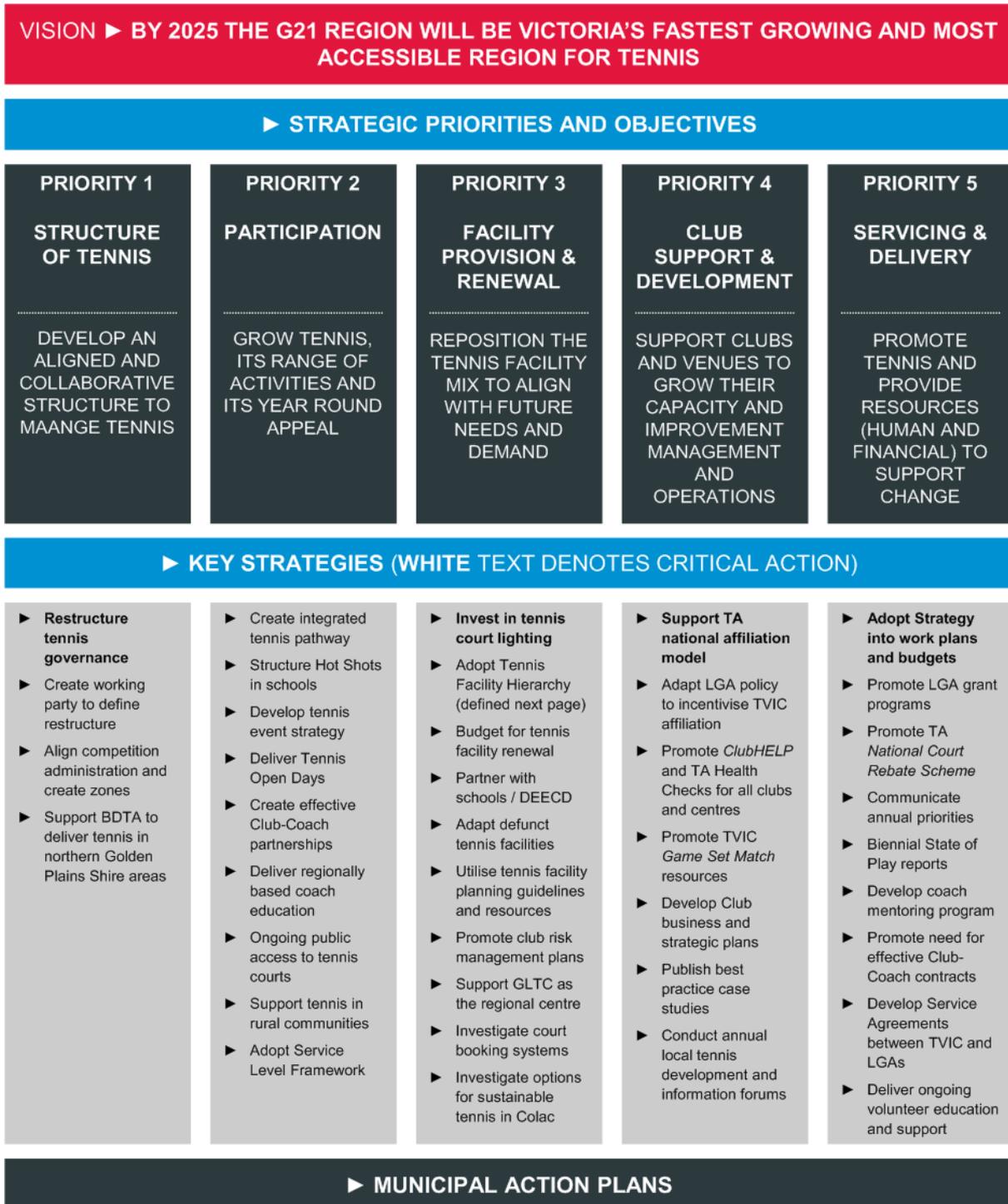
- ▶ Regional governance review and competition restructure to create an integrated network of regional tennis activities.
- ▶ Utilise Sports House to accommodate regional staff or visiting tennis stakeholders to the region.
- ▶ Development of new facilities in Armstrong Creek provide the opportunity to develop new management models to better respond to consumer needs and innovations in programming.
- ▶ Potential introduction of venue booking system for clubs and public access courts.
- ▶ Capitalise on the strong visitor market to the region and the promotion of casual play and court access by clubs and LGAs.
- ▶ Increase the number of Tennis Australia coaches via regionally based accreditation and education seminars and training sessions.
- ▶ Increased coordinated school based programming via new Tennis Australia programs and initiatives.
- ▶ Greater regional promotion to showcase what the G21 region offers tennis.
- ▶ Focus on targeted existing venue renewal to bring a suite of clubs to meet Large and District Level requirements, including floodlighting to support increased evening tennis participation.
- ▶ Increase access (for quality projects) to available funding programs via Tennis Australia National Court Rebate Scheme, LGA Community Grants and other State Government programs.
- ▶ Increased engagement and uptake of available club development programs via Leisure Networks (ClubHELP), Tennis Australia and Tennis Victoria (Game Set Match).

## CHALLENGES (THREATS)

- ▶ Achieving regional integration of activities and programs given the diversity in regional settlement patterns and geography.
- ▶ Aligning the objectives of the tennis community with government policy around venue provision, access, use and management (and vice versa).
- ▶ Differences in LGA and club resources to support activities and programs (participation and capital).
- ▶ Achieving funds to deliver a strong suite of District Level venues and clubs capable of supporting broader tennis objectives and the Geelong Lawn Tennis Club (as the Regional Tennis Centre).
- ▶ Addressing venue capacity in growing areas with limited development opportunities.
- ▶ The large projected renewal cost of supporting all existing facilities to meet club and service level expectations.
- ▶ Achieving participation growth in rural areas of the region where population growth is not anticipated, particularly with the suite of facilities that exist.
- ▶ Attracting new and non-local tennis coaches into the region, particularly in areas outside of the key population centres.
- ▶ The capacity of Tennis Australia and Tennis Victoria to provide staff resources to meet G21 regional needs, in addition to the remainder of Victoria.
- ▶ Competition for the same participation markets as regionally dominant sports of Australian Rules Football, Netball and Cricket which experience some of the highest regional participation rates state-wide, and are growing.

# STRATEGIC FRAMEWORK

The following diagram outlines the strategic framework and structure for the provision of tennis facilities and development initiatives in the G21 region to 2025. Five key strategic priorities, supported by key objectives, will guide the direction of tennis and will be underpinned by a series of strategies and actions that can be implemented at the local level.



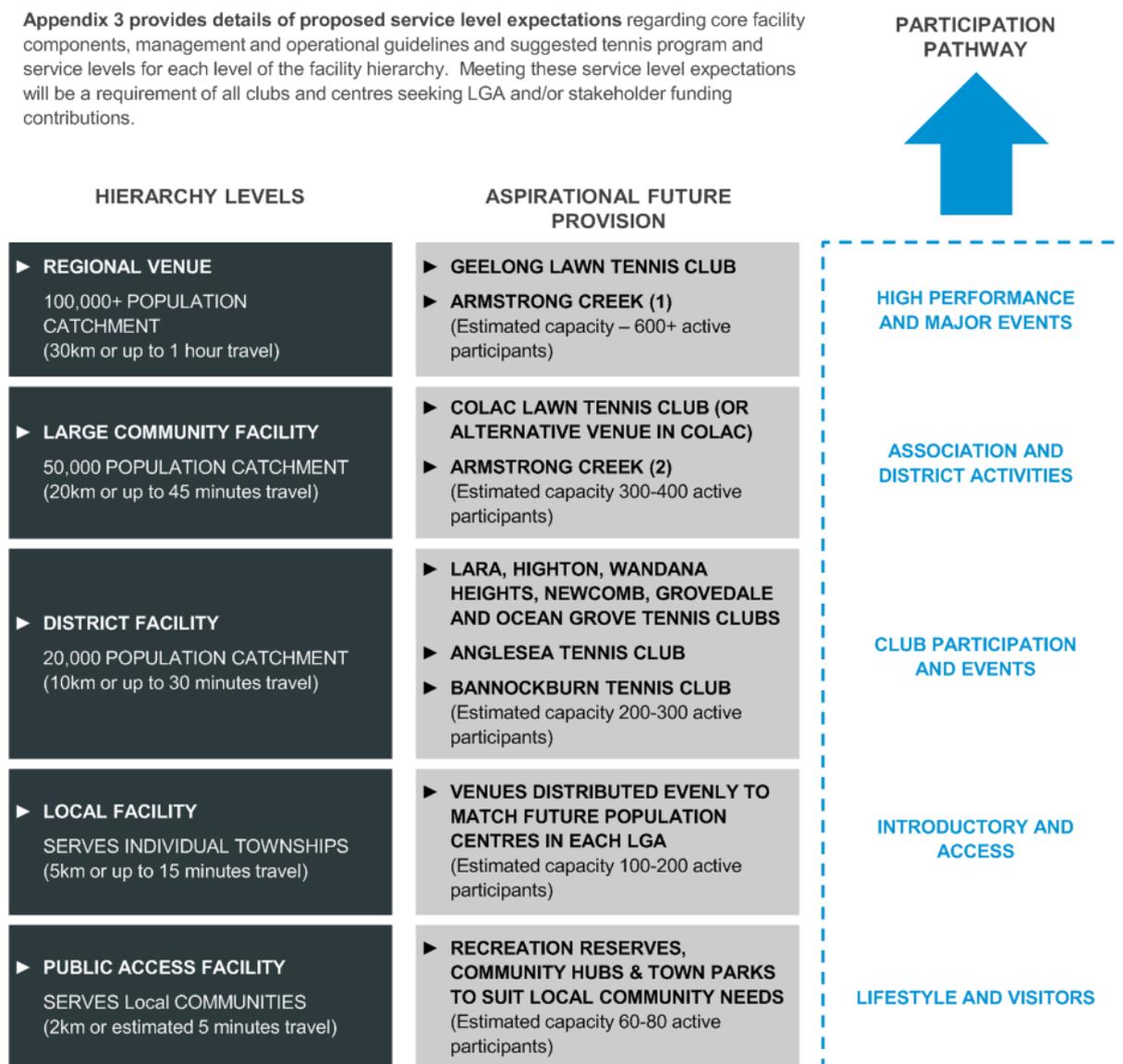
# TENNIS FACILITY HIERARCHY

The preparation and adoption of a regional tennis facility hierarchy will assist G21 regional stakeholders to **strategically plan and develop tennis facilities based on participation needs and specified requirements**. The following hierarchy provides a guide to facility distribution and use.

**Appendix 6 and each Municipal Action Plan** provides an LGA breakdown by venue of current hierarchy provision (Appendix 2 provides a map of all existing tennis venues in the G21 region) and future aspirational hierarchy levels by venue. These individual venue summaries support the overall objectives outlined in the hierarchy diagram below which seek to better balance the mix of tennis facilities across the G21 region.

The hierarchy and associated *Tennis Service Level Framework* (in Appendix 3) have been developed to guide the scope for each facility level to provide an appropriate range of activities and services, in addition to minimum facility components to ensure venue sustainability. These guides should be used by each LGA to set and implement local priorities in conjunction with clubs.

**Appendix 3 provides details of proposed service level expectations** regarding core facility components, management and operational guidelines and suggested tennis program and service levels for each level of the facility hierarchy. Meeting these service level expectations will be a requirement of all clubs and centres seeking LGA and/or stakeholder funding contributions.





# PRIORITY 1

## STRUCTURE OF TENNIS

Develop an aligned and collaborative structure to manage tennis

**The structure of tennis in the G21 region provides a mixed approach to the delivery of services, programs and activities, with a number of separate providers of competition, participation, coaching and club support programs operating.**

Tennis governance and operations within the G21 region requires restructuring. There is a need to better define stakeholder roles and responsibilities, in addition to creating greater alignment and coordination of tennis program, competition and activity delivery to help address regional decline in traditional competition tennis, improve competition and pathway structures and to better resource tennis administration across the region.

Tennis Victoria is currently (September 2014) undertaking a comprehensive review of Country Tennis governance structures, including investigation into the Regional Tennis Network structure. This review has no confirmed timeframe, but is likely to be completed sometime in 2015 and its recommendations may impact on the future structure of tennis in the G21 region. Participation in the review process should be encouraged and its progress and findings should be monitored by G21 stakeholders and incorporated into any future regional governance structure.

Of importance in the G21 region will be to develop a collaborative structure that includes competition development and administration, participation and pathway development, tournament and event support, coach education and development, schools coordination and support club development initiatives.

To achieve the G21 regional vision for tennis and be able to implement key strategic actions, it is likely that any future combined governance model will require professional administration and a sustainable management model supported through additional resources from peak tennis bodies.

The structure of tennis across the G21 region has not been able to keep pace with changes in community demand, preferences and trends, change within the sport of tennis and the progress of other regional sporting organisations that operate within the G21 region.

It is important to note that any future governance change within the region must be supported from the 'ground up' and include direction and ownership from Tennis Victoria, G21, LGAs or other stakeholders. Engagement of these stakeholders in conjunction with existing Local Associations, competition providers, clubs and service deliverers will be imperative to reach an agreed and aligned model.

Through any governance restructure it will be important to support the retention of the Buninyong and District Tennis Association (BDTA) as the provider of tennis services and competitions for northern Golden Plains based clubs (separate to any future G21 regional tennis body).

Many BDTA clubs are based outside the G21 region within the City of Ballarat and all BDTA clubs based within the Golden Plains Shire play within the local BDTA competition. As no G21 based BDTA club plays in Tennis Geelong, Polwarth and District Tennis Association or Bellarine Peninsula Tennis Association competition, it is recommended that the BDTA and associated clubs remain in their current structure and not align under a restructured G21 regional model.

**PRIORITY 1 – KEY STRATEGIES AND ACTIONS**

| TASK | STRATEGIC DIRECTIONS                                                                                                                                                                                                                                                            | TIMELINE | STAKEHOLDER RESPONSIBILITY |                                |                                                                 |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------|--------------------------------|-----------------------------------------------------------------|
|      |                                                                                                                                                                                                                                                                                 |          | INITIATE                   | DELIVER                        | SUPPORT                                                         |
| 1.1  | Restructure tennis governance in the G21 region                                                                                                                                                                                                                                 | Critical | Tennis Victoria            | Tennis Victoria, Associations  | Tennis Australia, LGAs, Clubs & Coaches                         |
| 1.2  | Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring tennis in the G21 region.                                                                                                                                       | High     | Tennis Victoria            | Tennis Victoria & Associations | Tennis Australia, LGAs, GLTC, Leisure Networks, Clubs & Coaches |
| 1.3  | Align all tennis competition administration operating in the G21 region and create geographical competition zones that support the Colac and District area, Geelong (including Central, North and East) and Bellarine-Surf Coast area (including Geelong South and Surf Coast). | Medium   | Tennis Victoria            | Tennis Victoria & Associations | Tennis Australia, LGAs, Clubs, Coaches, SRV                     |
| 1.4  | Support the retention of the Buninyong and District Tennis Association (BDTA) as the provider of tennis services and competitions for northern Golden Plains based clubs (separate to any future G21 regional tennis body).                                                     | Ongoing  | BDTA                       | Tennis Victoria                | Clubs and Golden Plains Shire                                   |



## PRIORITY 2

### PARTICIPATION

**Grow tennis, its range of activities and its year round appeal**

**Participation in tennis throughout the G21 region is currently inconsistent, with many activities and opportunities to play driven by a small number of clubs, coaches and private operators. Change in participation opportunities is critical to the engagement of people into the sport and greater focus on providing the right mix of activities to meet community trends and demands is required.**

G21 tennis participation is largely built around organised competition formats. Research at all levels indicates that this traditional model of participation is declining and that the way in which people wish to consume tennis is changing. To address trends and create new markets, tennis has created a number of new products to increase the breadth of tennis participation and engage new participants into the sport.

New products include Hot Shots and Hot Shots leagues, Cardio Tennis, Fast 4 and community play models that seek to take the game to new players and provide alternative formats to formalised competitions. New and emerging formats of play, complemented by increased night tennis and social play opportunities should be a focus for the G21 region. All formats should be explored to support the pathway into the various competitions, tournaments and events that are already provided.

The structure of tennis has a significant impact on the programs and services provided (and their access) throughout the G21 region and change will need to be reflected in this area in order to support the enhancement of tennis participation.

Regional geography and local area demographics influence the demand for tennis and the rural settlement pattern outside of key regional population centres demands different support strategies to those in areas of growth. In particular a greater focus needs to be provided on introductory programs, social activities and development programs to improve participants experience in tennis.

Ideally participation activities and service levels matched with the proposed hierarchy of tennis facilities will provide a structured guide to regional tennis stakeholders and local communities and help to set and manage local expectations regarding facility improvement and requirements for government support.

**Appendix 3 provides a guide to facility hierarchy levels of provision and the levels of service required to support growth in tennis participation.**

**PRIORITY 2 – KEY STRATEGIES AND ACTIONS**

| TASK | STRATEGIC DIRECTIONS                                                                                                                                                                                                                                                                               | TIMELINE | STAKEHOLDER RESPONSIBILITY |                               |                                                         |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------|-------------------------------|---------------------------------------------------------|
|      |                                                                                                                                                                                                                                                                                                    |          | INITIATE                   | DELIVER                       | SUPPORT                                                 |
| 2.1  | Through a restructured G21 tennis governance model, create an integrated tennis competition and pathway structure for the G21 region.                                                                                                                                                              | High     | Tennis Victoria            | Tennis Victoria, Associations | Coaches, BSA, Clubs                                     |
| 2.2  | Develop a structured approach to the introduction of Hot Shots programs and leagues to the G21 schools network, in conjunction with local Clubs, Coaches and National Schools Partnership Program.                                                                                                 | High     | Tennis Victoria            | CTO                           | Schools, Coaches, Clubs                                 |
| 2.3  | Develop a regional event strategy and align with regional objectives and G21 Sports Development Strategy requirements and local facility capacity.                                                                                                                                                 | Medium   | G21 & Tennis Victoria      | Tennis Victoria               | Tennis Australia, GLTC, Clubs, G21 Sport and Rec Pillar |
| 2.4  | Develop an annual regional Tennis Open Day (for all Clubs in the region) to support a broader event strategy or LGA / G21 active community participation program to raise the profile of and opportunities for tennis throughout the region.                                                       | Low      | Tennis Victoria            | Tennis Victoria               | Clubs, Coaches and Associations                         |
| 2.5  | Support Clubs to work closely with Coaches to grow and expand delivery of junior development activities, programs and initiatives and connect with local schools.                                                                                                                                  | High     | Tennis Victoria            | Clubs                         | Coaches & Schools                                       |
| 2.6  | Support TA to conduct regular tennis coaching accreditation and education courses within the G21 region and support local people via community grants (particularly young people) to undertake training and education courses.                                                                     | High     | Tennis Australia           | Tennis Australia              | Coaches, Clubs, Associations & LGAs                     |
| 2.7  | Continue to facilitate and promote public access to tennis courts throughout the G21 region for residents and visitors.                                                                                                                                                                            | Ongoing  | LGAs                       | LGAs                          | Clubs, Venue Operators & Tennis Victoria                |
| 2.8  | Develop a Quick Guide to supporting and delivering tennis in rural communities and the benefits to them – this will be underpinned by promoting access to tennis facilities and through court re-use and adaptation recommendations identified under the Facility Provision and Renewal objective. | Medium   | Tennis Victoria            | Tennis Victoria               | LGAs, Clubs, Coaches & Associations                     |
| 2.9  | Adopt the Service Level Framework (provided in Appendix 3) into future LGA planning and capital funding policies and programs.                                                                                                                                                                     | High     | LGAs                       | LGAs                          | Tennis Victoria, Clubs & Associations                   |

PRIORITY 2

FACILITY PROVISION AND RENEWAL

Reposition the tennis facility mix to align with future need and demand

**An audit of 114 tennis facilities and 424 courts across the G21 region identified 105 operational venues, providing 402 courts in usable condition (Figure 02).**

The general provision of tennis courts across the G21 region exceeds standard industry planning benchmarks and ratios, highlighting that court numbers meet minimum recommended numbers to the projected regional population, but location, quality, condition and type of venue provision no longer meets the requirements of clubs, participants and programs.

Clear gaps exist in the regional facility hierarchy regarding Large Community and District level facilities, with an existing large supply of Local and Public Access facilities. This facility mix has an impact on the capacity of the region to deliver tournaments and events, as well as build strong and sustainable clubs and integrated competitions. There are currently no dedicated Hot Shots courts provided in the G21 region to support the projected growth in this program.

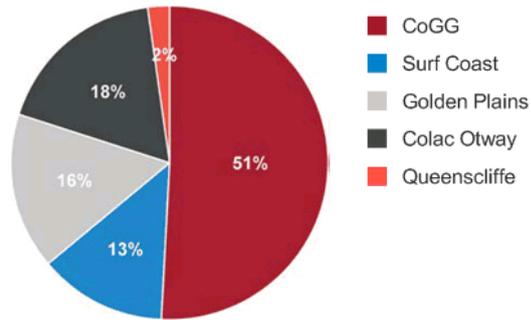
Adoption of the **Proposed Regional Facility Hierarchy** on the following page and the associated proposed **Service Level Framework in Appendix 3** would seek to address these issues and reposition the G21 region facility mix to better suit the diversity of tennis needs across the region. Refer to Figures 05 and 06 on the following page for current provision.

Other critical issues impacting tennis development include limited court lighting to support tennis participation growth trends (only 31% of existing tennis courts are floodlit across the region – refer Figure 03).

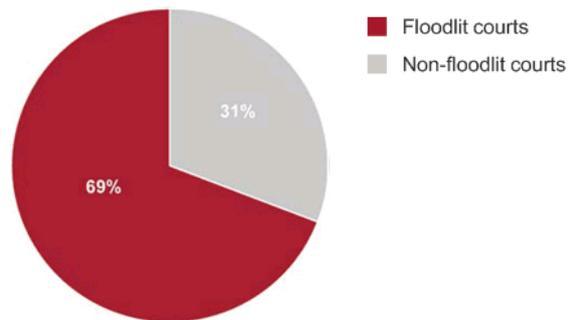
In addition, existing court surface provision is strongly focused on non-player development surfaces including asphalt, concrete and synthetic grass/clay (60% of all court surfaces). Refer to Figure 04 for a breakdown of court surface types across the region. All natural grass and red porous courts provided across the G21 region are based at three clubs at Geelong Lawn Tennis Club, Lorne Country Club and Colac Lawn Tennis Club.

Current planning for new tennis venues in the G21 region is limited, with the greatest opportunities for new facilities identified through existing venue expansion plans (ie. through reserve or venue master plans) and via the Armstrong Creek growth area, with 36 courts planned across two locations in the next 20 years.

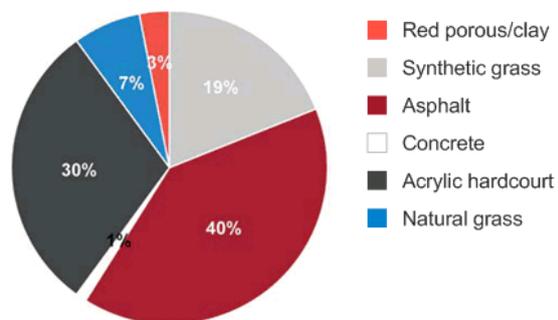
**FIGURE 03 | % OF TOTAL PLAYABLE COURTS BY LGA (2013) (SOURCE: TENNIS FACILITY AUDIT, 2013)**



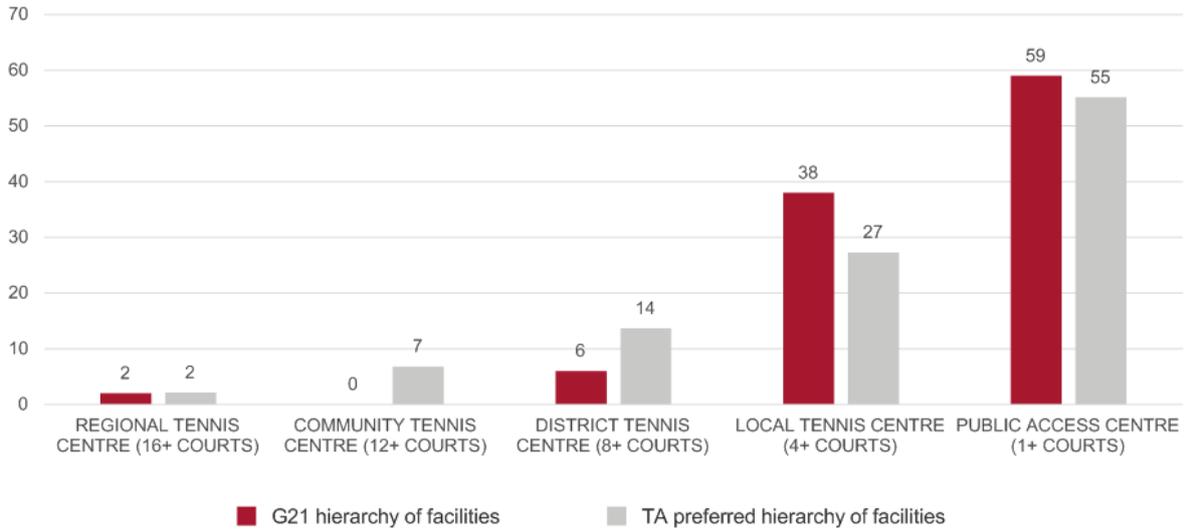
**FIGURE 03 | G21 REGION % OF FLOODLIT COURTS (2013)**



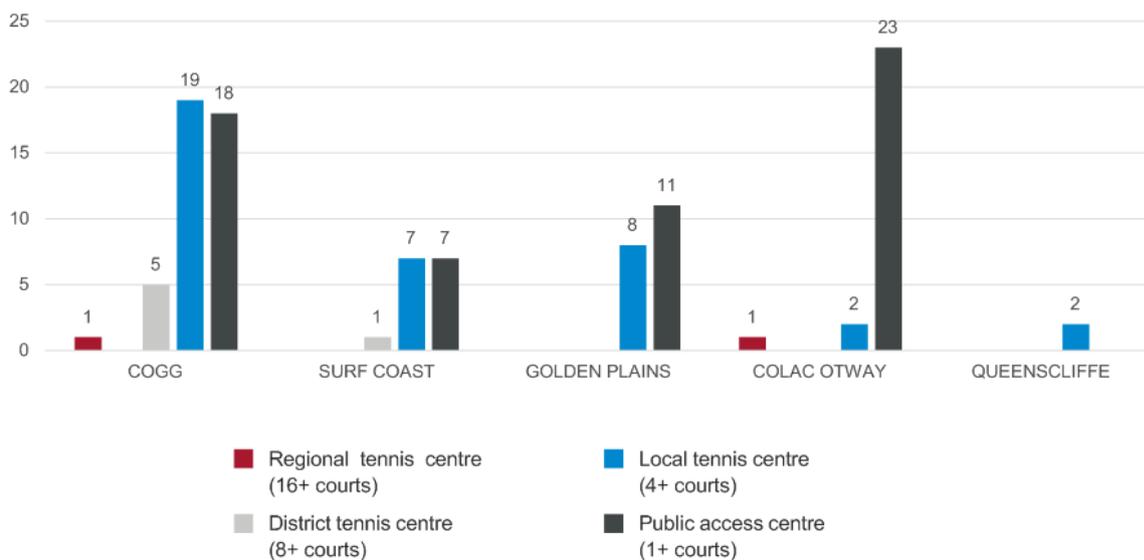
**FIGURE 04 | G21 REGION COURT SURFACE MIX (2013)**



**FIGURE 05 | TENNIS AUSTRALIA AND G21 REGION FACILITY HIERARCHY PROVISION COMPARISON**  
 (SOURCE: TENNIS AUSTRALIA 2020 NATIONAL FACILITY HIERARCHY AND G21 REGION TENNIS AUDIT, 2013)



**FIGURE 06 | G21 REGION FACILITY HIERARCHY PROVISION BY LGA**  
 (SOURCE: G21 REGION TENNIS FACILITY AUDIT, 2013)



## ESTIMATE LIFE CYCLE AND ANNUAL MAINTENANCE COSTS

With future court planning limited, there is a strong need for Local Government and regional partners to continue to invest in ongoing tennis infrastructure renewal programs. It will also be important for regional structures to be in place in order to maximise future investment into tennis facilities across the region.

To assist facility owners and asset managers to plan for new and redeveloped facilities, the following tables outline the capital costs, life cycle and estimated annual maintenance costs for core tennis facility infrastructure components.

In addition, annual maintenance costs must be planned and budgeted for. Regardless of maintenance responsibilities (Council or club) these costs need to be considered as ongoing financial commitments and accordingly planned for when infrastructure is renewed or new infrastructure is proposed.

| AVERAGE TOTAL LIFE EXPECTENCY COSTS<br>(PER COURT) |              |               | ESTIMATED ANNUAL MAINTENANCE COSTS<br>(PER COURT) |             |
|----------------------------------------------------|--------------|---------------|---------------------------------------------------|-------------|
| TENNIS COURT INFRASTRUCTURE                        | CAPITAL COST | EXPECTED LIFE | TENNIS COURT INFRASTRUCTURE                       | ANNUAL COST |
| New court construction (asphalt)                   | \$48,000     | 20 years      | -                                                 | -           |
| New court construction (concrete)                  | \$65,000     | 30 years      | -                                                 | -           |
| Asphalt (hot mix) surface                          | \$9,000      | 10 years      | Asphalt (hot mix) surface                         | \$200       |
| Acrylic (non-cushioned) surface                    | \$8,500      | 8 years       | Acrylic (non-cushioned) surface                   | \$450       |
| Acrylic (cushioned) surface                        | \$34,000     | 10 years      | Acrylic (cushioned) surface                       | \$450       |
| Synthetic grass (standard) surface                 | \$18,000     | 12 years      | Synthetic grass (standard) surface                | \$600       |
| Synthetic grass (premium) surface                  | \$23,000     | 12 years      | Synthetic grass (premium) surface                 | \$600       |
| Synthetic clay surface                             | \$30,000     | 10 years      | Synthetic clay surface                            | \$650       |
| Red porous / natural clay                          | \$35,000     | 35 years      | Red porous / natural clay                         | \$2,500     |
| Natural grass                                      | \$20,000     | 50+ years     | Natural grass                                     | \$4,000     |
| ANCILLIARY INFRASTRUCTURE                          | CAPITAL COST | EXPECTED LIFE | ANCILLIARY INFRASTRUCTURE                         | ANNUAL COST |
| Net posts and winders (pair)                       | \$2,500      | 30 years      | Net posts and winders (pair)                      | \$50        |
| Nets (each)                                        | \$300        | 5 years       | Nets (each)                                       | \$50        |
| Fencing (per court)                                | \$14,000     | 20 years      | Fencing (per court)                               | \$200       |
| Lighting (per court)                               | \$25,000     | 30 years      | Lighting (per court)                              | \$400       |

### Assumptions

1. Court resurface costs assume no major improvement of base and sub-grade is required.
2. Floodlight lamps and fittings are replaced on a 10 year cycle.
3. Floodlighting installations are exclusive of access to and installation of power.
4. Maintenance costs are calculated on recent historical projects and industry supplier costs.
5. Maintenance costs for courts include a mix of volunteer labour and contracted maintenance services.
6. Maintenance costs for red porous / natural clay and natural grass courts does not include water consumption.

### PRIORITY 3 – KEY STRATEGIES AND ACTIONS

| TASK | STRATEGIC DIRECTIONS                                                                                                                                                                                                                             | TIMELINE | STAKEHOLDER RESPONSIBILITY |                   |                                                              |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------|-------------------|--------------------------------------------------------------|
|      |                                                                                                                                                                                                                                                  |          | INITIATE                   | DELIVER           | SUPPORT                                                      |
| 3.1  | Strategically invest in tennis court lighting to grow participation                                                                                                                                                                              | Critical | LGAs + Clubs               | LGAs              | Tennis Australia, Tennis Victoria, Associations & State Govt |
| 3.2  | Adopt the proposed Regional Tennis Facility Hierarchy and utilise its structure to prioritise tennis facility developments across the G21 region.                                                                                                | High     | LGAs                       | LGAs              | Tennis Victoria, Clubs & Associations                        |
| 3.3  | Continue to allocate and budget for annual LGA tennis infrastructure renewal programs, inclusive of court surfaces, court furniture, fencing and lighting.                                                                                       | Ongoing  | LGAs                       | LGAs              | Tennis Victoria, Tennis Australia & Clubs                    |
| 3.4  | Partner and negotiate with schools and DEECD to develop (or at least line mark) dedicated Hot Shots courts within school grounds and environments.                                                                                               | Medium   | Tennis Victoria            | Schools           | Coaches                                                      |
| 3.5  | Where existing venues have been identified as being redundant or defunct, partner with Tennis Victoria / Australia and other sports to identify sustainable re-use and adaptation opportunities for broader community use.                       | Low      | LGAs & Tennis Victoria     | LGAs              | Clubs & Community                                            |
| 3.6  | Collectively adopt existing Tennis Australia, Tennis Victoria and SRV planning and facility development guidelines (including floodlighting resources) to ensure <b>all new facilities</b> are developed to recommended standards and guidelines | Ongoing  | LGAs                       | LGAs              | Tennis Australia, Tennis Victoria, Clubs & Contractor        |
| 3.7  | Support Clubs to develop risk management plans for courts that fail to meet current standards and compliance for court run-offs.                                                                                                                 | Ongoing  | Tennis Victoria            | Tennis Victoria   | Clubs & Associations                                         |
| 3.8  | Continue to support the Geelong Lawn Tennis Club (GLTC) as the designated Regional Tennis Centre for the G21 region.                                                                                                                             | Ongoing  | All                        | GLTC              | Tennis Victoria, Clubs, Coaches, Associations & BSA          |
| 3.9  | Investigate opportunities to implement court booking and access systems that promote greater venue access and increase court hire revenues for Clubs and LGAs.                                                                                   | High     | Tennis Victoria            | Tennis Victoria   | LGAs & Clubs                                                 |
| 3.10 | Explore long-term redevelopment or relocation options for the Colac Lawn Tennis Club and tennis facility provision within Colac.                                                                                                                 | Medium   | Colac Otway Shire          | Colac Otway Shire | Tennis Victoria, CLTC, Colac Indoor & PDTA                   |

The majority of facility outcomes and recommendations specific to individual LGAs are reflected via Municipal Action Plans and the following regional recommendations are provided for collective stakeholder guidance and delivery.



## PRIORITY 4

### CLUB SUPPORT & DEVELOPMENT

**Support clubs AND VENUES to grow their capacity and improve management AND OPERATIONS**

**As at January 2014 there were 89 tennis clubs operating throughout the G21 region, with the majority governed by volunteer committee structures. A small number have paid administration, with the two indoor centres run by commercial operators.**

Tennis and government stakeholders are fundamentally focused on building the capacity of tennis clubs throughout the G21 region and on assisting them to become more sustainable. Research conducted through this project indicated a number of gaps in club sustainability, take-up of support programs, club governance structures and in Tennis Victoria affiliation.

Tennis clubs in the G21 region have access to a range of state, regional and local club support resources, but collectively they have not taken up these opportunities to their full capacity. As a result, the strong progressive clubs appear to get stronger and the weaker club capabilities and capacity become increasingly diluted, leading to long-term sustainability issues for many. Over the past 15 years an estimated 20 tennis clubs have folded across the G21 region, with at least three known clubs folding in the City of Greater Geelong since 2013.

Research into club management and operational structures by Tennis Australia in recent years has identified that those with a progressive approach, professional management and operational systems and strong community based programs are generally better placed to address and adapt to changing community expectations and to deliver a broader range of programs and services being demanded by the tennis community.

Prior to the introduction of the new National Affiliation Reform Model (prior to 1 July 2014), only 55% of tennis clubs (49 clubs) operating within the G21 region were affiliated with Tennis Victoria, well below the state average of around 75%. As at August 2014, the number of affiliated clubs in the region was 56.

Many regional deficiencies in program delivery, funding acquisition, resourcing and promotion could be better delivered through an affiliated and coordinated network of tennis clubs.

**A new National Affiliation Model commenced implementation across Victoria from 1 July 2014**, bringing Victoria in-line with Queensland, ACT, South Australia and New South Wales. The core change to the model is a shift from venue **and** player affiliation fees, to a set annual club affiliation fee based on the club's number of courts. This will see the majority of clubs pay less for affiliation, thus incentivising clubs to affiliate to the peak body and at the same time, increasing their levels of support.

Affiliation reform is a major shift in the way Tennis Victoria conducts its business, with the overall intention to better support clubs, grow club capacity and introduce programs and services to current and more potential players across Victoria. Refer **Appendix 5** for relevant correspondence.

**PRIORITY 4 – KEY STRATEGIES AND ACTIONS**

| TASK | STRATEGIC DIRECTIONS                                                                                                                                                                                                                                                                       | TIMELINE | STAKEHOLDER RESPONSIBILITY |                                     |                                                          |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------|-------------------------------------|----------------------------------------------------------|
|      |                                                                                                                                                                                                                                                                                            |          | INITIATE                   | DELIVER                             | SUPPORT                                                  |
| 4.1  | Support the sustainability of tennis via the new national affiliation model                                                                                                                                                                                                                | Critical | Tennis Victoria            | Tennis Victoria                     | Clubs, Tennis Australia, LGAs & Associations             |
| 4.2  | Incentivise Clubs to affiliate with TVIC through LGA policy (fees and charges, occupancy agreements) and restructure community grant programs to align with TA funding requirements and TVIC affiliation.                                                                                  | High     | LGAs                       | LGAs                                | Tennis Victoria                                          |
| 4.3  | Encourage all Clubs to improve their governance, administration and operational performance by undertaking two specific club development programs – being ClubHELP (facilitated through Leisure Networks) and annual TA Club Health Check (facilitated via TA and University of Adelaide). | Ongoing  | Tennis Victoria            | Tennis Australia & Leisure Networks | LGAs, Clubs & Associations                               |
| 4.4  | Promote TVIC's Game Set Match as a central resource for tennis club support and development information                                                                                                                                                                                    | Ongoing  | Tennis Victoria            | Tennis Victoria                     | Clubs, Associations & Coaches                            |
| 4.5  | Support Clubs to develop Business and/or Strategic Plans to set strategic directions, identify Club and facility needs, generate new revenue streams and identify key support partners.                                                                                                    | High     | Tennis Victoria            | Tennis Victoria                     | LGAs, Leisure Networks & State Govt                      |
| 4.6  | Publish best practice case studies of local Club operations that showcase positive Club management and operational outcomes                                                                                                                                                                | Low      | Tennis Victoria            | Tennis Victoria                     | Clubs & Coaches                                          |
| 4.7  | Conduct annual tennis development forums in the City of Greater Geelong (Central Geelong and Bellarine areas), Colac Otway Shire (Colac), Surf Coast Shire (Torquay) and Golden Plains Shire (Bannockburn) in association with regional partners                                           | Ongoing  | Tennis Victoria            | Tennis Victoria & LGAs              | Clubs, Coaches, Associations, Schools & Tennis Australia |



## PRIORITY 4

### SERVICING AND DELIVERY

Promote tennis and provide resources (human and financial) to support change

**The servicing of tennis across the G21 region is performed by a range of local, regional and state level stakeholders. Local to regional operations are currently supported by Tennis Victoria via their Community Tennis Officer (CTO) program and other operational teams, the local tennis coach network and through Tennis Associations and the Barwon Regional Tennis Network.**

Current levels of servicing require improvement and future investment in order to deliver on the many strategies and actions identified within this Strategy. Increased numbers of affiliated Clubs via the new national affiliation model will also increase service level expectations across the region.

Tennis Victoria has already acknowledged the need for extra resourcing across the G21 and surrounding regions and as a result has employed an additional Country Community Tennis Officer (CTO) to service the Barwon, Glenelg and Central Highlands areas.

In addition to coordinated tennis competitions and activities, and improved club development through affiliation and support programs, the regional tennis community identified the need for coordinated promotion of the sport as a high priority. Knowing *where to play, how to access courts* and *the key benefits of participation* are integral to future promotional messages.

Specific funding programs and initiatives are available to local tennis clubs and to LGA's and greater acquisition through these programs is key to supporting Strategy implementation.

Communicating the successful delivery of actions regularly and annually reporting on performance and local improvement will be central to maintaining enthusiasm and momentum for the Strategy and for use in future funding applications, event bids and by local clubs to raise their profile in the community.

**PRIORITY 5 – KEY STRATEGIES AND ACTIONS**

| TASK | STRATEGIC DIRECTIONS                                                                                                                                                                                                                     | TIMELINE | STAKEHOLDER RESPONSIBILITY         |                        |                                                   |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------|------------------------|---------------------------------------------------|
|      |                                                                                                                                                                                                                                          |          | INITIATE                           | DELIVER                | SUPPORT                                           |
| 5.1  | Adopt strategy into organisational work plans and budgets.                                                                                                                                                                               | Critical | All                                | All                    | G21 Sport & Rec Pillar                            |
| 5.2  | Promote LGA community grants programs and their alignment with tennis club development, activity and facility objectives.                                                                                                                | Ongoing  | LGAs                               | LGAs                   | Clubs                                             |
| 5.3  | Promote TA National Court Rebate Scheme and its requirements throughout the regional tennis community.                                                                                                                                   | Ongoing  | Tennis Victoria                    | Tennis Victoria        | Tennis Australia & LGAs                           |
| 5.4  | Communicate annual LGA facility improvement priorities to TA and TVIC and seek input on funding application development.                                                                                                                 | Ongoing  | LGAs                               | G21 Sport & Rec Pillar | State Govt & Tennis Victoria                      |
| 5.5  | Publish a biennial State of Play Report for Tennis, identifying key strategic objectives, participation changes and facility and infrastructure investment related information to local, regional, state and national stakeholders.      | Low      | G21 & Tennis Victoria              | G21 Sport & Rec Pillar | Tennis Victoria & LGAs                            |
| 5.6  | Develop a Coach mentoring program in association with Secondary Schools, Deakin University and/or as part of any potential SEDA program within the region.                                                                               | Low      | Tennis Australia & Tennis Victoria | Tennis Australia       | Leisure Networks, Schools, Deakin, SEDA & Coaches |
| 5.7  | Provide information to LGAs on club-coach agreements and the issues surrounding fees, charges and access policies – and their connectivity back to lease agreements.                                                                     | High     | Tennis Victoria                    | Tennis Victoria        | LGAs, Coaches and Clubs                           |
| 5.8  | Promote the introduction of ‘Service Agreements’ for LGAs to incorporate into Club and venue lease and licence agreements that mandate TVIC affiliation, TA coach qualifications and delivery of participation initiatives and programs. | Low      | Tennis Victoria                    | Tennis Victoria        | LGAs                                              |
| 5.9  | Encourage volunteers, club managers, venue operators and coaches to undertake formal TA RTO delivered short courses and VET programs focused on business management and workforce development outcomes.                                  | Low      | Tennis Australia                   | Tennis Victoria        | Leisure Networks, Clubs & Associations            |



## STRATEGY REVIEW & IMPLEMENTATION

**The strategy and action tables developed for each strategic priority provide a detailed breakdown of regional responsibilities for the implementation of strategic directions and actions identified in the G21 Regional Tennis Strategy.**

The action and implementation tables provided in the previous report section have been developed to assist sport government and community stakeholders to prioritise and allocate appropriate resources, work collaboratively and respond to emerging opportunities to help grow the sport of tennis.

The financial impact of implementing proposed actions has not been determined, however it is critical that key stakeholders and potential funding providers adopt a coordinated approach to the scoping and delivery of actions and recognise the need for joint funding and resourcing.

In order to progress many of the identified actions, a strong emphasis on relationship building and collaborative partnerships will need to be delivered.

The ongoing ownership and delivery of the *G21 Regional Tennis Strategy* strategic directions, actions and recommendations, and its regular monitoring and review will vest with a range of state, regional and local stakeholders. Ultimately, responsibility sits with the G21 Sport and Recreation Pillar, with support from the range of stakeholders identified in the following pages.

While G21 Sport and Recreation Pillar members will provide a strategic platform for change and improvement, Tennis Victoria via its state level staff and Country South West Community Tennis Officer (CTO) will need to drive critical actions and recommended implementation for key activities that impact tennis participation, growth and support on a regional scale.

### STRATEGY REVIEW PROCESS

Strategy priorities are set out in the following implementation framework, however annual goal and target setting will be required by strategy owners and partners. Formal evaluation of strategic priorities by the G21 Sport and Recreation Pillar, LGA's and Tennis Victoria will be required to ensure ongoing and consistent alignment with sport and regional objectives.

The following diagram outlines the monitoring and review process proposed for the life of the project.



# KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

## STATE GOVERNMENT

The Victorian State Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the *G21 Regional Tennis Strategy* throughout other Victorian regions. It will also be responsible for ensuring continued focus is provided on the delivery of Strategy actions for greater benefit of the G21 region. Partnership funding to support key strategic actions identified within this Strategy will be anticipated by local partners.

## LOCAL GOVERNMENT

The five G21 LGAs have a core responsibility to directly deliver tennis infrastructure planning, improvement and revitalisation actions, as well as support participation and club development initiatives.

LGAs will need to focus on the implementation of Municipal Action Plans, as well as support regional objectives through policy adoption and development and in prioritising and securing partner investment.

Via the G21 Sport and Recreation Pillar and through internal LGA governance structures, LGAs are encouraged to adopt *G21 Regional Tennis Strategy* objectives and priorities and utilise them as the basis for future local planning regarding tennis.

## TENNIS VICTORIA

Tennis Victoria will play a pivotal and lead role in coordinating and supporting the implementation of tennis and club development related initiatives from the Strategy. Tennis Victoria will also support infrastructure projects and directing state-wide and regional staff (including Country Region CTOs) to prioritise the implementation of strategy recommendations.

Tennis Victoria also has an important role in developing strategic partnerships and in identifying, researching and implementing new ideas and initiatives that will benefit the regional tennis network. Work with schools, tertiary institutions, suppliers and technology providers to create innovative solutions will be of significant value and to the long-term benefit of the G21 region.

The most critical roles of Tennis Victoria will be in driving the new national affiliation model throughout the G21 region and being the champions for restructuring tennis governance. Without Tennis Victoria's drive and commitment to these initiatives, implementation is less likely to be achieved.

## TENNIS AUSTRALIA

Tennis Australia will play a support role in action implementation, but also have an active and direct role in supporting regional tennis partners to meet their community, development and infrastructure aspirations.

Tennis Australia also have a role in promoting national strategies for regional and local implementation, including venue management and professional development and education programs, club health checks, coach development and education initiatives, and the National Court Rebate Scheme.

Access to these and other national programs will be available via Tennis Victoria involvement for affiliated clubs.

Creating opportunities to pilot and test tennis industry initiatives and innovations will be an important role for Tennis Australia, as will the coordination and scheduling of events within the region to match with participation and promotional strategies.

## TENNIS COACHES

Coaches already play a number of key roles in the delivery and support for tennis in the G21 region. Specific to strategy implementation, coaches will need to participate in consultation activities, openly provide information to other regional stakeholders regarding programming, and commit to supporting proposed new structures and activity initiatives in addition to operating their businesses. Regional implementation of peak body supported programs including Hot Shots, Cardio Tennis and schools programs will continue to be a core role for tennis coaches, as will the further integration of coaching services into the G21's rural communities.

## CLUBS AND ASSOCIATIONS

Tennis Clubs and Associations will need to keep an open mind and embrace change in the way they operate and deliver tennis to the G21 community. Many actions have been identified within this Strategy will require new initiatives and adaptation in the way tennis is planned and participated in the region.

It will be the responsibility of all Clubs and Associations to work with LGAs and Tennis Victoria to ensure that tennis participation can grow and that appropriate support is provided at the local level to enable change to happen for the greater benefit of tennis beyond club sites and Association boundaries. Working within Strategy boundaries and frameworks is also an important role for Clubs and Associations to ensure regional priorities rule of individual proposals.

### LEISURE NETWORKS

Leisure Network’s current role in the G21 community does not change for tennis or for this Strategy, with the exception of promoting available services and support in a targeted way to tennis clubs and coordinating club development programs and services with Tennis Victoria to ensure targeted delivery.

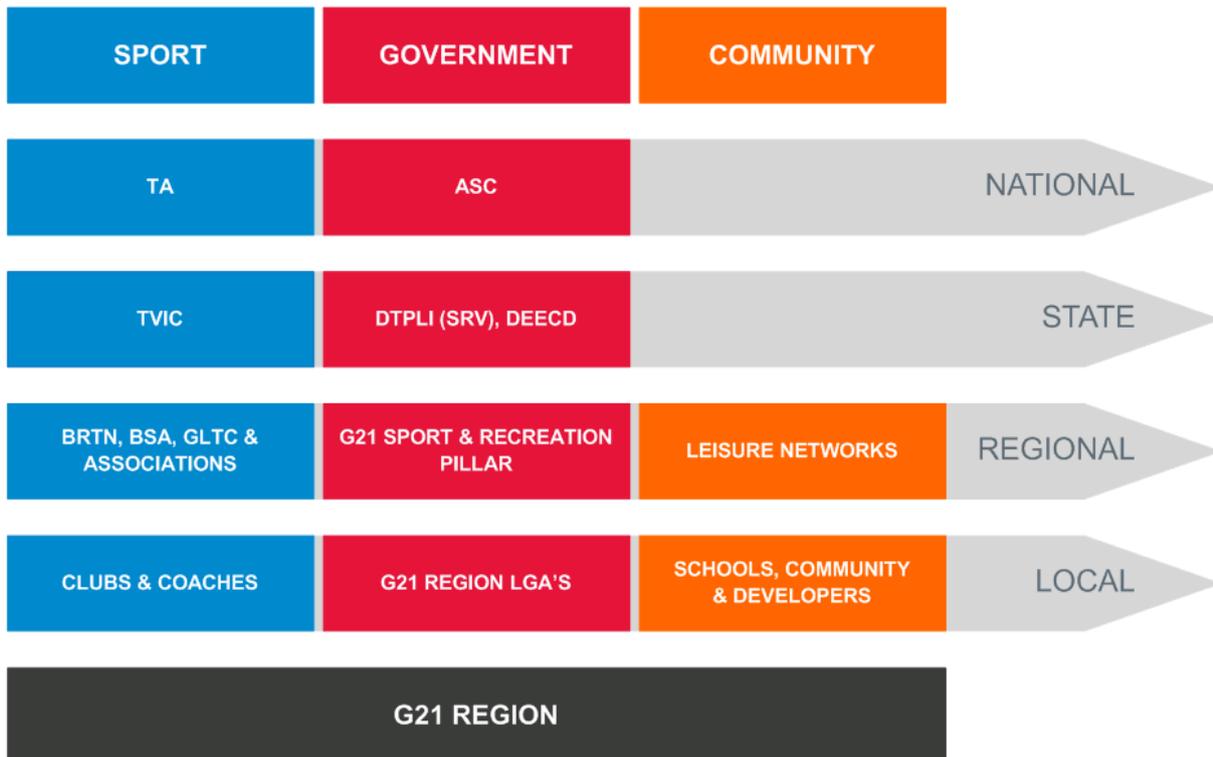
Ongoing promotion of the ClubHELP program across the region will also continue to be an important role for Leisure Networks. A balance between Leisure Network’s ‘funded’ program work and ‘unfunded’ project work needs to be struck and additional resources may need to be provided to achieve greater engagement of Leisure Networks in additional work outside their funded program scope.

### G21 SPORT & RECREATION PILLAR

The G21 Sport and Recreation Pillar will become the ultimate owners of the overall *G21 Regional Tennis Strategy* and in monitoring and evaluating its outcomes. The Pillar will also need to make collective decisions on prioritising projects of regional significance, as well as communicating implementation successes throughout the region.

The Pillar will also take responsibility for developing and promoting State of Play reports on club, participation and infrastructure activity across the region and beyond.

### G21 STAKEHOLDER FRAMEWORK





# DELIVERING THE G21 REGIONAL TENNIS STRATEGY

The implementation of proposed strategic directions and associated recommendations requires stakeholders to play three important roles in their delivery:

**INITIATE**

Refers to the commencement of planning and coordinating the scope and timing of action(s) to be delivered.

**DELIVER**

Refers to the on-the-ground delivery of identified actions and the acquisition and management of key partner and stakeholder contributions.

**SUPPORT**

Refers to the organisational support for action delivery through the provision of resources, people, skills, funding, equipment and/or promotional activities.

The *G21 Regional Tennis Strategy* has been developed to provide strategic directions that are practical and realistic and proposes a 10-year timeframe for implementation and delivery.

Many strategic directions will require further stakeholder consultation and to ensure key actions can be achieved in a timely manner, continued collaboration between tennis, government and regional stakeholders is crucial.

Proposed Strategic Directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the region. A description of each priority level is provided below:

**MANDATORY**

A Strategic Direction that is required by legislation or regulation.

**CRITICAL**

A Strategic Direction that has a serious impact on ongoing service delivery and without achievement other Strategic Directions cannot be progressed.

**HIGH**

Important Strategic Direction that underpins sports development and infrastructure improvements across the region.

**MEDIUM**

Strategic Direction that contributes to meeting overall Regional Strategy objectives.

**LOW**

Strategic Direction that contributes to overall regional strategy improvement activities.

**ONGOING**

Strategic Direction that will require ongoing commitment of sport and government stakeholders.



## MUNICIPAL PRIORITIES AND ACTIONS

**This report section provides an overview and summary of the five G21 region LGAs and proposes an action plan and future recommendations for the development of tennis and tennis infrastructure locally.**

The action plans provide each Council with an understanding of the current provision of and support for tennis in their municipality and offers clear directions and strategies to assist them in determining how tennis should be supported into the future.

Municipal Action Plans have been developed in conjunction with Council officers and considered existing local sports development plans, strategies, Council policies and preferred future directions for each individual Council.

The action plans are designed to align and integrate with existing Council policies and capital programs, identify key priorities and future recommendations for tennis infrastructure.

The needs and aspirations of local clubs, facility operators, coaches and Tennis Victoria were also considered in the development of Municipal Action Plans.

Each Municipal Action Plan provides the following information and direction to guide the localised implementation of strategic actions and recommendations:

1. Municipal overview
2. Tennis development priorities
3. Infrastructure recommendations – 10 year program.

### ASSESSING LOCAL PRIORITIES

Tennis development priorities are based on regional research and the capacity of each Council to support governance, participation, club development and strategy resourcing locally. Consideration is given to Local Government roles and responsibilities in supporting these priorities, in-line with the role that local, regional, state and national tennis bodies will also play.

Infrastructure related actions have been developed following extensive site investigations and tennis facility audits conducted at each tennis venue in the G21 region in 2013. Analysis of individual sites has been undertaken and an overview of tennis infrastructural renewal priorities provided for each Council. Infrastructure related items represented in the following Action Plans include:

- Current provision of courts, court lighting and venues venue hierarchy level
- Recommended aspirational hierarchy level to reach
- Recommended future provision of court, lighting and surface type
- Estimated renewal timeframe for court surface, fencing, lighting and net infrastructure
- Outline estimated renewal costs associated with priority renewal recommendations
- Strategic direction recommended for each venue.

Implementing priorities are the responsibility of each Council. As a guide, infrastructure actions provided in the following pages should be prioritised by stakeholders with consideration given to competing priorities, demands and budget capacity and processes of LGAs. Prioritisation should also be undertaken based on clubs and venues being able to meet the key criteria presented within the tennis facility hierarchy and service level framework, while providing maximum value to the sport and local communities.

## MUNICIPAL ACTION PLAN

## CITY OF GREATER GEELONG

### MUNICIPAL OVERVIEW

**The City of Greater Geelong is the largest Local Government Area within the G21 region in terms of population and is Victoria's major regional cities. In 2013 Greater Geelong had a total estimated population of 226,287 people, which is projected to increase by 20% to over 273,000 by 2025.**

Geelong is the principal population centre for the region, with the municipality also providing a number of significant growth areas including Clifton Springs, Leopold, Ocean Grove and Drysdale (in the Bellarine Peninsula), Lara (in North Geelong) and Fyansford (in Geelong West).

Armstrong Creek is also located within the City of Greater Geelong and forms the G21 region's largest residential growth area with some 60,000 residents projected to live there at full build out. Armstrong Creek is strategically located between Grovedale (in Geelong's South) and Torquay (in the northern area of the Surf Coast Shire).

Armstrong Creek is also accessible to Bellarine Peninsula residents and will provide the City's only planned new tennis facilities over the next 10-years.

The cultural diversity of the population and identified areas of social and economic disadvantage in Geelong's northern suburbs contrasts significantly with inner city areas and the growing resident and visitor populations across the Bellarine Peninsula. Across Greater Geelong there are a number of localised areas and clubs where tennis participation is high, but this is contrasted with areas where tennis has not enjoyed the same levels of interest and participation, and subsequently some venues continue to receive limited use.

Over the past three-years Greater Geelong has provided around 70% of the G21 region's registered tennis members, with an estimated 2,483 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in Greater Geelong were Central, Southern and Eastern Geelong postcode areas (3216, 3219, 3220) and Ocean Grove (3226).

The City of Greater Geelong provides for 42 Tennis Clubs across venues based on Council, church and private land. A number of clubs in recent years have folded across the municipality, including Anakie Tennis Club, Surfside Tennis Club, Lovely Banks Tennis Club, St John's Lutheran Tennis Club and Latrobe Terrace Church of Christ Tennis Club.

As at August 2014, 29 of the 42 clubs based in the City of Greater Geelong were affiliated with Tennis Victoria.

### FACILITY SUMMARY

**There are currently 47 individual tennis venues providing 227 courts across the City of Greater Geelong on Council and non-Council owned or managed land (including Church and privately owned land).**

Greater Geelong provides 53% of total usable courts across the G21 region, with an estimated 218 courts in playable condition (based on 2013 audit figures). 32% of tennis courts in the municipality are floodlit.

The municipality currently provides 1 Regional Tennis Centre (the Geelong Lawn Tennis Club), 5 District Facilities, 22 Local Facilities and 19 Public Access venues. The Geelong Lawn Tennis Centre is the Tennis Australia designated Regional Tennis Centre for the G21 region

In terms of tennis court-to-population ratios across the municipality, Greater Geelong appears well provided with an average of 1 court for every 1,067 residents (based on 2013 ratios). Projecting ratios towards 2031, the key growth area of Armstrong Creek will be a priority for new provision, in addition to addressing existing and projected future gaps in North Geelong, particularly as the population around Lara grows. Achieving a better mix of tennis venues within growing and changing local communities will be an important direction for the renewal of Council's existing tennis facilities.

The diversity of needs for city, rural and coastal communities varies greatly across the municipality and tennis venues will need to be planned, adapted and renewed to suit this diversity.

Council currently maintains a public access policy for the provision and capital renewal of tennis facilities, where fees and charges are kept low for clubs, and Council retains responsibility for the infrastructure maintenance and its renewal. Council requires that a 50% of courts or a minimum of two courts per venue are provided for public access outside of agreed club usage times. Retaining community access to tennis courts remains a high priority for Council.

Council currently allocates around \$180,000 annually towards the renewal of tennis and netball courts and fire tracks through its Hard surfaces Policy. In addition to supporting tennis infrastructure projects via this policy, the City of Greater Geelong invested in-excess of \$480,000 into tennis facility improvements in the 2013/14 financial year.

MUNICIPAL ACTION PLAN

CITY OF GREATER GEELONG

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the City of Greater Geelong, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to support Tennis Australia and the Geelong Lawn Tennis Club to provide a regional tennis centre and associated service levels within the City of Greater Geelong.
- ▶ Continue to provide a minimum of \$180,000 annually towards Council's hard surfaces policy to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Maintain a tennis court occupancy policies that promotes public access to existing tennis courts – while also considering alternative occupancy conditions to assist clubs that can demonstrate community benefit and sustainability outcomes.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).
- ▶ Commence planning for the first of two tennis facilities to be provided within Armstrong Creek, including investigating court numbers, management models, market catchment, potential services and funding arrangements.
- ▶ Formalise the use of courts at the recently folded Surfside Tennis Clubs under a new agreement with the Ocean Grove Tennis Club.
- ▶ Investigate long-term facility improvement options for the Lara Tennis Club to better service tennis in the Lara growth area and to support tennis in North Geelong.
- ▶ Decommission tennis facilities at Abe Wood Reserve in Lovely Banks and support Church based clubs to decommission sites at Geelong East Uniting Church, Latrobe Terrace Church of Christ and St John's Lutheran Tennis Club.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, TA accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

*Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.*

MUNICIPAL ACTION PLAN

CITY OF GREATER GEELONG

| LOCATION          |                                         |                | 2014 PROVISION                   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |   | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                                                                                                                              |
|-------------------|-----------------------------------------|----------------|----------------------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FACILITY LOCATION | SUBURB                                  | CLUB NAME      | TOTAL NO. COURTS                 | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE |   |                                                                                                                                                                                                                                                     |
| 1                 | Abe Wood Reserve                        | Lovely Banks   | NO CLUB                          | 2                         | 0             | Public                                         | -                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0 | Decommission site and make safe                                                                                                                                                                                                                     |
| 2                 | All Saints Anglican Tennis Club         | Newtown        | All Saints Anglican Tennis Club  | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 0 | Church land/site and not CoGG responsibility - negotiate public access for local community use                                                                                                                                                      |
| 3                 | Anakie Reserve                          | Anakie         | NO CLUB                          | 5                         | 1             | Local                                          | Local                               | 2                               | 0              | 0               | 2             | 0               | 0                    | 2 | Decommission 2 tennis courts and retain and improve 2 courts for public access a 3rd for multi-use. Consider upgrades as part of a Anakie Reserve Master Plan.                                                                                      |
| 4                 | Barwon Heads Village Park               | Barwon Heads   | Barwon Heads Tennis Club         | 6                         | 4             | Local                                          | Local                               | 6                               | 0              | 0               | 4             | 0               | 0                    | 0 | Retain as 6-court Local level facility (connect with Ocean Grove for increase service if required) - consider future pavilion improvements to support club growth.                                                                                  |
| 5                 | Batesford Reserve                       | Batesford      | Batesford Tennis Club            | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 2             | 0               | 2                    | 0 | Retain for public access and local community use and main courts through Hard Surfaces Program                                                                                                                                                      |
| 6                 | Breakwater Reserve                      | Breakwater     | Geelong East Uniting Tennis Club | 3                         | 0             | Public                                         | Public                              | 4                               | 2              | 0               | 0             | 0               | 3                    | 0 | Maintain as a Public access level facility and consider adding a 4th court and lighting to bring it up to a Local level venue                                                                                                                       |
| 7                 | Burdoo Recreation Reserve               | Grovedale      | Grovedale Tennis Club            | 8                         | 6             | District                                       | District                            | 8                               | 0              | 0               | 2             | 0               | 0                    | 8 | Retain as District facility and improve acrylic surfaces as part of the Hard Surfaces Program. Club to maintain and improve synthetic grass courts.                                                                                                 |
| 8                 | Centre Court Indoor Tennis Centre       | North Geelong  | Centre Court Indoor TC           | 7                         | 7             | Local                                          | Local                               | 7                               | 0              | 0               | 0             | 0               | 0                    | 0 | Important venue in the North of Geelong and CoGG to support its retention. Private commercial centre so not CoGG priority.                                                                                                                          |
| 9                 | Corio Community Reserve                 | Corio          | NO CLUB                          | 6                         | 2             | Local                                          | Public                              | 2                               | 0              | 0               | 2             | 0               | 2                    | 2 | Retain 2-courts as a Public access facility for local community use via Hard Surfaces Program                                                                                                                                                       |
| 10                | Dorris Smith Reserve                    | Geelong West   | Geelong West Tennis Club         | 3                         | 0             | Public                                         | Public                              | 3                               | 0              | 3               | 3             | 0               | 3                    | 3 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                 |
| 11                | Drysdale Rec Reserve                    | Drysdale       | NO CLUB                          | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 2             | 0               | 2                    | 2 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                 |
| 12                | Ervin Reserve                           | Newcomb        | Newcomb Tennis Club              | 10                        | 0             | District                                       | Local                               | 7                               | 4              | 0               | 5             | 0               | 0                    | 0 | Retain 5 acrylic courts (and possibly floodlight in the long-term) for club use and retain 2 asphalt courts for public access. Remove 3 courts and return to public open / play space and implement changes in-line with Ervin Reserve Master Plan. |
| 13                | Francis Street Reserve                  | Belmont        | St Stephen's Tennis Club         | 6                         | 0             | Local                                          | Local                               | 6                               | 4              | 3               | 3             | 0               | 6                    | 1 | Retain as a Local level facility, repair court issues and consider resurfacing asphalt courts with plexipave and adding lighting in the future.                                                                                                     |
| 14                | Frank Mann Reserve                      | Ceres          | Ceres Tennis Club                | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 1             | 0               | 2                    | 0 | Retain as Public access venue for local community and maintain through Hard Surfaces Program                                                                                                                                                        |
| 15                | Fyans Park Tennis Club                  | Newtown        | Fyans Park Tennis Club           | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 0 | School site and not CoGG responsibility - negotiate public access for local community use                                                                                                                                                           |
| 16                | Geelong East Uniting Church Tennis Club | East Geelong   | NO CLUB                          | 3                         | 0             | Public                                         | Public                              | 0                               | 0              | 0               | 0             | 0               | 0                    | 0 | Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve                                                                                                                                                           |
| 17                | Geelong Lawn Tennis Club                | Belmont        | Geelong Lawn Tennis Club         | 28                        | 14            | Regional                                       | Regional                            | 28                              | 0              | 0               | 0             | 0               | 0                    | 0 | Support venue as Regional Centre for events, activities and service provision, as well as future funding applications to third-parties for infrastructure renewal.                                                                                  |
| 18                | Hamiyn Park                             | Hamiyn Heights | Hamiyn Park Tennis Club          | 5                         | 2             | Local                                          | Local                               | 5                               | 0              | 0               | 0             | 0               | 0                    | 0 | Retain as Local level facility with club to focus on synthetic grass court improvement                                                                                                                                                              |

MUNICIPAL ACTION PLAN

CITY OF GREATER GEELONG

| LOCATION          |                                              |                 | 2014 PROVISION                |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                        |                                                                                                                                                                                                                                                                                                                                                     |
|-------------------|----------------------------------------------|-----------------|-------------------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FACILITY LOCATION | SUBURB                                       | CLUB NAME       | TOTAL NO. COURTS              | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |                                                                                                                                                                                                                                                                                                                                                     |
| 19                | Harvey Park                                  | St Leonards     | NO CLUB                       | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 2                    | 0                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |
| 20                | Highton Reserve                              | Highton         | Highton Tennis Club           | 6                         | 6             | Local                                          | Local                               | 6                               | 0              | 0               | 3             | 0               | 0                    | 3                                      | Retain as Local level facility and continue to support overflow site use at Pioneer Park to help grow club activities. Club to continue maintain and replace synthetic grass surfaces.                                                                                                                                                              |
| 21                | Howard Glover Reserve                        | Geelong         | Eastern Districts Tennis Club | 4                         | 0             | Local                                          | Local                               | 4                               | 0              | 4               | 2             | 0               | 4                    | 0                                      | Retain as Local level facility and court damage issues and resurface asphalt courts with acrylic surface                                                                                                                                                                                                                                            |
| 22                | Jetty Road Reserve                           | Clifton Springs | Clifton Springs Tennis Club   | 6                         | 2             | Local                                          | District                            | 8                               | 2              | 3               | 0             | 0               | 0                    | 0                                      | Recently upgraded from Local level venue to 8-court District Centre. Support minor repairs to acrylic courts and consider adding floodlighting in the future.                                                                                                                                                                                       |
| 23                | Kenwith Park                                 | Newtown         | NO CLUB                       | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 2                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |
| 24                | Lara Recreation Reserve                      | Lara            | Lara Tennis Club              | 8                         | 4             | District                                       | District                            | 8                               | 2              | 0               | 2             | 0               | 4                    | 4                                      | Retain as the main facility for tennis in the North of Geelong and focus on supporting improvement and start planning for additional courts to service Lara's growth and growth in the North of Geelong. Tennis/Netball courts to be upgraded with acrylic and the two poorest synthetic grass courts to be upgraded by the club in the short-term. |
| 25                | Latrobe Terrace Church of Christ Tennis Club | Newtown         | NO CLUB                       | 1                         | 0             | Public                                         | -                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Decommission site and make safe                                                                                                                                                                                                                                                                                                                     |
| 26                | Leopold Rec Reserve                          | Leopold         | Leopold Tennis Club           | 9                         | 2             | District                                       | Local                               | 9                               | 4              | 4               | 7             | 0               | 0                    | 0                                      | Retain and maintain 6 acrylic courts for club use and increase floodlit courts over time. Maintain 3 asphalt courts via Hard Surfaces Program for public access.                                                                                                                                                                                    |
| 27                | Lunan Park                                   | Drumcondra      | Lunan Tennis Club             | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |
| 28                | Marcus Hill Reserve                          | Marcus Hill     | NO CLUB                       | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |
| 29                | Marshall Reserve                             | Marshall        | NO CLUB                       | 1                         | 0             | Public                                         | Public                              | 1                               | 0              | 0               | 1             | 0               | 0                    | 0                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |
| 30                | Moolap Reserve                               | Moolap          | Moolap Tennis Club            | 6                         | 2             | Local                                          | Local                               | 6                               | 2              | 0               | 4             | 0               | 0                    | 2                                      | Retain as Club level facility with 4 acrylic courts for club use and retain 2 asphalt for public access and maintain via Hard Surfaces Program. Club to consider lighting improvement.                                                                                                                                                              |
| 31                | Myers Reserve                                | Bell Post Hill  | Bell Post Hill Tennis Club    | 4                         | 2             | Local                                          | Local                               | 4                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Local level facility and consider long-term expansion to 6-courts in-line with local and Northern Geelong population west of Ring Road grows                                                                                                                                                                                              |
| 32                | Ocean Grove Tennis Reserve                   | Ocean Grove     | Ocean Grove Tennis Club       | 7                         | 5             | Local                                          | District                            | 7                               | 0              | 0               | 2             | 0               | 0                    | 0                                      | Main venue for the Ocean Grove TC and maintain acrylic courts via Hard Surfaces Program. Club to maintain synthetic grass courts.                                                                                                                                                                                                                   |
| 33                | Pioneer Park                                 | Grovedale       | Highton Tennis Club           | 6                         | 0             | Local                                          | Local                               | 6                               | 4              | 0               | 0             | 0               | 0                    | 0                                      | Retain as an overflow venue for the Highton TC and for public access and consider the addition of lights in the medium to long-term                                                                                                                                                                                                                 |
| 34                | Portarlington Rec Reserve                    | Portarlington   | Portarlington Tennis Club     | 8                         | 0             | District                                       | Local                               | 5                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Venue has been reduced to a Local level facility with 5 acrylic courts. Retain for local club use and public access and maintain via Hard Surfaces Program.                                                                                                                                                                                         |

MUNICIPAL ACTION PLAN

CITY OF GREATER GEELONG

| LOCATION                |                                     |                 | 2014 PROVISION               |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                        |                                                                                                                                                                                        |
|-------------------------|-------------------------------------|-----------------|------------------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FACILITY LOCATION       | SUBURB                              | CLUB NAME       | TOTAL NO. COURTS             | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |                                                                                                                                                                                        |
| 35                      | Seaview Tennis Club                 | Lovely Banks    | Seaview Tennis Club          | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 2             | 2               | 0                    | 2                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                    |
| 36                      | Shell Tennis Club                   | Corio           | Shell Tennis Club            | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 2                                      | Retain as public access venue for local community use. Synthetic grass surface provide and would not qualify for Council Hard Surface Program (club responsibility to upgrade courts). |
| 37                      | St Albans Reserve                   | Breakwater      | St Albans Tennis Club        | 6                         | 3             | Local                                          | Local                               | 6                               | 0              | 3               | 3             | 0               | 0                    | 3                                      | Retain as Local level facility and consider resurfacing asphalt courts with plexipave and adding lighting in the future. Clean existing acrylic courts to prolong their life.          |
| 38                      | St John's Lutheran Tennis Club      | Newtown         | NO CLUB                      | 1                         | 0             | Public                                         | -                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Decommission site and make safe                                                                                                                                                        |
| 39                      | St Leonards Reserve                 | St Leonards     | St Leonards Tennis Club      | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                    |
| 40                      | St Lukes Uniting Tennis Club        | Highton         | St Lukes Uniting Tennis Club | 2                         | 0             | Public                                         | Public                              | 2                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Church land/site and not CoGG responsibility - negotiate public access for local community use                                                                                         |
| 41                      | Surfside Reserve                    | Ocean Grove     | Ocean Grove Tennis Club      | 5                         | 2             | Local                                          | Local                               | 5                               | 2              | 0               | 5             | 0               | 0                    | 0                                      | Surfside Tennis Club has dissolved and Ocean Grove TC has taken over the site as its satellite site. Maintain courts via the Hard Surfaces Program.                                    |
| 42                      | Thomson Reserve                     | Thomson         | St Mary's Tennis Club        | 4                         | 0             | Local                                          | Local                               | 4                               | 2              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Local level facility - 4 courts (2 acrylic and 2 synthetic grass) were recently constructed in 2014. Club to consider lighting 2 synthetic courts.                           |
| 43                      | Tim Hill Reserve                    | Wandana Heights | Wandana Heights Tennis Club  | 6                         | 6             | Local                                          | Local                               | 6                               | 0              | 0               | 4             | 0               | 2                    | 4                                      | Retain as Local level facility with 6 plexipave all lit courts. Retain and maintain via Hard Surfaces Program.                                                                         |
| 44                      | Wallington Reserve                  | Wallington      | Wallington Tennis Club       | 5                         | 0             | Local                                          | Local                               | 5                               | 0              | 5               | 0             | 0               | 5                    | 0                                      | Ocean Grove use as overflow, but will move to Surfside TC - Wallington becomes a medium term priority - courts require clean and some minor repairs and maintenance.                   |
| 45                      | Wathaurong Reserve                  | Drysdale        | Drysdale Tennis Club         | 6                         | 0             | Local                                          | Local                               | 6                               | 3              | 0               | 0             | 0               | 3                    | 0                                      | Retain as Local level facility and re-install lighting infrastructure to meet local club standards                                                                                     |
| 46                      | Waurm Ponds Reserve                 | Waurm Ponds     | Waurm Ponds Tennis Club      | 6                         | 0             | Local                                          | Local                               | 6                               | 0              | 3               | 3             | 0               | 0                    | 0                                      | Retain as Local level facility and assist club to grow membership due to Colac through road closure. Maintain courts via Hard Surfaces Program.                                        |
| 47                      | Western Heights Uniting Tennis Club | Herne Hill      | Western Heights Uniting TC   | 4                         | 0             | Local                                          | Local                               | 4                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Church land/site and not CoGG responsibility - negotiate public access for local community use                                                                                         |
| <b>ESTIMATED TOTALS</b> |                                     |                 | <b>227</b>                   | <b>70</b>                 | <b>-</b>      | <b>-</b>                                       | <b>210</b>                          | <b>31</b>                       | <b>28</b>      | <b>64</b>       | <b>2</b>      | <b>40</b>       | <b>40</b>            |                                        |                                                                                                                                                                                        |

| HIERARCHY LEVEL      | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access        | 20                       | 18                            |
| Local                | 21                       | 21                            |
| District             | 5                        | 4                             |
| Large Community Club | 0                        | 0                             |
| Regional             | 1                        | 1                             |
| <b>TOTAL VENUES</b>  | <b>47</b>                | <b>44</b>                     |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

MUNICIPAL ACTION PLAN

CITY OF GREATER GEELONG

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES |                                     |                |                 |               |                 |                      |              |          | TOTALS     |
|-------------------------------------------------|-------------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--------------|----------|------------|
| FACILITY LOCATION                               | ADDITIONAL COURTS TO FLOODLIGHT     | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION |          |            |
| 1                                               | Abe Wood Reserve                    | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ 5,000 | \$ 5,000   |
| 2                                               | All Saints Anglican Tennis Club     | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 3                                               | Anakie Reserve                      | \$ -           | \$ -            | \$ 18,000     | \$ -            | \$ -                 | \$ 5,000     | \$ -     | \$ 23,000  |
| 4                                               | Barwon Heads Village Park           | \$ -           | \$ -            | \$ 34,000     | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 34,000  |
| 5                                               | Batesford Reserve                   | \$ -           | \$ -            | \$ 17,000     | \$ -            | \$ 28,000            | \$ -         | \$ -     | \$ 45,000  |
| 6                                               | Breakwater Reserve                  | \$ 64,000      | \$ -            | \$ -          | \$ -            | \$ 42,000            | \$ -         | \$ -     | \$ 106,000 |
| 7                                               | Burdoo Recreation Reserve           | \$ -           | \$ -            | \$ 17,000     | \$ -            | \$ -                 | \$ 20,000    | \$ -     | \$ 37,000  |
| 8                                               | Centre Court Indoor Tennis Centre   | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 9                                               | Corio Community Reserve             | \$ -           | \$ -            | \$ 18,000     | \$ -            | \$ 28,000            | \$ 5,000     | \$ -     | \$ 51,000  |
| 10                                              | Dorris Smith Reserve                | \$ -           | \$ 7,200        | \$ 25,500     | \$ -            | \$ 42,000            | \$ 7,500     | \$ -     | \$ 82,200  |
| 11                                              | Drysdale Rec Reserve                | \$ -           | \$ -            | \$ 18,000     | \$ -            | \$ 28,000            | \$ 5,000     | \$ -     | \$ 51,000  |
| 12                                              | Ervin Reserve                       | \$ 128,000     | \$ -            | \$ 42,500     | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 170,500 |
| 13                                              | Francis Street Reserve              | \$ 128,000     | \$ 7,200        | \$ 27,000     | \$ -            | \$ 84,000            | \$ 2,500     | \$ -     | \$ 248,700 |
| 14                                              | Frank Mann Reserve                  | \$ -           | \$ -            | \$ 9,000      | \$ -            | \$ 28,000            | \$ -         | \$ -     | \$ 37,000  |
| 15                                              | Fyans Park Tennis Club              | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 16                                              | Geelong East Uniting Church TC      | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ 5,000 | \$ 5,000   |
| 17                                              | Geelong Lawn Tennis Club            | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 18                                              | Hamiyn Park                         | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 19                                              | Harvey Park                         | \$ -           | \$ -            | \$ -          | \$ -            | \$ 28,000            | \$ -         | \$ -     | \$ 28,000  |
| 20                                              | Highton Reserve                     | \$ -           | \$ -            | \$ 25,500     | \$ -            | \$ -                 | \$ 7,500     | \$ -     | \$ 33,000  |
| 21                                              | Howard Glover Reserve               | \$ -           | \$ 9,600        | \$ 17,000     | \$ -            | \$ 56,000            | \$ -         | \$ -     | \$ 82,600  |
| 22                                              | Jetty Road Reserve                  | \$ 64,000      | \$ 7,200        | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 89,200  |
| 23                                              | Kenwith Park                        | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ 5,000     | \$ -     | \$ 5,000   |
| 24                                              | Lara Recreation Reserve             | \$ 64,000      | \$ -            | \$ 36,000     | \$ -            | \$ 56,000            | \$ 10,000    | \$ -     | \$ 166,000 |
| 25                                              | Latrobe Terrace Church of Christ TC | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ 5,000 | \$ 5,000   |
| 26                                              | Leopold Rec Reserve                 | \$ 128,000     | \$ 9,600        | \$ 59,500     | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 197,100 |
| 27                                              | Lunan Park                          | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 28                                              | Marcus Hill Reserve                 | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 29                                              | Marshall Reserve                    | \$ -           | \$ -            | \$ 8,500      | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 8,500   |
| 30                                              | Moolap Reserve                      | \$ 64,000      | \$ -            | \$ 34,000     | \$ -            | \$ -                 | \$ 5,000     | \$ -     | \$ 103,000 |
| 31                                              | Myers Reserve                       | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 32                                              | Ocean Grove Tennis Reserve          | \$ -           | \$ -            | \$ 36,000     | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 36,000  |
| 33                                              | Pioneer Park                        | \$ 128,000     | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 128,000 |
| 34                                              | Portarlington Rec Reserve           | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 35                                              | Seaview Tennis Club                 | \$ -           | \$ -            | \$ 18,000     | \$ 130,000      | \$ -                 | \$ 5,000     | \$ -     | \$ 153,000 |
| 36                                              | Shell Tennis Club                   | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ 5,000     | \$ -     | \$ 5,000   |
| 37                                              | St Albans Reserve                   | \$ -           | \$ 7,200        | \$ 25,500     | \$ -            | \$ -                 | \$ 7,500     | \$ -     | \$ 40,200  |
| 38                                              | St John's Lutheran Tennis Club      | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ 5,000 | \$ 5,000   |
| 39                                              | St Leonards Reserve                 | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 40                                              | St Lukes Uniting Tennis Club        | \$ -           | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ -       |
| 41                                              | Surfside Reserve                    | \$ 84,000      | \$ -            | \$ 42,500     | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 106,500 |
| 42                                              | Thomson Reserve                     | \$ 64,000      | \$ -            | \$ -          | \$ -            | \$ -                 | \$ -         | \$ -     | \$ 64,000  |
| 43                                              | Tim Hill Reserve                    | \$ -           | \$ -            | \$ 34,000     | \$ -            | \$ 28,000            | \$ 10,000    | \$ -     | \$ 72,000  |

**MUNICIPAL ACTION PLAN**

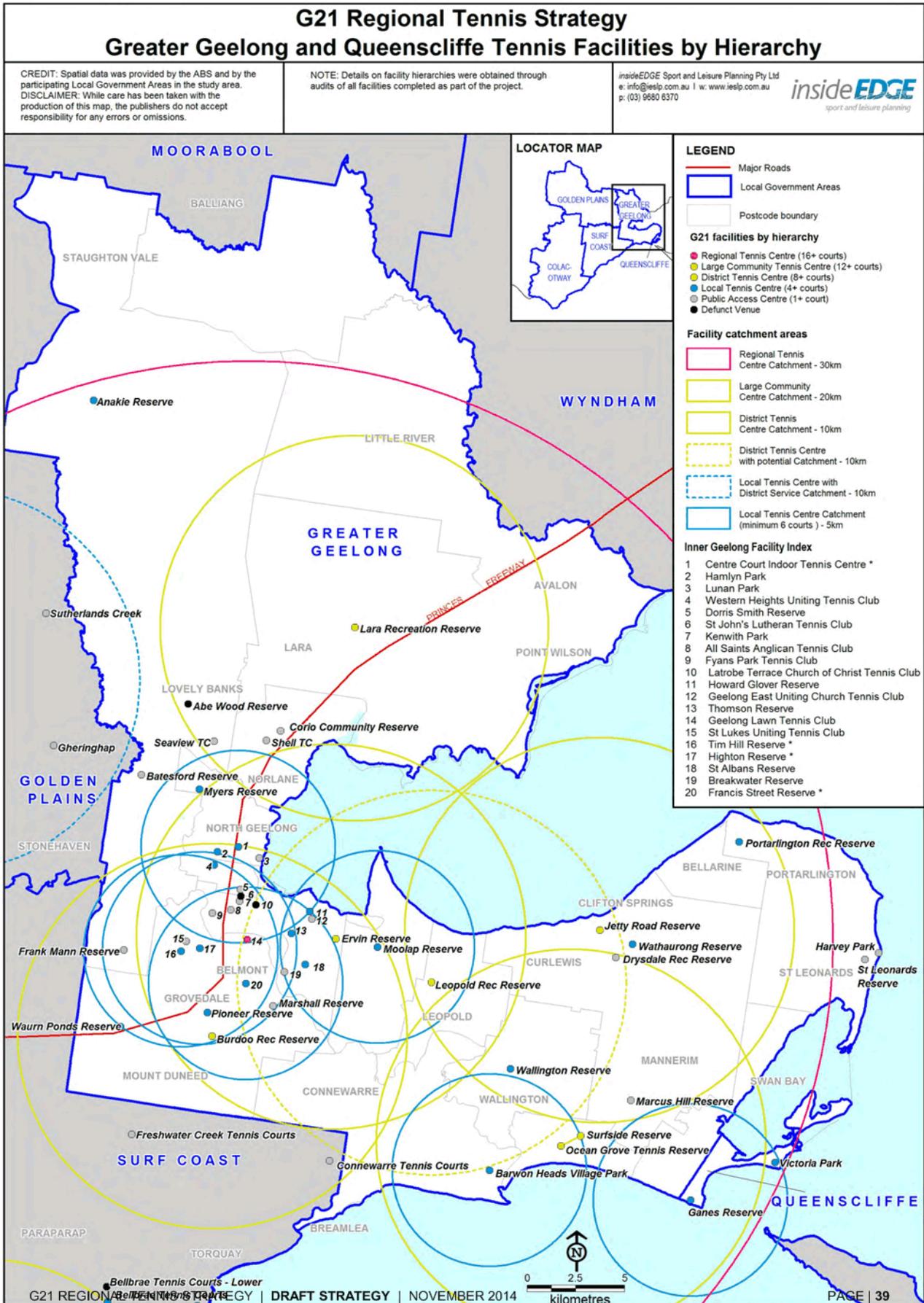
**CITY OF GREATER GEELONG**

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES |                                     |                   |                  |                   |                   |                      |                   |                  | TOTALS              |
|-------------------------------------------------|-------------------------------------|-------------------|------------------|-------------------|-------------------|----------------------|-------------------|------------------|---------------------|
| FACILITY LOCATION                               | ADDITIONAL COURTS TO FLOODLIGHT     | SURFACE REPAIR    | SURFACE RENEWAL  | COURT REBUILD     | FENCING RENEWAL   | NET POSTS TO REPLACE | DECOMMISSION      |                  |                     |
| 44                                              | Wallington Reserve                  | \$ -              | \$ 12,000        | \$ -              | \$ -              | \$ 70,000            | \$ -              | \$ -             | \$ 82,000           |
| 45                                              | Wathaurong Reserve                  | \$ 96,000         | \$ -             | \$ -              | \$ -              | \$ 42,000            | \$ -              | \$ -             | \$ 138,000          |
| 46                                              | Waurm Ponds Reserve                 | \$ -              | \$ 7,200         | \$ 25,500         | \$ -              | \$ -                 | \$ -              | \$ -             | \$ 32,700           |
| 47                                              | Western Heights Uniting Tennis Club | \$ -              | \$ -             | \$ -              | \$ -              | \$ -                 | \$ -              | \$ -             | \$ -                |
| <b>ESTIMATED TOTALS</b>                         |                                     | <b>\$ 992,000</b> | <b>\$ 67,200</b> | <b>\$ 588,000</b> | <b>\$ 130,000</b> | <b>\$ 560,000</b>    | <b>\$ 100,000</b> | <b>\$ 20,000</b> | <b>\$ 2,475,200</b> |

**Infrastructure renewal cost assumptions**

1. All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
2. Costs are calculated on recent historical projects and industry supplier costs.
3. All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
4. Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
5. Costs exclude escalation and GST.
6. All costs should be treated as a general guide only for planning and budgeting purposes.
7. Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works



## MUNICIPAL ACTION PLAN

## COLAC OTWAY SHIRE

### MUNICIPAL OVERVIEW

The Colac Otway Shire is geographically positioned to the western edge of the G21 region and in 2013 had a total estimated population of 20,677 people. The Shire's population is projected to increase by 13% to over 23,400 by 2025.

Colac is the principal population centre for the Shire and will provide much of the Shire's population growth over the next 20 years. Growth will be across all areas of Colac, with some additional growth projected in the Otway and Great Ocean Road area.

The diversity of the population and identified areas of social and economic disadvantage in Colac are an important consideration in planning for tennis. As important are the range of rural township settlements across the Shire that have limited resident population numbers and projected growth to sustain large clubs. As a result the Shire provides a large number of small venues in geographic areas that local communities can access.

Travel through and around the Colac Otway Shire is constrained by the significant State and National Park areas and the winding roadways that increase travel time significantly. The areas of Colac and surrounding townships with easy linkage to the Princess Highway are more accessible than areas in the south and along the Great Ocean Road.

Over the past three-years the Colac Otway Shire has provided around 11% of the G21 region's registered tennis members, with an estimated 317 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in the Shire was Colac and its surrounding district in postcode 3250.

The Colac Otway Shire provides for 14 active Tennis Clubs across the Shire. A number of clubs and venues in recent years have folded, including clubs at Kennett River, Gellibrand, Yeo and venues at Cressy, Eurack and Lavers Hill have not been utilised for some time.

As at August 2014, 11 of the 14 clubs based in the Shire were affiliated with Tennis Victoria. In addition, the Colac Indoor Tennis Centre (located on private land) was also affiliated to Tennis Victoria and provides tennis activities to the Colac and surrounding community.

In April 2012 the Colac Otway Shire adopted its Tennis Facility Audit and Development Plan, prioritising Council's investment into tennis facility renewal over the 2012-2022 period. Many actions and recommendations provided in the *G21 Regional Tennis Strategy* are based on findings from this adopted report.

### FACILITY SUMMARY

There are currently 26 individual tennis venues (including Colac Indoor Tennis Centre) providing 62 courts across the Colac Otway Shire on Council and non-Council owned or managed land (including Crown and private land).

Colac Otway Shire provides 16% of total usable courts across the G21 region, with an estimated 62 courts in playable condition (based on 2013 audit figures). 14% of playable tennis courts (7 courts, 4 of which are provided at Colac Indoor and 3 at Apollo Bay) in the municipality are floodlit. The condition of tennis courts across the Shire is a rapidly changing environment with a number of courts becoming unplayable even between audits conducted between 2011 and 2013.

Of venues that provide at least one playable court, Colac Otway currently provides 1 Regional Tennis Centre (the Colac Lawn Tennis Club), 2 Local Facilities (Colac Indoor and Elliminyt Tennis Courts) and 23 Public Access venues. The Colac Lawn Tennis Club provides 15 natural grass and 2 synthetic grass courts and operates more like a District level facility, mainly in the summer months.

In terms of tennis court-to-population ratios across the municipality, the Colac Otway Shire appears well provided with an average of 1 court for every 291 residents (based on 2013 ratios). Projecting ratios towards 2031, the Shire will continue to maintain positive ratios even if court numbers do not increase. It is expected that no new courts will be required across the Shire within the next 10 years, but improved access to tennis facilities 12-months of the year in Colac and surrounding growth areas will be important to service resident populations.

The diversity of needs across the Shire's rural communities varies greatly and tennis venues will need to be planned, adapted and renewed to suit this diversity. With the very low provision of floodlit courts across the municipality, greater focus on increasing lighting at Colac based venues to promote year-round use and increased coaching and social activity should be a priority.

Council currently allocates around \$50,000 annually towards the renewal of tennis facilities across the Shire. In addition to supporting tennis infrastructure projects, Council supported partners with a \$38,000 investment into redevelopment of courts at the Beeac Tennis Club in the 2013/14 financial year.

Identifying and formalising licence and occupancy agreements for all venues across Council, Crown and private land will be important to support a planned and staged approach to tennis development in the Shire.

## MUNICIPAL ACTION PLAN

## COLAC OTWAY SHIRE

### FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Colac Otway Shire, the following priority facility recommendations are provided for Council consideration.

- ▶ Through the future adoption of the tennis facility hierarchy, the Colac Otway Shire should consider adopting a 2 court minimum and 3 court maximum for its 'local level' facilities in order to maintain facility sustainability across the Shire.
- ▶ Continue to provide a minimum of \$50,000 annually towards Council's hard surfaces policy to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).
- ▶ Explore long-term redevelopment or relocation options for the Colac Lawn Tennis Club in conjunction with the Colac Indoor Tennis Centre and other existing tennis venues in Colac (inc. Colac Central Reserve and Elliminyt Tennis Courts) – consideration to be given Colac providing a Large Community Tennis Centre to serve central, north, east and west areas of the Shire.
- ▶ Continue to support the Cororooke Tennis Club with relocation plans and the provision of a minimum of 3 courts.
- ▶ Continue to support the Birregurra Tennis Club and Recreation Reserve Committee to continue to seek funding to implement its master plan and provision of up to 3 tennis courts.
- ▶ Continue to implement actions from the Swan Marsh Tennis and Pirron Yallock Recreation Reserve Master Plan to relocate tennis facilities to the Pirron Yallock Recreation Reserve.
- ▶ Continue to implement infrastructure recommendations from the 2010 Colac Otway Shire Tennis Development via Council's annual tennis facility renewal fund, and attracting partnership funding where possible.
- ▶ Decommission tennis facilities at Cressy, Eurack and Lavers Hills and consider alternate community use options for individual areas with the local community.
- ▶ Decommission a single court at Johanna and retain one for camper access and use.

### KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Continue to work in conjunction with Tennis Victoria, the Colac Lawn Tennis Club, Colac Indoor Tennis Centre and the Polwarth and District Tennis Association to bring all localised tennis activities into a single coordinated structure – any structure should support governance proposals identified within this Strategy.
- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.

MUNICIPAL ACTION PLAN

COLAC OTWAY SHIRE

| LOCATION                |                               |                          | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                      |  |
|-------------------------|-------------------------------|--------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------------------------------------------------------------------------------------|--|
| FACILITY LOCATION       | SUBURB                        | CLUB NAME                | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                               |  |
| 1                       | Apollo Bay Recreation Reserve | Apollo Bay Tennis Club   | 3                | 3                         | Public        | Public                                         | 3                                   | 0                               | 0              | 0               | 0             | 3               | 3                    | Retain courts for club use and public access.                                                                        |  |
| 2                       | Barongarook Tennis Courts     | Barongarook Community TC | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Retain courts for club use and public access.                                                                        |  |
| 3                       | Barwon Downs Tennis Courts    | Barwon Downs Tennis Club | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 2               | 0                    | Retain courts for club use and public access.                                                                        |  |
| 4                       | Beeac Tennis Club             | Beeac Tennis Club        | 3                | 0                         | Public        | Public                                         | 3                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain courts for club use and public access and consider adding floodlights in the long-term.                       |  |
| 5                       | Beech Forest (Fergusson)      | NO CLUB                  | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 0             | 1               | 1                    | One court deemed unplayable and not suitable for use. Retain single court for public access.                         |  |
| 6                       | Birregurra Recreation Reserve | Birregurra Tennis Club   | 2                | 2                         | Public        | Public                                         | 3                                   | 2                               | 0              | 0               | 3             | 2               | 2                    | Implement staged court improvements in-line with Birregurra Recreation Reserve Master Plan (including floodlighting) |  |
| 7                       | Carlisle River Tennis Court   | NO CLUB                  | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Retain single court for public use.                                                                                  |  |
| 8                       | Colac Central Reserve         | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 0                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| 9                       | Colac Indoor Tennis Centre    | NO CLUB                  | 4                | 4                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| 10                      | Colac Lawn Tennis Club        | Colac Lawn Tennis Club   | 17               | 0                         | Regional      | Large                                          | 8                                   | 8                               | 0              | 8               | 8             | 8               | 8                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| 11                      | Elliminyt Tennis Courts       | Elliminyt Tennis Club    | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 0              | 4               | 0             | 4               | 4                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| 12                      | Cororooke Tennis Courts       | Cororooke Tennis Club    | 3                | 0                         | Public        | Public                                         | 3                                   | 2                               | 0              | 0               | 3             | 0               | 0                    | Support long-term relocation option and rebuild new courts for club use and public access.                           |  |
| 13                      | Cressy Recreation Reserve     | NO CLUB                  | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe.                                                                                     |  |
| 14                      | Eurack Tennis Courts          | NO CLUB                  | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe.                                                                                     |  |
| 15                      | Forrest Tennis Courts         | Forrest Tennis Club      | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain courts for club use and public access.                                                                        |  |
| 16                      | Gellibrand Recreation Reserve | NO CLUB                  | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Recently reconstructed for netball use only. No access for tennis.                                                   |  |
| 17                      | Gerangamete Tennis Courts     | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 0               | 0                    | Retain courts for public access and additional club overflow.                                                        |  |
| 18                      | Johanna Tennis Courts         | NO CLUB                  | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Retain single court for public use.                                                                                  |  |
| 19                      | Kawarren Tennis Courts        | Kawarren Tennis Club     | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 0                    | Retain courts for public access and additional club overflow.                                                        |  |
| 20                      | Kennett River Tennis Court    | NO CLUB                  | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 1               | 1                    | Retain single court for public use.                                                                                  |  |
| 21                      | Larport Tennis Courts         | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Retain courts for public access and additional club overflow.                                                        |  |
| 22                      | Lavers Hill Tennis Courts     | NO CLUB                  | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe.                                                                                     |  |
| 23                      | Pennyroyal Tennis Courts      | Pennyroyal Tennis Club   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Retain courts for club use and public access.                                                                        |  |
| 24                      | Swan Marsh Tennis Courts      | Swan Marsh Tennis Club   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Implement court relocation recommendations in-line with the Pirron Yallock Recreation Reserve Master Plan.           |  |
| 25                      | Warncoort Tennis Courts       | Warncoort Tennis Club    | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Retain courts for club use and public access.                                                                        |  |
| 26                      | Yeo Tennis Courts             | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 2                    | Retain courts for overflow club use and public access.                                                               |  |
| <b>ESTIMATED TOTALS</b> |                               |                          | <b>62</b>        | <b>9</b>                  | <b>-</b>      | <b>-</b>                                       | <b>53</b>                           | <b>12</b>                       | <b>2</b>       | <b>30</b>       | <b>21</b>     | <b>36</b>       | <b>32</b>            |                                                                                                                      |  |

MUNICIPAL ACTION PLAN

COLAC OTWAY SHIRE

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES |                                 |                   |                 |                   |                     |                      |                  |                  | TOTALS              |
|-------------------------------------------------|---------------------------------|-------------------|-----------------|-------------------|---------------------|----------------------|------------------|------------------|---------------------|
| FACILITY LOCATION                               | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR    | SURFACE RENEWAL | COURT REBUILD     | FENCING RENEWAL     | NET POSTS TO REPLACE | DECOMMISSION     |                  |                     |
| 1                                               | Apollo Bay Recreation Reserve   | \$ -              | \$ -            | \$ -              | \$ -                | \$ 42,000            | \$ 7,500         | \$ -             | \$ 49,500           |
| 2                                               | Barongarook Tennis Courts       | \$ -              | \$ -            | \$ 18,000         | \$ 130,000          | \$ 28,000            | \$ 5,000         | \$ -             | \$ 181,000          |
| 3                                               | Barwon Downs Tennis Courts      | \$ -              | \$ -            | \$ -              | \$ -                | \$ 28,000            | \$ -             | \$ -             | \$ 28,000           |
| 4                                               | Beeac Tennis Club               | \$ -              | \$ -            | \$ -              | \$ -                | \$ -                 | \$ -             | \$ -             | \$ -                |
| 5                                               | Beech Forest (Fergusson)        | \$ -              | \$ -            | \$ 9,000          | \$ -                | \$ 14,000            | \$ 2,500         | \$ -             | \$ 25,500           |
| 6                                               | Birregurra Recreation Reserve   | \$ 64,000         | \$ -            | \$ -              | \$ 195,000          | \$ 28,000            | \$ 5,000         | \$ -             | \$ 292,000          |
| 7                                               | Carlisle River Tennis Court     | \$ -              | \$ -            | \$ 9,000          | \$ 65,000           | \$ 14,000            | \$ 2,500         | \$ -             | \$ 81,500           |
| 8                                               | Colac Central Reserve           | \$ -              | \$ -            | \$ 17,000         | \$ -                | \$ 28,000            | \$ -             | \$ -             | \$ 45,000           |
| 9                                               | Colac Indoor Tennis Centre      | \$ -              | \$ -            | \$ -              | \$ -                | \$ -                 | \$ -             | \$ -             | \$ -                |
| 10                                              | Colac Lawn Tennis Club          | \$ 256,000        | \$ -            | \$ 68,000         | \$ 520,000          | \$ 112,000           | \$ 20,000        | \$ -             | \$ 976,000          |
| 11                                              | Elliminyt Tennis Courts         | \$ -              | \$ -            | \$ 10,000         | \$ -                | \$ 56,000            | \$ 10,000        | \$ -             | \$ 76,000           |
| 12                                              | Cororooke Tennis Courts         | \$ 64,000         | \$ -            | \$ -              | \$ 195,000          | \$ -                 | \$ -             | \$ -             | \$ 259,000          |
| 13                                              | Cressy Recreation Reserve       | \$ -              | \$ -            | \$ -              | \$ -                | \$ -                 | \$ -             | \$ 5,000         | \$ 5,000            |
| 14                                              | Eurack Tennis Courts            | \$ -              | \$ -            | \$ -              | \$ -                | \$ -                 | \$ -             | \$ 5,000         | \$ 5,000            |
| 15                                              | Forrest Tennis Courts           | \$ -              | \$ -            | \$ -              | \$ -                | \$ -                 | \$ -             | \$ -             | \$ -                |
| 16                                              | Gellibrand Recreation Reserve   | \$ -              | \$ -            | \$ -              | \$ -                | \$ -                 | \$ -             | \$ 5,000         | \$ 5,000            |
| 17                                              | Gerangamete Tennis Courts       | \$ -              | \$ -            | \$ 18,000         | \$ -                | \$ -                 | \$ -             | \$ -             | \$ 18,000           |
| 18                                              | Johanna Tennis Courts           | \$ -              | \$ -            | \$ 9,000          | \$ 65,000           | \$ 14,000            | \$ 2,500         | \$ -             | \$ 90,500           |
| 19                                              | Kawarren Tennis Courts          | \$ -              | \$ -            | \$ 9,000          | \$ -                | \$ 28,000            | \$ -             | \$ -             | \$ 37,000           |
| 20                                              | Kennett River Tennis Court      | \$ -              | \$ -            | \$ -              | \$ -                | \$ 14,000            | \$ 2,500         | \$ -             | \$ 16,500           |
| 21                                              | Larport Tennis Courts           | \$ -              | \$ -            | \$ 9,000          | \$ 65,000           | \$ 14,000            | \$ 2,500         | \$ -             | \$ 90,500           |
| 22                                              | Lavers Hill Tennis Courts       | \$ -              | \$ -            | \$ -              | \$ -                | \$ -                 | \$ -             | \$ 5,000         | \$ 5,000            |
| 23                                              | Pennyroyal Tennis Courts        | \$ -              | \$ -            | \$ 18,000         | \$ -                | \$ 28,000            | \$ 5,000         | \$ -             | \$ 51,000           |
| 24                                              | Swan Marsh Tennis Courts        | \$ -              | \$ -            | \$ 18,000         | \$ 130,000          | \$ 28,000            | \$ 5,000         | \$ -             | \$ 181,000          |
| 25                                              | Warncoort Tennis Courts         | \$ -              | \$ -            | \$ 36,000         | \$ -                | \$ 28,000            | \$ 5,000         | \$ -             | \$ 69,000           |
| 26                                              | Yeo Tennis Courts               | \$ -              | \$ 4,800        | \$ -              | \$ -                | \$ -                 | \$ 5,000         | \$ -             | \$ 9,800            |
| <b>ESTIMATED TOTALS</b>                         |                                 | <b>\$ 384,000</b> | <b>\$ 4,800</b> | <b>\$ 248,000</b> | <b>\$ 1,365,000</b> | <b>\$ 504,000</b>    | <b>\$ 80,000</b> | <b>\$ 20,000</b> | <b>\$ 2,596,800</b> |

Infrastructure renewal cost assumptions

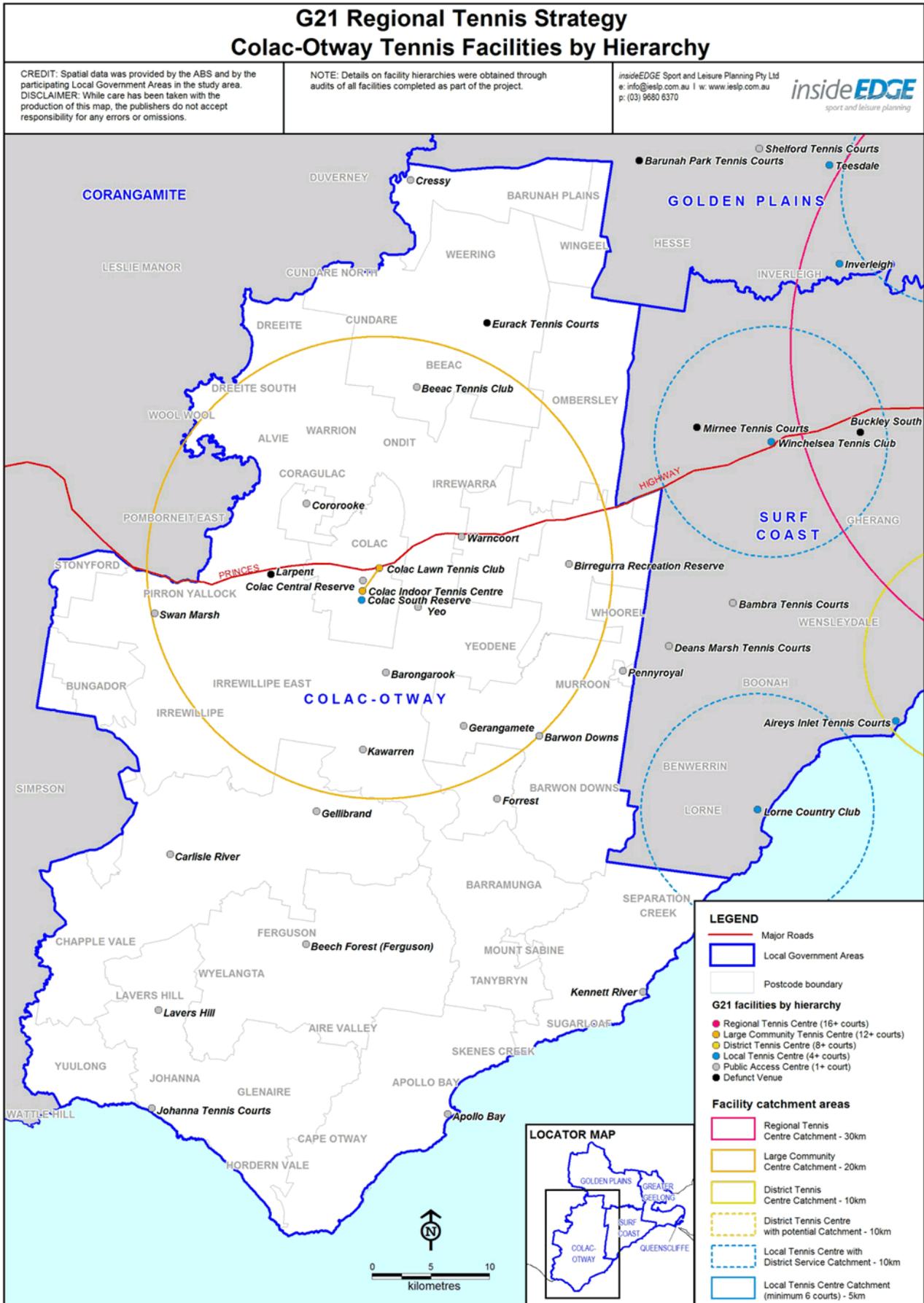
- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
- Costs exclude escalation and GST.
- All costs should be treated as a general guide only for planning and budgeting purposes.
- Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

**MUNICIPAL ACTION PLAN**

**COLAC OTWAY SHIRE**

| HIERARCHY LEVEL      | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access        | 23                       | 19                            |
| Local                | 2                        | 2                             |
| District             | 0                        | 0                             |
| Large Community Club | 0                        | 1                             |
| Regional             | 1                        | 0                             |
| <b>TOTAL VENUES</b>  | <b>26</b>                | <b>22</b>                     |



MUNICIPAL ACTION PLAN

GOLDEN PLAINS SHIRE

MUNICIPAL OVERVIEW

The Golden Plains Shire provides a mix of regional and rural townships between Geelong and Ballarat. In 2013 the Golden Plains Shire had a total estimated population of 19,225 people, which is projected to increase by 26% to over 24,200 by 2025.

Bannockburn is the principal population centre for the Shire (located in the south), with the township accounting for around 25% of the Shire's population. The Haddon-Smythesdale and District area is the next largest population centre (in the Shire's north), providing around 22% of the Shire's population.

The rural township structure of the Golden Plains makes it a challenging area to plan consistently, with many small rural areas contributing a range of tennis clubs and courts for localised populations. The service provision divide between the northern and southern townships also creates challenges in whether tennis is better serviced by the Buninyong and District Tennis Association (in the north) and by Tennis Geelong in the south.

In many ways, northern townships have a greater geographical connection to Ballarat and clubs have expressed concern about joining Geelong based competition due to the extensive distances they already travel to access regular tennis competition.

Over the past three-years the Golden Plains Shire has provided around 7% of the G21 region's registered tennis members, with an estimated 224 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in Golden Plains was the 3331 postcode area (Bannockburn and surrounding townships), followed by 3332 (Lethbridge) and 3321 (Inverleigh). All of these areas are located in the Shire's southern townships.

The Golden Plains Shire provides for 17 Tennis Clubs across all venues. A number of clubs in recent years have folded across the municipality, including Barunah Park, Cape Clear, Corindhap and Enfield Tennis Clubs.

As at August 2014, 15 of the 17 active clubs based in the Golden Plains Shire were affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 21 individual tennis venues providing 71 courts across the Golden Plains Shire on Council and Crown Land.

Golden Plains provides 16% of total usable courts across the G21 region, with an estimated 67 courts in playable condition (based on 2013 audit figures). 9% of playable tennis courts in the municipality are floodlit (2 courts at each of Bannockburn, Teesdale and Rokewood).

The municipality currently provides 10 Local Facilities and 11 Public Access venues. All court locations are distributed to meet historical township settlement patterns. Four venues at Teesdale, Bannockburn, Meredith and Napoleons all provide 6-courts and are equally the Shire's largest venues.

In terms of tennis court-to-population ratios across the municipality, Golden Plains appears well provided with an average of 1 court for every 337 residents (based on 2013 ratios). Projecting ratios towards 2031, the Shire will continue to maintain positive ratios even if court numbers do not increase. It is expected that no new courts will be required across the Shire within the next 10 years, but improved access to existing Local Club venues in key population centres and to the Bannockburn Tennis Club (as the key growth area) and will be important to service resident populations.

The diversity of needs across the Shire's rural communities varies greatly and tennis venues will need to be planned, adapted and renewed to suit this diversity. With the very low provision of floodlit courts across the municipality, greater focus on increasing lighting at the larger six court venues to promote year-round use and increased coaching and social activity should be a priority.

Council currently allocates around \$90,000 annually towards the renewal of tennis court and associated infrastructure via its *Tennis Court Review and Renewal Program* that is carried out every four years. In the 2013/14 financial year the Shire invested \$90,000 towards tennis court upgrades at the Lethbridge Tennis Club.

**The Golden Plains Shire Tennis Court Review and Renewal Program will be reviewed periodically, with the next review to include the period 2016-2020. Any priority actions beyond 2016 identified for the Shire in the following Municipal Action Plan may change in terms of priority as a result of the outcomes of this review.**

MUNICIPAL ACTION PLAN

GOLDEN PLAINS SHIRE

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Golden Plains Shire, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to provide a minimum of \$90,000 annually towards Council's surface upgrade program and \$20,000 to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Continue to implement Council's *2012 to 2016 Tennis Court Review and Renewal Program* in-line with current conditions and priority requirements.
- ▶ In-line with the Shire's periodical court infrastructure review processes, plan to complete the next *Tennis Court Review and Renewal Program* in 2015 to guide and inform local renewal priorities for the years 2016-2020.
- ▶ Conduct a compliance assessment of newly constructed courts at Lethbridge Tennis Club to ensure they meet current standards and guidelines.
- ▶ Designate the Bannockburn Tennis Club as the Shire's District level facility (in terms of service provision) and continue to support its development and expansion in-line with future population growth, particularly the provision of additional floodlights.
- ▶ Consult with local stakeholders and implement the decommissioning of tennis courts at Corindhap, Barunah Park, Linton, Maude, Shelford and Victoria Park Reserve (Bannockburn) and consider alternate community use options for individual areas with the local community.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Continue to support the Buninyong and District Tennis Association (BDTA) to provide tennis competition opportunities for clubs in the northern areas of the Shire.
- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.

MUNICIPAL ACTION PLAN

GOLDEN PLAINS SHIRE

| LOCATION                |                                 |                               | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                                    | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                               |
|-------------------------|---------------------------------|-------------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| FACILITY LOCATION       | SUBURB                          | CLUB NAME                     | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE |                                                                                                                                                    |                                                                                                                                                      |
| 1                       | Bannockburn Recreation Precinct | Bannockburn Tennis Club       | 6                | 2                         | Local         | District                                       | 8                                   | 4                               | 0              | 0               | 0             | 0               | 0                    | 0                                                                                                                                                  | Promote venue as a District level facility and increase floodlighting levels over time. Increase court numbers in-line with local population growth. |
| 2                       | Barunah Park Tennis Courts      | NO CLUB                       | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 0               | 1                    | Decommission 1 court and retain a single court for community use                                                                                   |                                                                                                                                                      |
| 3                       | Cape Clear Tennis Court         | NO CLUB                       | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain single court for public access and local community use                                                                                      |                                                                                                                                                      |
| 4                       | Corindhap Tennis Courts         | NO CLUB                       | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe. Consider alternate use in-line with local community needs.                                                        |                                                                                                                                                      |
| 5                       | Enfield Tennis Court            | Enfield Tennis Club           | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 0               | 1                    | Retain single court for public access and local community use                                                                                      |                                                                                                                                                      |
| 6                       | Gheringhap Tennis Courts        | Gheringhap Tennis Club        | 3                | 0                         | Public        | Public                                         | 3                                   | 0                               | 0              | 3               | 0             | 3               | 0                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 7                       | Grenville Tennis Courts         | Grenville Tennis Club         | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Reconstruct courts to provide for club use and public access                                                                                       |                                                                                                                                                      |
| 8                       | Haddon Tennis Courts            | Haddon Tennis Club            | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 4               | 0                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 9                       | Inverleigh Tennis Courts        | Inverleigh Tennis Club        | 4                | 0                         | Local         | Local                                          | 4                                   | 2                               | 0              | 0               | 0             | 0               | 0                    | Retain for club use and public access and consider long-term relocation to the Inverleigh Recreation Reserve should funds become available         |                                                                                                                                                      |
| 10                      | Lethbridge Tennis Courts        | Lethbridge Tennis Club        | 3                | 0                         | Public        | Public                                         | 3                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 11                      | Linton Tennis Courts            | NO CLUB                       | 4                | 0                         | Local         | Public                                         | 3                                   | 0                               | 0              | 1               | 0             | 3               | 1                    | Decommission Court 4 and retain single tennis court and 2 multi-use tennis/netball courts for public access and local community use                |                                                                                                                                                      |
| 12                      | Mannibadar Tennis Courts        | Mannibadar Tennis Club        | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 1             | 2               | 0                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 13                      | Maude Tennis Courts             | Maude Tennis Club             | 4                | 0                         | Local         | Local                                          | 3                                   | 0                               | 1              | 2               | 0             | 3               | 2                    | Decommission Court 4 and continue to improve remaining 3 courts in-line with site master plan recommendations                                      |                                                                                                                                                      |
| 14                      | Meredith Tennis Courts          | Meredith Tennis Club          | 6                | 0                         | Local         | Local                                          | 6                                   | 2                               | 0              | 6               | 0             | 0               | 0                    | Retain for club use and public access and consider upgrading surface to acrylic in next 6-10 years and adding lights to 2 courts at the same time. |                                                                                                                                                      |
| 15                      | Napoleons Tennis Courts         | Napoleons Tennis Club         | 6                | 0                         | Local         | Local                                          | 6                                   | 2                               | 4              | 2               | 6             | 6               | 4                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 16                      | Rokewood Tennis Courts          | Rokewood Tennis Club          | 2                | 2                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 2                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 17                      | Ross Creek Tennis Courts        | Ross Creek Tennis Club        | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 4              | 0               | 0             | 0               | 4                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 18                      | Shellford Tennis Courts         | Shellford Tennis Club         | 3                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Decommission 1 court and retain 2 courts for public access and consider multi-purpose use of courts                                                |                                                                                                                                                      |
| 19                      | Smythesdale Tennis Courts       | Smythesdale Tennis Club       | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 4              | 0               | 0             | 0               | 2                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 20                      | Sutherlands Creek Tennis Courts | Sunderlands Creek Tennis Club | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 0                    | Retain for club use and public access                                                                                                              |                                                                                                                                                      |
| 21                      | Teesdale Tennis Courts          | Teesdale Tennis Club          | 6                | 2                         | Local         | Local                                          | 6                                   | 2                               | 4              | 2               | 0             | 6               | 2                    | Retain for club use and public access and consider increasing floodlighting provision in the long-term                                             |                                                                                                                                                      |
| 22                      | Victoria Park Reserve           | NO CLUB                       | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe. Consider alternate use in-line with local community needs.                                                        |                                                                                                                                                      |
| <b>ESTIMATED TOTALS</b> |                                 |                               | <b>71</b>        | <b>6</b>                  | <b>-</b>      | <b>-</b>                                       | <b>67</b>                           | <b>12</b>                       | <b>21</b>      | <b>23</b>       | <b>12</b>     | <b>31</b>       | <b>23</b>            |                                                                                                                                                    |                                                                                                                                                      |

MUNICIPAL ACTION PLAN

GOLDEN PLAINS SHIRE

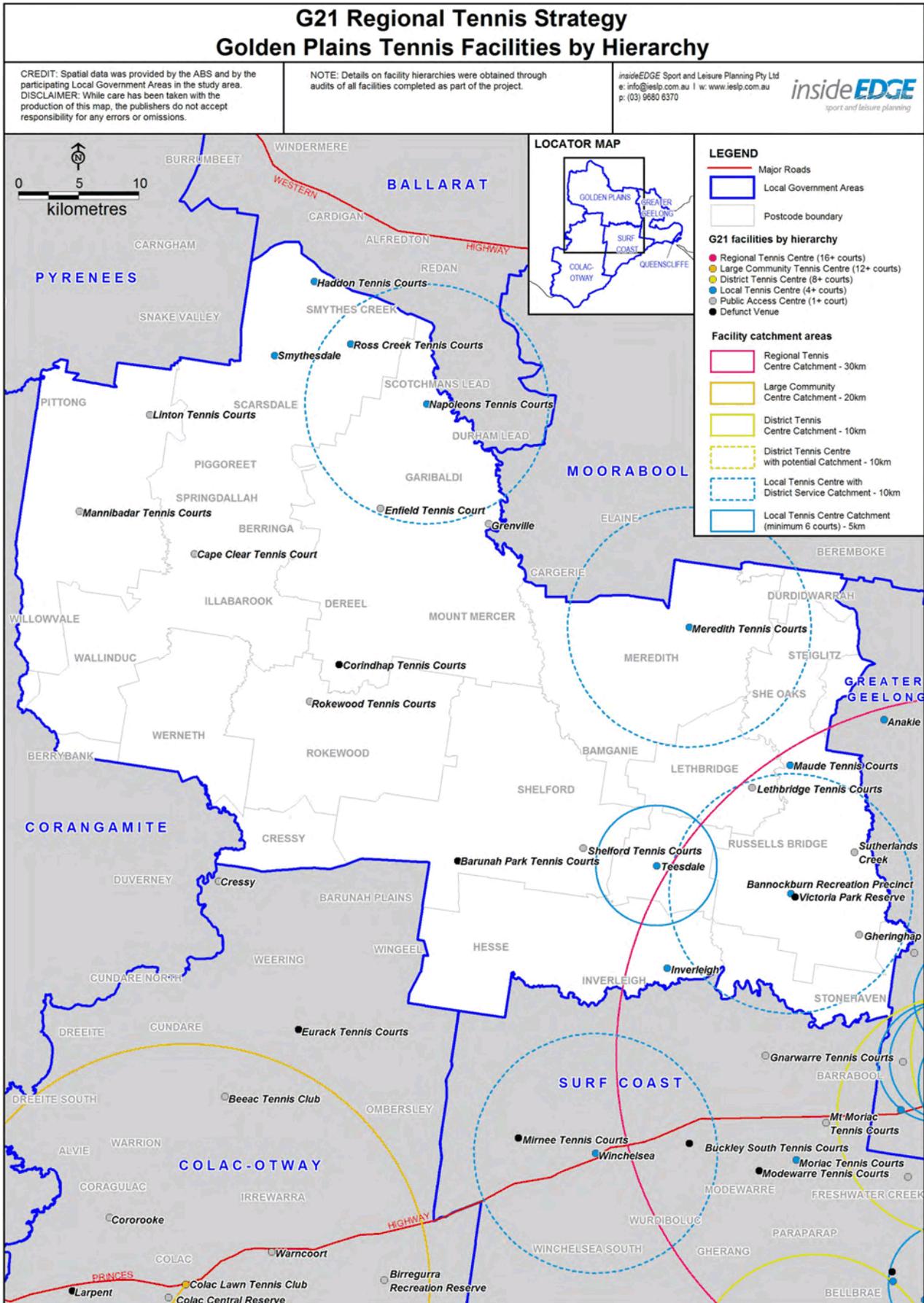
| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES |                                 |                   |                  |                   |                   |                      |                  |                  | TOTALS              |
|-------------------------------------------------|---------------------------------|-------------------|------------------|-------------------|-------------------|----------------------|------------------|------------------|---------------------|
| FACILITY LOCATION                               | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR    | SURFACE RENEWAL  | COURT REBUILD     | FENCING RENEWAL   | NET POSTS TO REPLACE | DECOMMISSION     |                  |                     |
| 1                                               | Bannockburn Recreation Precinct | \$ 128,000        | \$ -             | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -             | \$ 128,000          |
| 2                                               | Barunah Park Tennis Courts      | \$ -              | \$ -             | \$ 9,000          | \$ 65,000         | \$ -                 | \$ 2,500         | \$ -             | \$ 76,500           |
| 3                                               | Cape Clear Tennis Court         | \$ -              | \$ -             | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -             | \$ -                |
| 4                                               | Corindhap Tennis Courts         | \$ -              | \$ -             | \$ -              | \$ -              | \$ -                 | \$ -             | \$ 5,000         | \$ 5,000            |
| 5                                               | Enfield Tennis Court            | \$ -              | \$ -             | \$ -              | \$ -              | \$ -                 | \$ 2,500         | \$ -             | \$ 2,500            |
| 6                                               | Gheringhap Tennis Courts        | \$ -              | \$ -             | \$ 26,500         | \$ -              | \$ 42,000            | \$ -             | \$ -             | \$ 67,500           |
| 7                                               | Grenville Tennis Courts         | \$ -              | \$ -             | \$ 18,000         | \$ 130,000        | \$ 28,000            | \$ 5,000         | \$ -             | \$ 181,000          |
| 8                                               | Haddon Tennis Courts            | \$ -              | \$ -             | \$ -              | \$ -              | \$ 56,000            | \$ -             | \$ -             | \$ 56,000           |
| 9                                               | Inverleigh Tennis Courts        | \$ 64,000         | \$ -             | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -             | \$ 64,000           |
| 10                                              | Lethbridge Tennis Courts        | \$ -              | \$ -             | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -             | \$ -                |
| 11                                              | Linton Tennis Courts            | \$ -              | \$ -             | \$ 8,500          | \$ -              | \$ 42,000            | \$ 2,500         | \$ -             | \$ 53,000           |
| 12                                              | Mannibadar Tennis Courts        | \$ -              | \$ -             | \$ 18,000         | \$ 65,000         | \$ 28,000            | \$ -             | \$ -             | \$ 111,000          |
| 13                                              | Maude Tennis Courts             | \$ -              | \$ 2,400         | \$ 18,000         | \$ -              | \$ 42,000            | \$ 5,000         | \$ -             | \$ 67,400           |
| 14                                              | Meredith Tennis Courts          | \$ 64,000         | \$ -             | \$ 54,000         | \$ -              | \$ -                 | \$ -             | \$ -             | \$ 118,000          |
| 15                                              | Napoleons Tennis Courts         | \$ 64,000         | \$ 9,600         | \$ 51,000         | \$ 390,000        | \$ 84,000            | \$ 10,000        | \$ -             | \$ 608,600          |
| 16                                              | Rokewood Tennis Courts          | \$ -              | \$ 4,800         | \$ -              | \$ -              | \$ -                 | \$ 5,000         | \$ -             | \$ 9,800            |
| 17                                              | Ross Creek Tennis Courts        | \$ -              | \$ 9,800         | \$ -              | \$ -              | \$ -                 | \$ 10,000        | \$ -             | \$ 19,600           |
| 18                                              | Shelford Tennis Courts          | \$ -              | \$ -             | \$ 17,000         | \$ 130,000        | \$ 28,000            | \$ 5,000         | \$ -             | \$ 180,000          |
| 19                                              | Smythesdale Tennis Courts       | \$ -              | \$ 9,600         | \$ -              | \$ -              | \$ -                 | \$ 5,000         | \$ -             | \$ 14,600           |
| 20                                              | Sutherlands Creek Tennis Courts | \$ -              | \$ 4,800         | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -             | \$ 4,800            |
| 21                                              | Teesdale Tennis Courts          | \$ 64,000         | \$ 9,600         | \$ 36,000         | \$ -              | \$ 84,000            | \$ 5,000         | \$ -             | \$ 198,600          |
| 22                                              | Victoria Park Reserve           | \$ -              | \$ -             | \$ -              | \$ -              | \$ -                 | \$ -             | \$ 5,000         | \$ 5,000            |
| <b>ESTIMATED TOTALS</b>                         |                                 | <b>\$ 384,000</b> | <b>\$ 50,400</b> | <b>\$ 255,000</b> | <b>\$ 780,000</b> | <b>\$ 434,000</b>    | <b>\$ 57,500</b> | <b>\$ 10,000</b> | <b>\$ 1,970,900</b> |

| HIERARCHY LEVEL      | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access        | 12                       | 9                             |
| Local                | 10                       | 8                             |
| District             | 0                        | 1                             |
| Large Community Club | 0                        | 0                             |
| Regional             | 0                        | 0                             |
| <b>TOTAL VENUES</b>  | <b>22</b>                | <b>18</b>                     |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

Infrastructure renewal cost assumptions

- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
- Costs exclude escalation and GST.
- All costs should be treated as a general guide only for planning and budgeting purposes.
- Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.



MUNICIPAL ACTION PLAN

SURF COAST SHIRE

MUNICIPAL OVERVIEW

The Surf Coast Shire is the second largest Government Area within the G21 region in terms of population and provides a mix of inland and coastal townships. In 2013 the Surf Coast Shire had a total estimated population of 29,398 people, which is projected to increase by 35% to over 39,800 by 2025. This growth will continue to 2031 with around 45,000 residents projected.

Torquay is the principal population centre for the Shire, with the municipality also providing a number of growth areas including Torquay North and Torquay-Torquay West that will contribute the greatest growth. Other growing areas include Winchelsea and the Rural West, Moriac and the Rural East and Jan Juc-Bellbrae-Bells Beach which will also experience more than 30% local growth to 2031.

Armstrong Creek is also located to the north of the Surf Coast Shire and Torquay North and will heavily influence the demand for tennis in this area of the Shire. There are no new tennis facilities planned for the Surf Coast Shire within the next 10 years. The demand for tennis within Torquay and surrounding areas will need to be monitored in-line with Armstrong Creek provision over the next years.

The diversity of the Surf Coast Shire population in coastal areas and the difference between resident and holiday population is significant. In peak holiday periods the Shire's coastal areas can grow to accommodate more than 20,000 visitors, placing significant pressure of all township services.

A number of inland areas also experience social and economic disadvantage, which contrasts significantly with coastal areas and the higher proportion of holiday home owners and non-permanent residents. Across the Shire there are a number of localised areas and clubs where tennis participation is high, but this is contrasted with areas where tennis has not enjoyed the same levels of interest and participation, and subsequently some venues continue to receive limited use.

Over the past three-years the Surf Coast Shire has provided around 11% of the G21 region's registered tennis members, with an estimated 389 members registered with Tennis Victoria in 2013/14. Postcode area 3231 (Aireys Inlet) provided the only significant area for registered members within the Shire.

The Surf Coast provides for 14 active Tennis Clubs. As at August 2014 only 7 of these clubs (50%) were affiliated with Tennis Victoria. Key clubs in strategic locations including Torquay and Anglesea are not currently affiliated.

FACILITY SUMMARY

There are currently 18 individual operational tennis venues providing 64 courts across the Surf Coast Shire on Council and non-Council owned or managed land (including Crown and privately owned land).

The Surf Coast Shire provides 13% of total usable courts across the G21 region, with an estimated 52 courts in playable condition (based on 2013 audit figures). 45% of usable tennis courts in the municipality are floodlit.

The municipality currently provides 1 District Facility, 8 Local Facilities and 9 Public Access venues. The only District level facility provided is the Anglesea Tennis Club, who at the time of writing was unaffiliated to Tennis Victoria. Five Public Access venues have been identified through this strategy for decommissioning or adaption to community use facilities only.

In terms of tennis court-to-population ratios across the municipality, the Surf Coast appears well provided with an average of 1 court for every 565 residents (based on 2013 ratios). Projecting ratios towards 2031, the Shire will continue to maintain positive ratios even if court numbers do not increase. It is expected that no new courts will be required across the Shire within the next 10 years, but improved access to existing venues in Torquay and Anglesea will be important to service the resident and visitor populations.

50% of tennis courts within the Surf Coast Shire are estimated to have a life-span of 1 to 3 years. The courts in this category includes 5 acrylic hard courts, 6 red porous courts and 21 asphalt courts. Consideration of court surface change from asphalt to acrylic hard courts through Council's ongoing court resurfacing program would add value to promoting tennis participation and development across the Shire. Council currently allocates \$60,000 annually to this program.

Council's occupancy and associated fees and charges policy for tennis courts should be evaluated in-line with the recommendations of this Strategy and the proposed tennis facility hierarchy and service level framework in order to achieve more from existing venues.

## MUNICIPAL ACTION PLAN

## SURF COAST SHIRE

### FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Surf Coast Shire, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to provide a minimum of \$60,000 annually towards tennis court resurfacing to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Evaluate Council's current tennis court and facility occupancy arrangements in conjunction with Tennis Victoria.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).
- ▶ Prioritise recommended court renewal and future provision works at Jan Juc and Torquay tennis courts (Spring Creek Reserve) in-line with existing master plans to service the immediate residential growth in the north of the municipality.
- ▶ Promote Anglesea Tennis Club as the Shire's District level facility and focus for tennis development activities – this will require affiliation with Tennis Victoria.
- ▶ Partner with Tennis Victoria to pilot new court access and booking system technology at the Anglesea Tennis Club.
- ▶ Retain a minimum of 4 tennis courts in Winchelsea and utilise the current Hesse Street and Eastern Reserve master planning to guide future provision and direction.
- ▶ Support the Lawn Country Club to determine their future long-term strategic direction for their courts and their club (club is located on private land) as the only tennis facility in the south-west area of the Shire and serving a significant visitor population.
- ▶ Partner with the City of Greater Geelong to plan for new tennis facilities within Armstrong Creek in order to ensure venues can adequately service the future growth areas of Torquay North.
- ▶ Decommission tennis facilities at Bellbrae Lower, Buckley South, Mirnee, Modewarre, Mt Moriac and Gnarwarre and consider alternate community use options for individual areas with the local community.

### KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Work in conjunction with the Country CTO to create linkages between tennis facilities in the key population centres of Lorne, Winchelsea, Aireys Inlet, Anglesea and Torquay to create a strong network of local clubs across the Shire.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy..

MUNICIPAL ACTION PLAN

SURF COAST SHIRE

| LOCATION                |                                    |                          | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                        |  |
|-------------------------|------------------------------------|--------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------|--|
| FACILITY LOCATION       | SUBURB                             | CLUB NAME                | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                 |  |
| 1                       | Aireys Inlet Tennis Courts         | Aireys Inlet Tennis Club | 4                | 4                         | Local         | Local                                          | 4                                   | 2                               | 0              | 2               | 0             | 0               | 2                    | Retain for club use and public access                                                                                                  |  |
| 2                       | Anglesea Tennis Club               | Anglesea Tennis Club     | 8                | 8                         | District      | District                                       | 8                                   | 0                               | 0              | 4               | 4             | 8               | 4                    | Retain for club use and public access and designate venue as the District centre to assist in supporting tennis across the Shire       |  |
| 3                       | Bambra Tennis Courts               | Bambra Tennis Club       | 2                | 2                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Retain for public access and local community use                                                                                       |  |
| 4                       | Bellbrae Tennis Courts             | Bellbrae Tennis Club     | 4                | 2                         | Local         | Local                                          | 4                                   | 2                               | 0              | 4               | 0             | 4               | 0                    | Consolidate all courts in Bellbrae into this site and increase lighting capacity over time                                             |  |
| 5                       | Bellbrae Tennis Courts - Lower     | Bellbrae Tennis Club     | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs                                           |  |
| 6                       | Buckley South Tennis Courts        | NO CLUB                  | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs                                           |  |
| 7                       | Connewarre Tennis Courts           | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Reduce the number of courts to 1 court for tennis (multi-use) and implement in-line with the Connewarre Recreation Reserve Master Plan |  |
| 8                       | Deans Marsh Tennis Courts          | Deans Marsh Tennis Club  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 2                    | Retain for public access and local community use                                                                                       |  |
| 9                       | Freshwater Creek Tennis Courts     | NO CLUB                  | 4                | 0                         | Local         | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain single court for public and local community use                                                                                 |  |
| 10                      | Gnarwarre Tennis Courts            | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 1              | 1               | 0             | 0               | 1                    | Decommission 1 court and retain a single court for community use within a local parkland setting                                       |  |
| 11                      | Jan Juc Tennis Courts              | Jan Juc Tennis Club      | 5                | 4                         | Local         | Local                                          | 4                                   | 1                               | 4              | 5               | 0             | 5               | 5                    | Retain and improve courts for club and community use                                                                                   |  |
| 12                      | Lorne Country Club                 | Lorne Country Club       | 6                | 0                         | Local         | Local                                          | 6                                   | 4                               | 0              | 6               | 0             | 0               | 6                    | Retain and improve courts for club and community use - Local club will need to drive improvements on private land                      |  |
| 13                      | Mirree Tennis Courts               | NO CLUB                  | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs. Access to tennis will be via Winchelsea. |  |
| 14                      | Modewarre Tennis Courts            | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs                                           |  |
| 15                      | Moriac Tennis Courts               | Moriac Tennis Club       | 4                | 2                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain for club use and public access                                                                                                  |  |
| 16                      | Mt Moriac Tennis Courts            | Mt Moriac Tennis Club    | 3                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Decommission Court 1 and retain remaining 2 courts for public access and community use                                                 |  |
| 17                      | Spring Creek Reserve Tennis Courts | Torquay Tennis Club      | 6                | 6                         | Local         | Local                                          | 6                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain as a Local level tennis facility and implement improvements in-line with the Spring Creek Master Plan                           |  |
| 18                      | Winchelsea Tennis Courts           | Winchelsea Tennis Club   | 4                | 0                         | Local         | Local                                          | 4                                   | 2                               | 0              | 4               | 0             | 4               | 4                    | Continue to maintain 4 tennis courts within Winchelsea, considering options for current location or relocation to Eastern Reserve.     |  |
| <b>ESTIMATED TOTALS</b> |                                    |                          | <b>64</b>        | <b>28</b>                 | <b>-</b>      | <b>-</b>                                       | <b>49</b>                           | <b>11</b>                       | <b>7</b>       | <b>31</b>       | <b>7</b>      | <b>26</b>       | <b>29</b>            |                                                                                                                                        |  |

**MUNICIPAL ACTION PLAN**

**SURF COAST SHIRE**

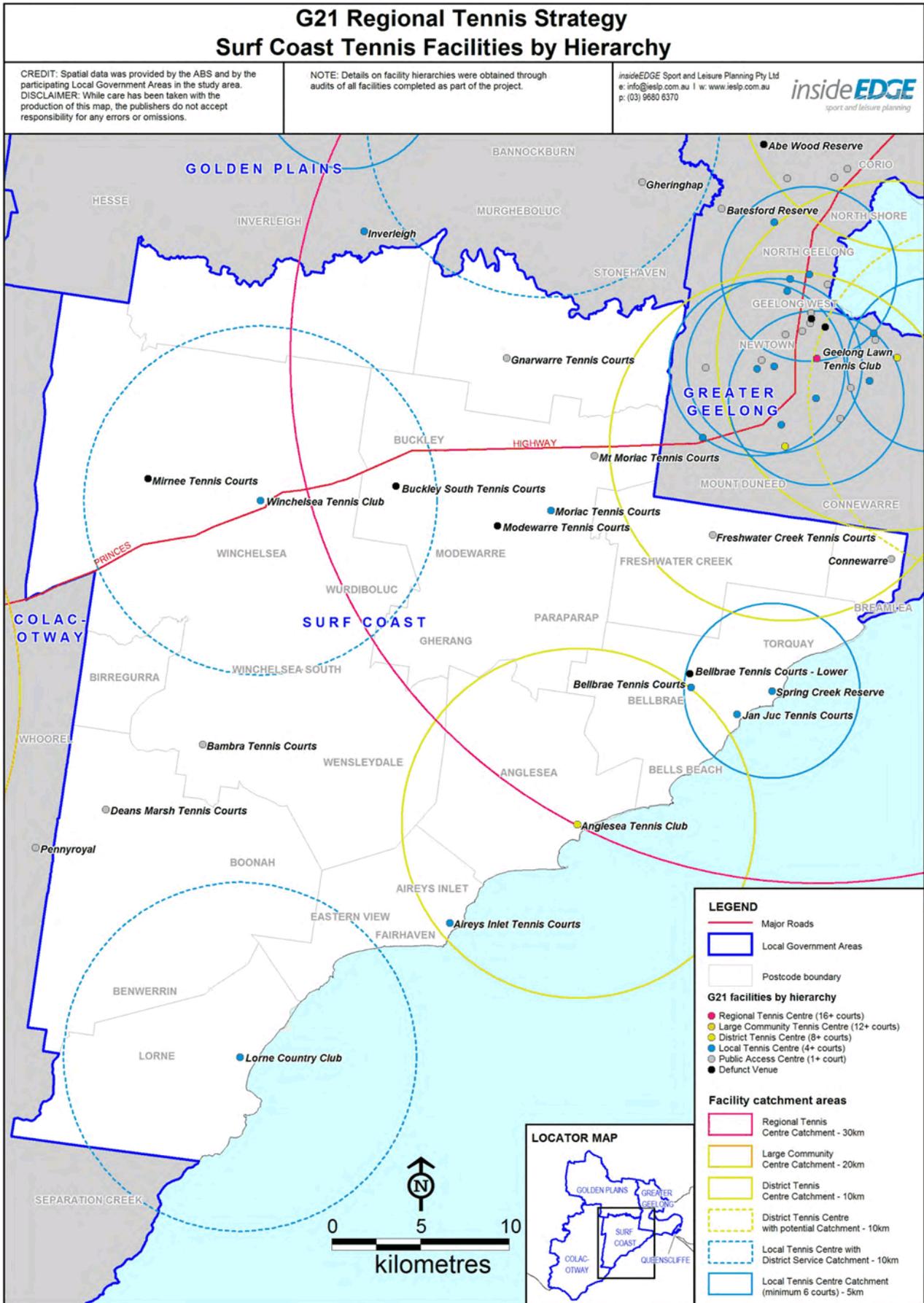
| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES |                                 |                  |                   |                   |                   |                      |                  |                    | TOTALS |
|-------------------------------------------------|---------------------------------|------------------|-------------------|-------------------|-------------------|----------------------|------------------|--------------------|--------|
| FACILITY LOCATION                               | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR   | SURFACE RENEWAL   | COURT REBUILD     | FENCING RENEWAL   | NET POSTS TO REPLACE | DECOMMISSION     |                    |        |
| 1 Aireys Inlet Tennis Courts                    | \$ 64,000                       | \$ -             | \$ 36,000         | \$ -              | \$ -              | \$ 5,000             | \$ -             | \$ 105,000         |        |
| 2 Anglesea Tennis Club                          | \$ -                            | \$ -             | \$ 72,000         | \$ 280,000        | \$ 112,000        | \$ 10,000            | \$ -             | \$ 454,000         |        |
| 3 Bamba Tennis Courts                           | \$ -                            | \$ -             | \$ 18,000         | \$ 130,000        | \$ 28,000         | \$ 5,000             | \$ -             | \$ 181,000         |        |
| 4 Bellbrae Tennis Courts                        | \$ 64,000                       | \$ -             | \$ 72,000         | \$ -              | \$ 56,000         | \$ -                 | \$ -             | \$ 192,000         |        |
| 5 Bellbrae Tennis Courts - Lower                | \$ -                            | \$ -             | \$ -              | \$ -              | \$ -              | \$ -                 | \$ 5,000         | \$ 5,000           |        |
| 6 Buckley South Tennis Courts                   | \$ -                            | \$ -             | \$ -              | \$ -              | \$ -              | \$ -                 | \$ 5,000         | \$ 5,000           |        |
| 7 Connewarre Tennis Courts                      | \$ -                            | \$ -             | \$ 9,000          | \$ 85,000         | \$ 14,000         | \$ 2,500             | \$ -             | \$ 90,500          |        |
| 8 Deans Marsh Tennis Courts                     | \$ -                            | \$ 4,800         | \$ -              | \$ -              | \$ -              | \$ 5,000             | \$ -             | \$ 9,800           |        |
| 9 Freshwater Creek Tennis Courts                | \$ -                            | \$ -             | \$ -              | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -               |        |
| 10 Gnarwarre Tennis Courts                      | \$ -                            | \$ 2,400         | \$ 9,000          | \$ -              | \$ -              | \$ 2,500             | \$ -             | \$ 13,900          |        |
| 11 Jan Juc Tennis Courts                        | \$ 32,000                       | \$ 9,600         | \$ 42,500         | \$ -              | \$ 70,000         | \$ 12,500            | \$ -             | \$ 166,600         |        |
| 12 Lorne Country Club                           | \$ 128,000                      | \$ -             | \$ 210,000        | \$ -              | \$ -              | \$ 15,000            | \$ -             | \$ 353,000         |        |
| 13 Mirree Tennis Courts                         | \$ -                            | \$ -             | \$ -              | \$ -              | \$ -              | \$ -                 | \$ 5,000         | \$ 5,000           |        |
| 14 Modewarre Tennis Courts                      | \$ -                            | \$ -             | \$ -              | \$ -              | \$ -              | \$ -                 | \$ 5,000         | \$ 5,000           |        |
| 15 Moriac Tennis Courts                         | \$ -                            | \$ -             | \$ -              | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -               |        |
| 16 Mt Moriac Tennis Courts                      | \$ -                            | \$ -             | \$ 18,000         | \$ -              | \$ 28,000         | \$ 5,000             | \$ -             | \$ 51,000          |        |
| 17 Spring Creek Reserve Tennis Courts           | \$ -                            | \$ -             | \$ -              | \$ -              | \$ -              | \$ -                 | \$ -             | \$ -               |        |
| 18 Winchelsea Tennis Courts                     | \$ 64,000                       | \$ -             | \$ 72,000         | \$ -              | \$ 56,000         | \$ 10,000            | \$ -             | \$ 202,000         |        |
| <b>ESTIMATED TOTALS</b>                         | <b>\$ 352,000</b>               | <b>\$ 16,800</b> | <b>\$ 558,500</b> | <b>\$ 455,000</b> | <b>\$ 364,000</b> | <b>\$ 72,500</b>     | <b>\$ 20,000</b> | <b>\$1,838,800</b> |        |

| HIERARCHY LEVEL      | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access        | 12                       | 9                             |
| Local                | 10                       | 8                             |
| District             | 0                        | 1                             |
| Large Community Club | 0                        | 0                             |
| Regional             | 0                        | 0                             |
| <b>TOTAL VENUES</b>  | <b>22</b>                | <b>18</b>                     |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- numbers refer to the number of courts requiring works

**Infrastructure renewal cost assumptions**

- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
- Costs exclude escalation and GST.
- All costs should be treated as a general guide only for planning and budgeting purposes.
- Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.



MUNICIPAL ACTION PLAN

BOROUGH OF QUEENSCLIFFE

MUNICIPAL OVERVIEW

The Borough of Queenscliffe is the smallest Local Government Area within the G21 region and within Victoria in terms of land size and population. In 2013 the Borough of Queenscliffe had a total estimated population of 3,300 permanent residents, which is only projected to increase marginally over the coming years.

Queenscliffe's population accounts for around 1% of the G21 regional population. The Borough's main population centres are Queenscliff and Point Lonsdale, who's population grows significantly over the holiday periods due to the influx of tourists, holiday makers and non-permanent residents. The Borough can grow to more than 17,000 over the peak annual Christmas and summer holiday period.

Many property owners only holiday or live part-time in the Borough. The 53% of private dwellings unoccupied during the 2011 census is indicative of the large temporary population. 43% of the Borough's population are aged over 60 and there is a high proportion of retirees and semi-retirees residing in the municipality.

These demographic characteristics will heavily influence the future planning and provision of tennis facilities and programs across the Borough. Currently the Point Lonsdale Tennis Club provides 6 courts (4 floodlit synthetic grass and 2 acrylic) and 4 acrylic courts (2 floodlit) are provided at Victoria Park in Queenscliff, managed by the Queenscliff Bowling Tennis and Croquet Association Inc.

Over the past three-years the Borough of Queenscliffe has provided around 1% of the G21 region's registered tennis members, fluctuating between 80 and 120 over recent years.

The catchment area for both venues is considered local, with each also needing to service the holiday community and provide additional recreational activities for visitors. Maintaining public access via court hire will be essential.

FACILITY SUMMARY

There are currently 2 individual tennis venues providing 10 courts across the Borough of Queenscliffe on Council and Crown Land

The Borough of Queenscliffe provides 2.5% of total usable courts across the G21 region, with all 10 courts in playable condition (based on 2013 audit figures). 6 of the 10 tennis courts (or 60%) in the municipality are floodlit.

The municipality currently provides 2 Local level facilities.

In terms of tennis court-to-population ratios across the municipality, the Borough of Queenscliffe appears well provided with an average of 1 court for every 331 residents (based on 2013 ratios). This ratio does not change greatly over the long-term, however ratios do change significantly when more than 15,000 additional visitors arrive in the Borough over peak holiday periods.

Maintaining all tennis courts in the municipality to service local populations will be important, with greater visibility and access also required for visitor usage in peak times.

Council does not currently have a capital works or contributions policy specific to tennis, but would consider the need for any upgrades and improvements in-line with the sport and recreational needs of the community and available budgets.

No major upgrades or redevelopment projects are recommended for tennis infrastructure. However, continued maintenance and general court surface and infrastructure renewal in-line with 2013 court audit findings will be essential to retain quality facilities.

**MUNICIPAL ACTION PLAN**

**BOROUGH OF QUEENSCLIFFE**

**FACILITY SUPPORT AND IMPROVEMENT PRIORITIES**

To support regional tennis facility needs and to continue to improve local tennis facilities across the Borough of Queenscliffe, the following priority facility recommendations are provided for Council consideration.

- ▶ Support both Victoria Park and Ganes Reserve venues to continue to maintain their court infrastructure to a safe and usable standard.
- ▶ Encourage the Queenscliff Bowling Tennis and Croquet Association to undertake a high pressure clean of Victoria Park court surfaces and make minor repairs to court enclosure fencing.
- ▶ Support both Victoria Park and Ganes Reserve venues to provide public access to tennis courts over 12-months of the year, but support increased promotion and access during peak holiday periods.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).

**KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES**

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Encourage Queenscliffe based tennis clubs to attend annual local tennis stakeholder forums (likely to be held in Geelong) to discuss and share ideas and address tennis and club development issues.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Support Clubs to provide regular tennis coaching activities at both tennis venues (via Tennis Australia qualified coach) to encourage local resident and visitor populations to participate.
- ▶ Encourage the Point Lonsdale Tennis Club to affiliate with Tennis Victoria.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.

**MUNICIPAL ACTION PLAN**

**BOROUGH OF QUEENSCLIFFE**

| LOCATION                |               |                            | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                  |
|-------------------------|---------------|----------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------------------------------------------------|
| FACILITY LOCATION       | SUBURB        | CLUB NAME                  | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                           |
| 1                       | Ganes Reserve | Point Lonsdale Tennis Club | 6                | 4                         | Local         | Local                                          | 6                                   | 0                               | 0              | 2               | 0             | 0               | 0                    | Retain as Local Club facility for the Point Lonsdale community.                  |
| 2                       | Victoria Park | QC Tennis Bowls & Croquet  | 4                | 2                         | Local         | Local                                          | 4                                   | 2                               | 4              | 4               | 0             | 0               | 0                    | Retain as Local level facility for Queenscliff community and visitor population. |
| <b>ESTIMATED TOTALS</b> |               |                            | <b>10</b>        | <b>6</b>                  | <b>-</b>      | <b>-</b>                                       | <b>10</b>                           | <b>2</b>                        | <b>4</b>       | <b>6</b>        | <b>0</b>      | <b>0</b>        | <b>0</b>             |                                                                                  |

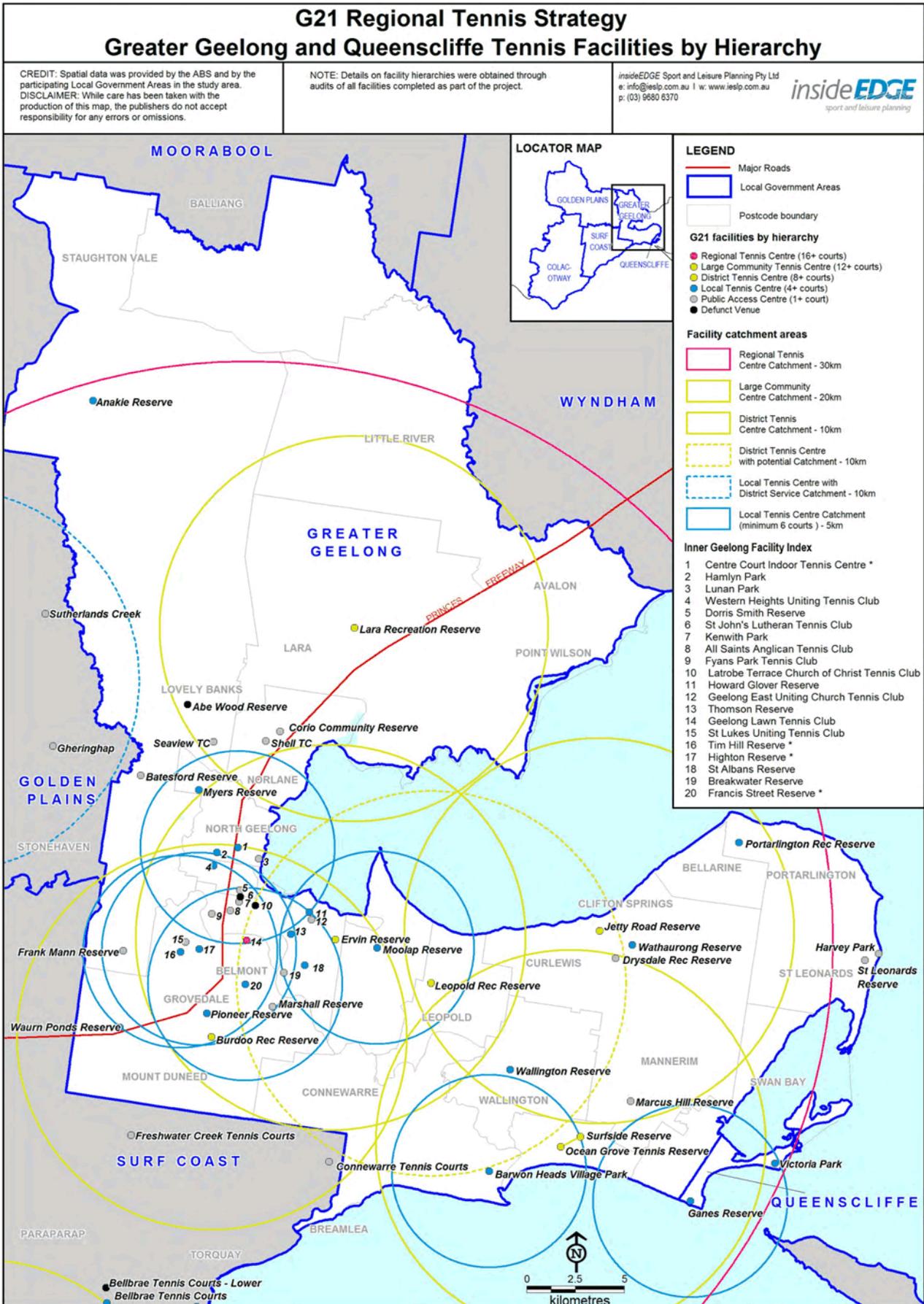
| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES |               |                                 |                 |                  |               |                 |                      |              | TOTALS            |
|-------------------------------------------------|---------------|---------------------------------|-----------------|------------------|---------------|-----------------|----------------------|--------------|-------------------|
| FACILITY LOCATION                               |               | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR  | SURFACE RENEWAL  | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION |                   |
| 1                                               | Ganes Reserve | \$ -                            | \$ -            | \$ 36,000        | \$ -          | \$ -            | \$ -                 | \$ -         | \$ 36,000         |
| 2                                               | Victoria Park | \$ 64,000                       | \$ 9,600        | \$ 34,000        | \$ -          | \$ -            | \$ -                 | \$ -         | \$ 107,600        |
| <b>ESTIMATED TOTALS</b>                         |               | <b>\$ 64,000</b>                | <b>\$ 9,600</b> | <b>\$ 70,000</b> | <b>\$ -</b>   | <b>\$ -</b>     | <b>\$ -</b>          | <b>\$ -</b>  | <b>\$ 143,600</b> |

| HIERARCHY LEVEL      | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access        | 0                        | 0                             |
| Local                | 2                        | 2                             |
| District             | 0                        | 0                             |
| Large Community Club | 0                        | 0                             |
| Regional             | 0                        | 0                             |
| <b>TOTAL VENUES</b>  | <b>2</b>                 | <b>2</b>                      |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

**Infrastructure renewal cost assumptions**

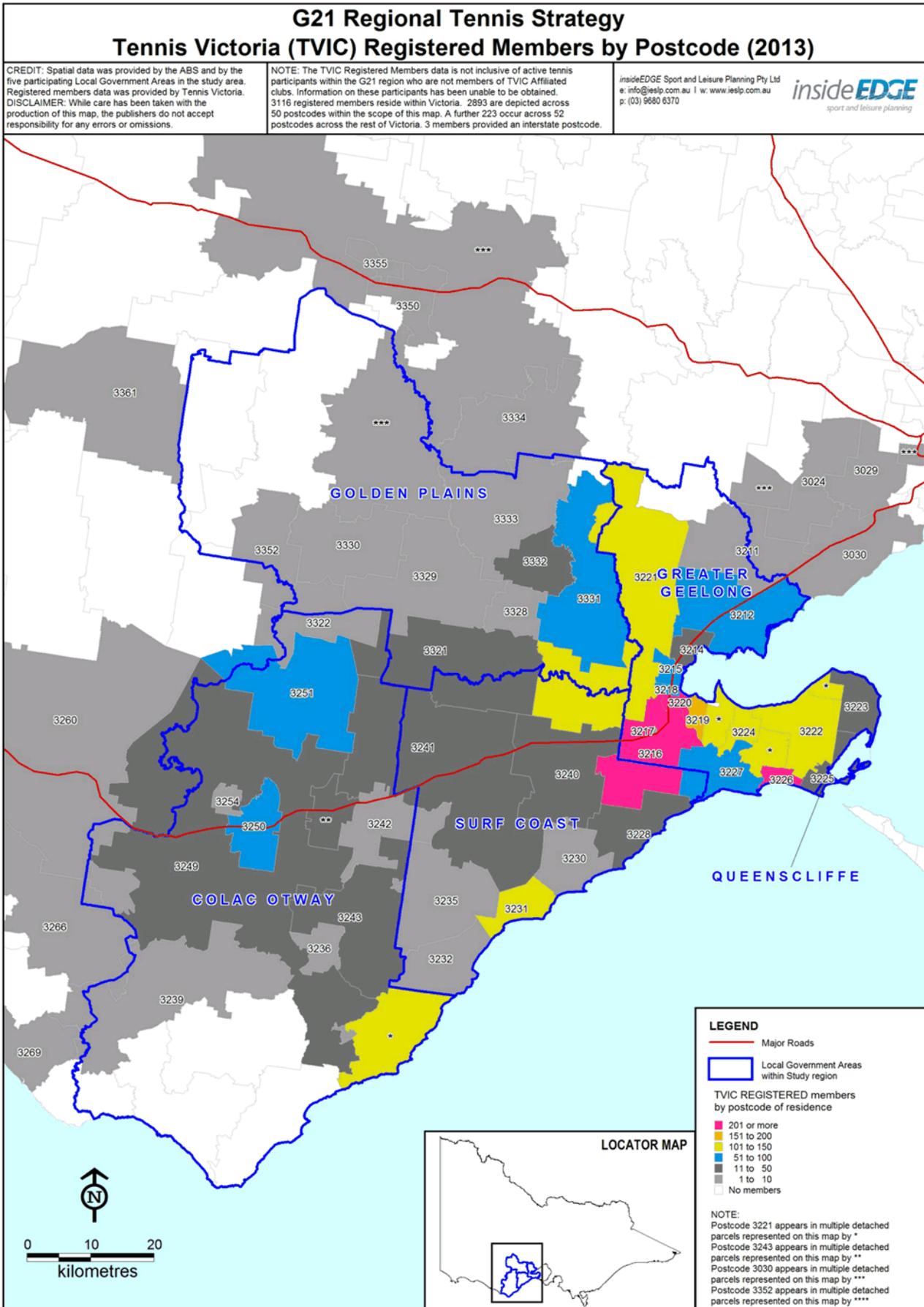
- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
- Costs exclude escalation and GST.
- All costs should be treated as a general guide only for planning and budgeting purposes.
- Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.





## APPENDICES

- ▶ 1 – TENNIS VICTORIA 2013 REGISTERED PLAYERS MAP
- ▶ 2 – G21 REGIONAL DISTRIBUTION OF TENNIS FACILITIES
- ▶ 3 – TENNIS SERVICE LEVEL FRAMEWORK
- ▶ 4 – G21 TENNIS CLUBS, MEMBERSHIPS AND HIERARCHY PROVISION AND ASPIRATIONS
- ▶ 5 – TENNIS VICTORIA AFFILIATION REFORM LETTERS
- ▶ 6 – PROPOSED 10 YEAR CAPITAL RENEWAL PROGRAM BY LGA





### APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

#### CORE TENNIS FACILITY PROVISION

| COMPONENT / CAPABILITY             | REGIONAL FACILITY                                                                                                                  | LARGE COMMUNITY FACILITY                                                                   | DISTRICT FACILITY                                                               | LOCAL FACILITY                       | PUBLIC ACCESS FACILITY                                                       |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------|
| Desirable minimum number of courts | 12-14                                                                                                                              | 10                                                                                         | 6                                                                               | 4                                    | 2                                                                            |
| Clubhouse with change facilities   | Off-court tournament capable infrastructure                                                                                        | ✓✓                                                                                         | ✓                                                                               | Clubhouse with toilets               | Public shelter (toilets desirable)                                           |
| Indoor / outdoor social space      | ✓✓                                                                                                                                 | ✓✓                                                                                         | ✓✓                                                                              | ✓✓                                   | Outdoor only                                                                 |
| Cafe / kitchen / kiosk             | Café / kitchen                                                                                                                     | Kitchen                                                                                    | Kitchen / kiosk                                                                 | Kiosk                                | Kitchenette (desirable)                                                      |
| Pro-shop                           | ✓                                                                                                                                  | ✓                                                                                          | -                                                                               | -                                    | -                                                                            |
| Preferred surface type             | Cushioned acrylic, natural clay (or red porous) and/or natural grass<br><br>Minimum of 14 of the one surface FOR HIGH LEVEL EVENTS | Cushioned acrylic or natural clay DESIRABLE<br><br>Other options include acrylic hardcourt | Acrylic hardcourt DESIRABLE<br><br>Optional mix to provide some synthetic grass | Acrylic hardcourt or synthetic grass | Asphalt or acrylic hardcourt<br><br>Synthetic grass optional if a club venue |
| Hot shots courts (dedicated)       | ✓                                                                                                                                  | ✓                                                                                          | ✓                                                                               | -                                    | -                                                                            |
| Hot shots courts (blended lines)   | ✓✓                                                                                                                                 | ✓                                                                                          | ✓                                                                               | ✓                                    | ✓                                                                            |
| Court floodlighting                | 100% of courts (except for natural grass)                                                                                          | 75% of courts (desired minimum)                                                            | 75% of courts (desired minimum)                                                 | 50% of courts (desired minimum)      | -                                                                            |

LEGENDS: ✓ Might have    ✓✓ Must have

### APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

#### VENUE MANAGEMENT AND OPERATIONAL SERVICE LEVELS

| COMPONENT / CAPABILITY                                                 | REGIONAL FACILITY                                                        | LARGE COMMUNITY FACILITY         | DISTRICT FACILITY                                                  | LOCAL FACILITY                    | PUBLIC ACCESS FACILITY                                               |
|------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------|-----------------------------------|----------------------------------------------------------------------|
| Tennis Victoria affiliation                                            | ✓✓                                                                       | ✓✓                               | ✓✓                                                                 | ✓✓                                | -                                                                    |
| Industry affiliations (eg. Healthy sporting environments, good sports) | ✓                                                                        | ✓                                | ✓                                                                  | ✓                                 | -                                                                    |
| Annual TA/TVIC club health check                                       | ✓✓                                                                       | ✓                                | ✓                                                                  | ✓                                 | -                                                                    |
| Detailed business/strategic plan                                       | 5-year strategic plan                                                    | ✓                                | ✓                                                                  | ✓                                 | -                                                                    |
| Professional management                                                | Full-time club manager desirable                                         | ✓                                | -                                                                  | -                                 | -                                                                    |
| Club-coach contract in place                                           | ✓✓                                                                       | ✓✓                               | ✓✓                                                                 | ✓✓                                | ✓✓                                                                   |
| TA accredited coach                                                    | Club professional (as a minimum)<br>Master club professional (desirable) | Club professional (as a minimum) | Club professional (desirable)<br>Junior development (as a minimum) | Junior development (as a minimum) | Community coach (desirable)<br>Hot shots introduction (as a minimum) |
| Club tenancy agreement current                                         | ✓✓                                                                       | ✓✓                               | ✓✓                                                                 | ✓✓                                | ✓✓                                                                   |
| Agreed maintenance schedule                                            | ✓✓                                                                       | ✓✓                               | ✓✓                                                                 | ✓✓                                | ✓✓                                                                   |
| Facility renewal budget                                                | ✓                                                                        | ✓                                | ✓                                                                  | ✓                                 | ✓                                                                    |

LEGENDS: ✓ Might have    ✓✓ Must have

### APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

#### TENNIS PROGRAM AND SERVICE LEVELS

| COMPONENT / CAPABILITY         | REGIONAL FACILITY | LARGE COMMUNITY FACILITY | DISTRICT FACILITY | LOCAL FACILITY | PUBLIC ACCESS FACILITY    |
|--------------------------------|-------------------|--------------------------|-------------------|----------------|---------------------------|
| Tennis hot shots program       | ✓✓                | ✓✓                       | ✓                 | ✓              | Support in-school program |
| Tennis hot shots gala days     | ✓                 | ✓                        | -                 | -              | -                         |
| Tennis in schools / AASC       | ✓                 | ✓                        | ✓                 | ✓              | -                         |
| Cardio tennis (or equivalent)  | ✓                 | ✓                        | ✓                 | ✓              | ✓                         |
| Adult coaching                 | ✓                 | ✓                        | ✓                 | ✓              | -                         |
| Junior coaching                | ✓✓                | ✓                        | ✓                 | ✓              | ✓                         |
| Organised social tennis        | ✓✓                | ✓                        | ✓                 | ✓              | -                         |
| Internal competitions          | ✓✓                | ✓                        | ✓                 | ✓              | -                         |
| Inter club competitions        | ✓✓                | ✓                        | ✓                 | ✓              | ✓                         |
| Tournaments (regional)         | ✓✓                | ✓                        | -                 | -              | -                         |
| Tournaments (high performance) | ✓                 | -                        | -                 | -              | -                         |
| Local talent squad             | ✓✓                | ✓                        | ✓                 | ✓              | -                         |
| Barwon sports academy program  | ✓✓                | -                        | -                 | -              | -                         |
| Public court hire / access     | ✓                 | ✓                        | ✓                 | ✓              | Free public access        |

LEGENDS: ✓ Might have    ✓✓ Must have

## APPENDIX 4: G21 TENNIS CLUBS AND ASSOCIATED 2013/14 TVIC AFFILIATION STATUS, MEMBER REGISTRATIONS AND FACILITY HIERARCHY

| BOROUGH OF QUEENSCLIFFE TENNIS FACILITIES | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL     |
|-------------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|-----------|
| Ganes Reserve (Points Lonsdale TC)        | No                          | Local                     | 6                  | 4                     | 67%                  | n/a       |
| Victoria Park (Queenscliffe TC)           | Affiliated                  | Local                     | 4                  | 2                     | 50%                  | 28        |
| <b>TOTAL</b>                              | -                           | -                         | <b>10</b>          | <b>6</b>              | <b>60%</b>           | <b>28</b> |

| SURF COAST SHIRE FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL      |
|------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|------------|
| Aireys Inlet Tennis Club           | Affiliated                  | Local                     | 4                  | 4                     | 100%                 | 303        |
| Anglesea Tennis Club               | Affiliated                  | District                  | 8                  | 8                     | 100%                 | n/a        |
| Bambra Tennis Club                 | Affiliated                  | Public                    | 2                  | 2                     | 100%                 | 9          |
| Bellbrae Tennis Courts (and Club)  | Affiliated                  | Local                     | 4                  | 2                     | 50%                  | n/a        |
| Bellbrae Tennis Courts - Lower     |                             | Public                    | 2                  | 0                     | 0%                   | n/a        |
| Buckley South Tennis Club          | No                          | Public                    | 2                  | 0                     | 0%                   | -          |
| Connewarre Tennis Club             | No                          | Public                    | 2                  | 0                     | 0%                   | -          |
| Deans Marsh Tennis Club            | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | n/a        |
| Freshwater Creek Tennis Courts     | No                          | Local                     | 4                  | 0                     | 0%                   | -          |
| Gnarwarre Tennis Courts            | No                          | Public                    | 2                  | 0                     | 0%                   | -          |
| Jan Juc Tennis Club                | No                          | Local                     | 5                  | 4                     | 80%                  | n/a        |
| Lorne Country Club                 | Affiliated                  | Local                     | 6                  | 0                     | 0%                   | n/a        |
| Mirnee Tennis Courts               | Folded                      | Public                    | 2                  | 0                     | 0%                   | -          |
| Modewarre Tennis Courts            | Folded                      | Public                    | 2                  | 0                     | 0%                   | -          |
| Moriac Tennis Club                 | Affiliated                  | Local                     | 4                  | 2                     | 50%                  | 40         |
| Mt Moriac Tennis Club              | Affiliated                  | Public                    | 3                  | 0                     | 0%                   | 5          |
| Spring Creek Reserve (Torquay TC)  | Affiliated                  | Local                     | 6                  | 6                     | 100%                 | n/a        |
| Winchelsea Tennis Club             | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 14         |
| <b>TOTAL</b>                       | -                           | -                         | <b>64</b>          | <b>28</b>             | <b>44%</b>           | <b>371</b> |

*\*Note: Why do some clubs have 'n/a' member numbers?*

Many clubs appear with 'n/a' members as their membership have been unavailable via Tennis Victoria's database. This is either due to non-registration of members or through non-affiliation with Tennis Victoria.

*\*Note: Why do some clubs have '-' member numbers?*

Many clubs appear with '-' members as there is no longer or has never been a club located at the corresponding facility. In some cases clubs may have folded or venues are public access courts only.

| COLAC OTWAY SHIRE FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL      |
|-------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|------------|
| Apollo Bay Tennis Club              | No                          | Public                    | 3                  | 3                     | 100%                 | -          |
| Barongarook Community Tennis Club   | No                          | Public                    | 2                  | 0                     | 0%                   | 9          |
| Barwon Downs Tennis Club            | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 23         |
| Beeac Tennis Club                   | Affiliated                  | Public                    | 3                  | 0                     | 0%                   | 45         |
| Beech Forest (Fergusson) Courts     | No                          | Public                    | 1                  | 0                     | 0%                   | -          |
| Birregurra Rec Reserve TC           | Affiliated                  | Public                    | 2                  | 2                     | 100%                 | 38         |
| Carlisle River Tennis Courts        | No                          | Public                    | 1                  | 0                     | 0%                   | -          |
| Colac Central Reserve               | No                          | Public                    | 2                  | 0                     | 0%                   | -          |
| Colac Indoor Tennis Centre          | Affiliated                  | Local                     | 4                  | 4                     | 100%                 | n/a        |
| Colac Lawn Tennis Club              | Affiliated                  | Regional                  | 17                 | 0                     | 0%                   | 55         |
| Colac South Reserve (Elliminyt TC)  | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 23         |
| Cororooke Tennis Club               | Affiliated                  | Public                    | 3                  | 0                     | 0%                   | 37         |
| Cressy Tennis Club                  | Folded                      | Public                    | 0                  | 0                     | 0%                   | -          |
| Eurack Tennis Courts                | Folded                      | Public                    | 0                  | 0                     | 0%                   | -          |
| Forrest Tennis Club                 | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 11         |
| Gellibrand Tennis Courts            | Folded                      | Public                    | 0                  | 0                     | 0%                   | -          |
| Gerangamete Tennis Courts           | No                          | Public                    | 2                  | 0                     | 0%                   | -          |
| Johanna Tennis Courts               | No                          | Public                    | 1                  | 0                     | 0%                   | -          |
| Kawarren Tennis Club                | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 17         |
| Kennett River Tennis Court          | Folded                      | Public                    | 1                  | 0                     | 0%                   | -          |
| Larpent Tennis Courts               | No                          | Public                    | 2                  | 0                     | 0%                   | -          |
| Lavers Hill Tennis Courts           | No                          | Public                    | 0                  | 0                     | 0%                   | -          |
| Pennyroyal Tennis Club              | No                          | Public                    | 2                  | 0                     | 0%                   | -          |
| Swan Marsh Tennis Club              | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 11         |
| Warncourt Tennis Club               | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 48         |
| Yeo Tennis Club                     | Folded                      | Public                    | 2                  | 0                     | 0%                   | -          |
| <b>TOTAL</b>                        | -                           | -                         | <b>62</b>          | <b>9</b>              | <b>14%</b>           | <b>317</b> |

| GOLDEN PLAINS SHIRE FACILITY LOCATION                       | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL      |
|-------------------------------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|------------|
| Bannockburn Tennis Courts (Bannockburn Recreation Precinct) | Affiliated                  | Local                     | 6                  | 2                     | 33%                  | 52         |
| Barunah Park Tennis Courts                                  | Folded                      | Public                    | 2                  | 0                     | 0%                   | -          |
| Cape Clear Tennis Club                                      | Folded                      | Public                    | 1                  | 0                     | 0%                   | -          |
| Corindhap Tennis Club                                       | Folded                      | Public                    | 2                  | 0                     | 0%                   | -          |
| Enfield Tennis Club                                         | Folded                      | Public                    | 1                  | 0                     | 0%                   | -          |
| Gheringhap Tennis Club                                      | Affiliated                  | Public                    | 3                  | 0                     | 0%                   | 6          |
| Grenville Tennis Club                                       | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 10         |
| Haddon Tennis Club                                          | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 15         |
| Inverleigh Tennis Club                                      | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 23         |
| Lethbridge Tennis Club                                      | Affiliated                  | Public                    | 3                  | 0                     | 0%                   | n/a        |
| Linton Tennis Club                                          | No                          | Local                     | 4                  | 0                     | 0%                   | -          |
| Mannibadar Tennis Club                                      | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 6          |
| Maude Tennis Club                                           | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 13         |
| Meredith Tennis Club                                        | Affiliated                  | Local                     | 6                  | 0                     | 0%                   | 19         |
| Napoleons Tennis Club                                       | Affiliated                  | Local                     | 6                  | 0                     | 0%                   | -          |
| Rokewood Tennis Club                                        | Affiliated                  | Public                    | 2                  | 2                     | 100%                 | 6          |
| Ross Creek Tennis Club                                      | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 46         |
| Shelford Tennis Club                                        | No                          | Public                    | 3                  | 0                     | 0%                   | -          |
| Smythesdale Tennis Club                                     | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 9          |
| Sutherlands Creek Tennis Club                               | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 4          |
| Teesdale Tennis Club                                        | Affiliated                  | Local                     | 6                  | 2                     | 33%                  | 15         |
| <b>TOTAL</b>                                                | -                           | -                         | <b>71</b>          | <b>6</b>              | <b>8%</b>            | <b>224</b> |

| CITY OF GREATER GEELONG FACILITY LOCATION             | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL |
|-------------------------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|-------|
| Abe Wood Res (Lovely Banks TC)                        | Folded                      | Public                    | 2                  | 0                     | 0%                   | -     |
| All Saints Anglican Tennis Club                       | Folded                      | Public                    | 2                  | 0                     | 0%                   | -     |
| Anakie Reserve (Anakie Tennis Club)                   | Folded                      | Local                     | 5                  | 1                     | 20%                  | -     |
| Barwon Heads Village Park (Barwon Heads Tennis Club)  | Affiliated                  | Local                     | 6                  | 4                     | 67%                  | 80    |
| Batesford Reserve (Batesford TC)                      | Folded                      | Public                    | 2                  | 0                     | 0%                   | -     |
| Breakwater Reserve (Geelong East Uniting TC)          | Folded                      | Public                    | 3                  | 0                     | 0%                   | -     |
| Burdoo Rec Reserve (Grovedale TC)                     | Affiliated                  | District                  | 8                  | 6                     | 75%                  | 257   |
| Centre Court Indoor Tennis Centre                     | Affiliated                  | District                  | 7                  | 7                     | 100%                 | n/a   |
| Corio Community Reserve                               | Folded                      | Local                     | 6                  | 2                     | 33%                  | -     |
| Dorris Smith Res (Geelong West TC)                    | Affiliated                  | Public                    | 3                  | 0                     | 0%                   | 16    |
| Drysdale Recreation Reserve                           | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | -     |
| Ervin Reserve (Newcomb TC)                            | Affiliated                  | District                  | 10                 | 0                     | 0%                   | 42    |
| Francis Street Res (St Stephen's TC)                  | Affiliated                  | Local                     | 6                  | 0                     | 0%                   | 26    |
| Frank Mann Reserve (Ceres TC)                         | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 6     |
| Fyans Park Tennis Club                                | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 9     |
| Geelong East Uniting Church TC                        | Affiliated                  | Public                    | 3                  | 0                     | 0%                   | 45    |
| Geelong Lawn Tennis Club                              | Affiliated                  | Regional                  | 28                 | 14                    | 50%                  | 708   |
| Hamlyn Park Tennis Club                               | No                          | Local                     | 5                  | 2                     | 40%                  | n/a   |
| Harvey Park                                           | No                          | Public                    | 2                  | 0                     | 0%                   | -     |
| Highton Reserve (Highton TC)                          | Affiliated                  | Local                     | 6                  | 6                     | 100%                 | 175   |
| Howard Glover Reserve (Eastern Districts Tennis Club) | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | n/a   |
| Jetty Road Res (Clifton Springs TC)                   | Affiliated                  | Local                     | 6                  | 2                     | 33%                  | 125   |
| Kenwith Park                                          | No                          | Public                    | 2                  | 0                     | 0%                   | -     |
| Lara Recreation Reserve (Lara TC)                     | Affiliated                  | District                  | 8                  | 4                     | 50%                  | 53    |
| Latrobe Terrace Church of Christ TC                   | Folded                      | Local                     | 1                  | 0                     | 0%                   | -     |
| Leopold Rec Reserve (Leopold TC)                      | Affiliated                  | District                  | 9                  | 2                     | 22%                  | 74    |
| Lunan Park (Lunan Tennis Club)                        | Affiliated                  | Public                    | 2                  | 0                     | 0%                   | 22    |
| Marcus Hill Reserve                                   | No                          | Public                    | 2                  | 0                     | 0%                   | -     |
| Marshall Reserve                                      | No                          | Public                    | 1                  | 0                     | 0%                   | -     |
| Moolap Reserve (Moolap TC)                            | Affiliated                  | Local                     | 6                  | 2                     | 33%                  | 67    |
| Myers Reserve (Bell Post Hill TC)                     | Affiliated                  | Local                     | 4                  | 2                     | 50%                  | 5     |
| Ocean Grove Tennis Club                               | Affiliated                  | Local                     | 7                  | 5                     | 71%                  | 340   |
| Portarlington Rec Reserve (Portarlington Tennis Club) | No                          | District                  | 8                  | 0                     | 0%                   | -     |
| Seaview Tennis Club                                   | Folded                      | Public                    | 2                  | 0                     | 0%                   | -     |
| Shell Tennis Club                                     | Folded                      | Public                    | 2                  | 0                     | 0%                   | -     |
| St Albans Reserve (St Albans TC)                      | Affiliated                  | Local                     | 6                  | 3                     | 50%                  | 55    |
| St John's Lutheran Tennis Club                        | Folded                      | Public                    | 1                  | 0                     | 0%                   | -     |
| St Leonards Res (St Leonards TC)                      | No                          | Public                    | 2                  | 0                     | 0%                   | -     |
| St Lukes Uniting Tennis Club                          | No                          | Public                    | 2                  | 0                     | 0%                   | -     |
| Surfside Reserve (Surfside TC)                        | Folded                      | Local                     | 5                  | 2                     | 40%                  | -     |

| CITY OF GREATER GEELONG FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL       |
|-------------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|-------------|
| Thomson Reserve (St Mary's TC)            | Affiliated                  | Local                     | 4                  | 0                     | 0%                   | 53          |
| Tim Hill Res (Wandana Heights TC)         | Affiliated                  | Local                     | 6                  | 6                     | 100%                 | 84          |
| Wallington Reserve (Wallington TC)        | Folded                      | Local                     | 5                  | 0                     | 0%                   | -           |
| Wathaurong Reserve (Drysdale TC)          | Affiliated                  | Local                     | 6                  | 0                     | 0%                   | 149         |
| Waurm Ponds Res (Waurm Ponds TC)          | Affiliated                  | Local                     | 6                  | 0                     | 0%                   | 68          |
| Western Heights Uniting Tennis Club       | Folded                      | Local                     | 4                  | 0                     | 0%                   | -           |
| <b>TOTAL</b>                              | <b>0</b>                    | <b>-</b>                  | <b>221</b>         | <b>70</b>             | <b>32%</b>           | <b>2046</b> |

## APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

18 February 2014

Dear Club Presidents and Secretaries

**Re: Tennis Victoria's new affiliation model from 1 July 2014**



**Tennis Victoria**  
AAMI Park (Entrance F)  
Olympic Boulevard, Melbourne VIC 3000  
Locked Bag 6001, Richmond 3121  
T +61 3 8420 8420 F +61 3 8420 8499  
tennis.com.au/vic  
tvreception@tennis.com.au

**Patron:** The Honourable Alex Chernov,  
AC, QC, Governor of Victoria

A game changing move is set for Victorian tennis! It is with great pleasure I can advise you that Tennis Victoria (TV) is embracing a new affiliation model, to commence 1 July 2014. From this date, clubs will only pay one simple, annual fee, instead of the previous per member charge, and the vast majority of clubs will be better off financially under this model. Most materially so. Instead of being charged a club affiliation fee and an additional \$30 fee per member, TV will now base your club's affiliation on the number of tennis courts at your club.

Over the course of many years we have heard about challenges from tennis clubs regarding our affiliation and membership model. We've listened and worked very hard to come up with a new approach; one where your club's affiliation is now one set/known annual fee. This change means that you can offer more flexible membership options and innovative promotions to grow the game of tennis, without worrying about additional member fees with every new participant. This is a partnership initiative of Tennis Australia and Tennis Victoria to help your club to get more people playing more tennis more often! Tennis Australia is supporting this initiative with a significant investment that recognises the importance of Victorian tennis.

This new model will not only greatly assist our current affiliates to thrive, but also better motivate and engage those tennis clubs who are not currently affiliated to join our ranks so that we can truly represent and support all of tennis in Victoria. We are always strongest together, particularly in our advocacy roles with state and local government.

The new schedule of fees is outlined overleaf. All current Tennis Victoria club benefits will remain with this new model, and we are also working to enhance our offering and services.

Just to confirm, there will be no per member charge to register participants who are part of your club. Registered participants will all be covered by Personal Accident Insurance, be eligible to play in sanctioned competitions and tournaments, receive communications from Tennis Victoria and access the Australian Open Pre-sale. The easiest and most effective way of registering the people who play at your club is through the free My Tennis software. We're here to fully train and continually support you in making the most of My Tennis for your club. Whilst the per member charge is gone, we still need you to register *everyone* who is part of or uses your club/venue. Accurate local and state-wide evidence of our participant base has never been more critical to our relationships and positioning with sponsors and government partners.

You will receive further information and a customised scenario for your club in April. We know that you may have questions about these new changes, and we hope that the attached Frequently Asked Questions will answer most. If we can clarify anything for you, please don't hesitate to contact us - through your TV Community Tennis Officer or TV Reception phone 8420 8420 - as we are here to help during this exciting change for our great sport.

## APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

Finally, may I take this chance to thank and commend Tennis Australia's CEO, Craig Tiley, and Director of Participation, Craig Morris, and the Tennis Victoria Board of Directors, especially its Affiliation Reform sub-committee members over the past couple of years of TV President David Stobart, TV Director Gary Clark, and former TV Director Peter Quinn, for their contributions to making this happen for the good of Victorian tennis.

Kind regards,



Matthew Kennedy  
Executive Director

***Want to hear more about our new affiliation model?  
It will be a feature topic at Tennis Victoria forums:***

**TV Council Meeting (opened up to all affiliates for this purpose),  
Wednesday 26 February, 7:30pm**

**TV Metropolitan Clubs' Forum, Wednesday 2 April, 7:30pm**

**TV Country Conference, Friday 2 May, 10:00am**

*RSVP's essential - please refer overleaf for further details*

Tennis Victoria ABN 29 757 304 158



## Tennis Victoria's new affiliation model to commence 1 July 2014

### Schedule of fees for clubs and commercial centres

One annual fee per club - no additional per member payments!

| Number of Courts        | Affiliation fee (inc GST) |
|-------------------------|---------------------------|
| <b>Metro Melbourne</b>  |                           |
| 1-4 courts              | \$930                     |
| 5-9 courts              | \$1,505                   |
| 10+ courts              | \$3,955                   |
| <b>Country Victoria</b> |                           |
| 1-4 courts              | \$540                     |
| 5-9 courts              | \$825                     |
| 10-19 courts            | \$1,530                   |
| 20+ courts              | \$2,500                   |

\* Clubs that can demonstrate they have a gross annual turnover of less than \$1,000 are eligible to apply for a concession affiliation fee of \$165 (inc GST).

### **Want to hear more about our new affiliation model? It will be a feature topic at:**

Tennis Victoria Council Meeting **Wednesday 26 February, 7:30pm**  
(opened up to all affiliates for current governance reform and new affiliation model purposes/discussions)  
Royal South Yarra Lawn Tennis Club, 310 Williams Road North, Toorak.  
RSVP essential by 24 February to: [tvreception@tennis.com.au](mailto:tvreception@tennis.com.au)

### **And also at:**

Tennis Victoria Metropolitan Clubs' Forum **Wednesday 2 April, 7:30pm**  
Grace Park Tennis Club, 6 Hilda Crescent Hawthorn  
Invitations and further details will be sent to all metropolitan clubs

Tennis Victoria Country Conference **Friday 2 May, 10:00am**  
National Tennis Centre, Melbourne Park  
Invitations and further details will be sent to all country clubs/associations

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION               |                               |                |                            | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                      |  |
|------------------------|-------------------------------|----------------|----------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------------------------------------------------------------------------------------|--|
| LGA                    | FACILITY LOCATION             | SUBURB         | CLUB NAME                  | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                               |  |
| Borough of Queenscliff | Ganes Reserve                 | Point Lonsdale | Point Lonsdale Tennis Club | 6                | 4                         | Local         | Local                                          | 6                                   | 0                               | 0              | 2               | 0             | 0               | 0                    | Retain as Local Club facility for the Point Lonsdale community.                                                      |  |
| Borough of Queenscliff | Victoria Park                 | Queenscliff    | QC Tennis Bowls & Croquet  | 4                | 2                         | Local         | Local                                          | 4                                   | 2                               | 4              | 4               | 0             | 0               | 0                    | Retain as Local level facility for Queenscliff community and visitor population.                                     |  |
| Colac Otway Shire      | Apollo Bay Recreation Reserve | Apollo Bay     | Apollo Bay Tennis Club     | 3                | 3                         | Public        | Public                                         | 3                                   | 0                               | 0              | 0               | 0             | 3               | 3                    | Retain courts for club use and public access.                                                                        |  |
| Colac Otway Shire      | Barongarook Tennis Courts     | Barongarook    | Barongarook Community TC   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Retain courts for club use and public access.                                                                        |  |
| Colac Otway Shire      | Barwon Downs Tennis Courts    | Barwon Downs   | Barwon Downs Tennis Club   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 2               | 0                    | Retain courts for club use and public access.                                                                        |  |
| Colac Otway Shire      | Beeac Tennis Club             | Beeac          | Beeac Tennis Club          | 3                | 0                         | Public        | Public                                         | 3                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain courts for club use and public access and consider adding floodlights in the long-term.                       |  |
| Colac Otway Shire      | Beech Forest (Fergusson)      | Ferguson       | NO CLUB                    | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 0             | 1               | 1                    | One court deemed unplayable and not suitable for use. Retain single court for public access.                         |  |
| Colac Otway Shire      | Birregurra Recreation Reserve | Birregurra     | Birregurra Tennis Club     | 2                | 2                         | Public        | Public                                         | 3                                   | 2                               | 0              | 0               | 3             | 2               | 2                    | Implement staged court improvements in-line with Birregurra Recreation Reserve Master Plan (including floodlighting) |  |
| Colac Otway Shire      | Carlisle River Tennis Court   | Gellibrand     | NO CLUB                    | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Retain single court for public use.                                                                                  |  |
| Colac Otway Shire      | Colac Central Reserve         | Colac          | NO CLUB                    | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 0                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| Colac Otway Shire      | Colac Indoor Tennis Centre    | Elliminyt      | NO CLUB                    | 4                | 4                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| Colac Otway Shire      | Colac Lawn Tennis Club        | Colac          | Colac Lawn Tennis Club     | 17               | 0                         | Regional      | Large                                          | 8                                   | 8                               | 0              | 8               | 8             | 8               | 8                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| Colac Otway Shire      | Cororooke Tennis Courts       | Cororooke      | Cororooke Tennis Club      | 3                | 0                         | Public        | Public                                         | 3                                   | 2                               | 0              | 0               | 3             | 0               | 0                    | Support long-term relocation option and rebuild new courts for club use and public access.                           |  |
| Colac Otway Shire      | Cressy Recreation Reserve     | Cressy         | NO CLUB                    | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe                                                                                      |  |
| Colac Otway Shire      | Elliminyt Tennis Courts       | Elliminyt      | Elliminyt Tennis Club      | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 0              | 4               | 0             | 4               | 4                    | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.                |  |
| Colac Otway Shire      | Eurack Tennis Courts          | Eurack         | NO CLUB                    | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe.                                                                                     |  |
| Colac Otway Shire      | Forrest Tennis Courts         | Forrest        | Forrest Tennis Club        | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain courts for club use and public access.                                                                        |  |
| Colac Otway Shire      | Gellibrand Recreation Reserve | Gellibrand     | NO CLUB                    | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Recently reconstructed for netball use only. No access for tennis.                                                   |  |
| Colac Otway Shire      | Gerangamete Tennis Courts     | Gerangamete    | NO CLUB                    | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 0               | 0                    | Retain courts for public access and additional club overflow.                                                        |  |
| Colac Otway Shire      | Johanna Tennis Courts         | Johanna        | NO CLUB                    | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Retain single court for public use.                                                                                  |  |

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION            |                                 |               |                         | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                                      |
|---------------------|---------------------------------|---------------|-------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| LGA                 | FACILITY LOCATION               | SUBURB        | CLUB NAME               | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                               |
| Colac Otway Shire   | Kawarren Tennis Courts          | Kawarren      | Karwarren Tennis Club   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 0                    | Retain courts for public access and additional club overflow.                                                                                        |
| Colac Otway Shire   | Kennett River Tennis Court      | Kennett River | NO CLUB                 | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 1               | 1                    | Retain single court for public use.                                                                                                                  |
| Colac Otway Shire   | Larport Tennis Courts           | Larport       | NO CLUB                 | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Retain courts for public access and additional club overflow.                                                                                        |
| Colac Otway Shire   | Lavers Hill Tennis Courts       | Lavers Hill   | NO CLUB                 | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe.                                                                                                                     |
| Colac Otway Shire   | Pennyroyal Tennis Courts        | Pennyroyal    | Pennyroyal Tennis Club  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Retain courts for club use and public access.                                                                                                        |
| Colac Otway Shire   | Swan Marsh Tennis Courts        | Swan Marsh    | Swan Marsh Tennis Club  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Implement court relocation recommendations in-line with the Piron Yallock Recreation Reserve Master Plan.                                            |
| Colac Otway Shire   | Warncoort Tennis Courts         | Colac         | Warncoort Tennis Club   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Retain courts for club use and public access.                                                                                                        |
| Colac Otway Shire   | Yeo Tennis Courts               | Yeo           | NO CLUB                 | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 2                    | Retain courts for overflow club use and public access.                                                                                               |
| Golden Plains Shire | Bannockburn Recreation Precinct | Bannockburn   | Bannockburn Tennis Club | 6                | 2                         | Local         | District                                       | 8                                   | 4                               | 0              | 0               | 0             | 0               | 0                    | Promote venue as a District level facility and increase floodlighting levels over time. Increase court numbers in-line with local population growth. |
| Golden Plains Shire | Barunah Park Tennis Courts      | Barunah Park  | NO CLUB                 | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 0               | 1                    | Decommission 1 court and retain a single court for community use                                                                                     |
| Golden Plains Shire | Cape Clear Tennis Court         | Cape Clear    | NO CLUB                 | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain single court for public access and local community use                                                                                        |
| Golden Plains Shire | Corindhap Tennis Courts         | Corindhap     | NO CLUB                 | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe. Consider alternate use in-line with local community needs.                                                          |
| Golden Plains Shire | Enfield Tennis Court            | Enfield       | Enfield Tennis Club     | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 0               | 1                    | Retain single court for public access and local community use                                                                                        |
| Golden Plains Shire | Gheringhap Tennis Courts        | Gheringhap    | Gheringhap Tennis Club  | 3                | 0                         | Public        | Public                                         | 3                                   | 0                               | 0              | 3               | 0             | 3               | 0                    | Retain for club use and public access                                                                                                                |
| Golden Plains Shire | Grenville Tennis Courts         | Grenville     | Grenville Tennis Club   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Reconstruct courts to provide for club use and public access                                                                                         |
| Golden Plains Shire | Haddon Tennis Courts            | Haddon        | Haddon Tennis Club      | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 4               | 0                    | Retain for club use and public access                                                                                                                |
| Golden Plains Shire | Inverleigh Tennis Courts        | Inverleigh    | Inverleigh Tennis Club  | 4                | 0                         | Local         | Local                                          | 4                                   | 2                               | 0              | 0               | 0             | 0               | 0                    | Retain for club use and public access and consider long-term relocation to the Inverleigh Recreation Reserve should funds become available           |
| Golden Plains Shire | Lethbridge Tennis Courts        | Lethbridge    | Lethbridge Tennis Club  | 3                | 0                         | Public        | Public                                         | 3                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain for club use and public access                                                                                                                |
| Golden Plains Shire | Linton Tennis Courts            | Linton        | NO CLUB                 | 4                | 0                         | Local         | Public                                         | 3                                   | 0                               | 0              | 1               | 0             | 3               | 1                    | Decommission Court 4 and retain single tennis court and 2 multi-use tennis/netball courts for public access and local community use                  |
| Golden Plains Shire | Mannibadar Tennis Courts        | Mannibadar    | Mannibadar Tennis Club  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 1             | 2               | 0                    | Retain for club use and public access                                                                                                                |

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION                     |                                 |                   |                                  | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                                                    |  |
|------------------------------|---------------------------------|-------------------|----------------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| LGA                          | FACILITY LOCATION               | SUBURB            | CLUB NAME                        | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                                             |  |
| Golden Plains Shire          | Maude Tennis Courts             | Maude             | Maude Tennis Club                | 4                | 0                         | Local         | Local                                          | 3                                   | 0                               | 1              | 2               | 0             | 3               | 2                    | Decommission Court 4 and continue to improve remaining 3 courts in-line with site master plan recommendations                                                      |  |
| Golden Plains Shire          | Meredith Tennis Courts          | Meredith          | Meredith Tennis Club             | 6                | 0                         | Local         | Local                                          | 6                                   | 2                               | 0              | 6               | 0             | 0               | 0                    | Retain for club use and public access and consider upgrading surface to acrylic in next 6-10 years and adding lights to 2 courts at the same time                  |  |
| Golden Plains Shire          | Napoleons Tennis Courts         | Napoleons         | Napoleons Tennis Club            | 6                | 0                         | Local         | Local                                          | 6                                   | 2                               | 4              | 2               | 6             | 6               | 4                    | Retain for club use and public access                                                                                                                              |  |
| Golden Plains Shire          | Rokewood Tennis Courts          | Rokewood          | Rokewood Tennis Club             | 2                | 2                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 2                    | Retain for club use and public access                                                                                                                              |  |
| Golden Plains Shire          | Ross Creek Tennis Courts        | Ross Creek        | Ross Creek Tennis Club           | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 4              | 0               | 0             | 0               | 4                    | Retain for club use and public access                                                                                                                              |  |
| Golden Plains Shire          | Shelford Tennis Courts          | Shelford          | Shelford Tennis Club             | 3                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Decommission 1 court and retain 2 courts for public access and consider multi-purpose use of courts                                                                |  |
| Golden Plains Shire          | Smythesdale Tennis Courts       | Smythesdale       | Smythesdale Tennis Club          | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 4              | 0               | 0             | 0               | 2                    | Retain for club use and public access                                                                                                                              |  |
| Golden Plains Shire          | Sutherlands Creek Tennis Courts | Sutherlands Creek | Sutherlands Creek Tennis Club    | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 0                    | Retain for club use and public access                                                                                                                              |  |
| Golden Plains Shire          | Teesdale Tennis Courts          | Teesdale          | Teesdale Tennis Club             | 6                | 2                         | Local         | Local                                          | 6                                   | 2                               | 4              | 2               | 0             | 6               | 2                    | Retain for club use and public access and consider increasing floodlighting provision in the long-term                                                             |  |
| Golden Plains Shire          | Victoria Park Reserve           | Bannockburn       | NO CLUB                          | 0                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe. Consider alternate use in-line with local community needs.                                                                        |  |
| Greater Geelong City Council | Abe Wood Reserve                | Lovely Banks      | NO CLUB                          | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe                                                                                                                                    |  |
| Greater Geelong City Council | All Saints Anglican Tennis Club | Newtown           | All Saints Anglican Tennis Club  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Church land/site and not CoGG responsibility - negotiate public access for local community use                                                                     |  |
| Greater Geelong City Council | Anakie Reserve                  | Anakie            | NO CLUB                          | 5                | 1                         | Local         | Local                                          | 2                                   | 0                               | 0              | 2               | 0             | 0               | 2                    | Decommission 2 tennis courts and retain and improve 2 courts for public access a 3rd for multi-use. Consider upgrades as part of a Anakie Reserve Master Plan.     |  |
| Greater Geelong City Council | Barwon Heads Village Park       | Barwon Heads      | Barwon Heads Tennis Club         | 6                | 4                         | Local         | Local                                          | 6                                   | 0                               | 0              | 4               | 0             | 0               | 0                    | Retain as 6-court Local level facility (connect with Ocean Grove for increase service if required) - consider future pavilion improvements to support club growth. |  |
| Greater Geelong City Council | Batesford Reserve               | Batesford         | Batesford Tennis Club            | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 0                    | Retain for public access and local community use and main courts through Hard Surfaces Program                                                                     |  |
| Greater Geelong City Council | Breakwater Reserve              | Breakwater        | Geelong East Uniting Tennis Club | 3                | 0                         | Public        | Public                                         | 4                                   | 2                               | 0              | 0               | 0             | 3               | 0                    | Maintain as a Public access level facility and consider adding a 4th court and lighting to bring it up to a Local level venue                                      |  |

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION                     |                                         |                |                          | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                                                                                                                                     |  |
|------------------------------|-----------------------------------------|----------------|--------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| LGA                          | FACILITY LOCATION                       | SUBURB         | CLUB NAME                | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                                                                                                                              |  |
| Greater Geelong City Council | Burdoo Recreation Reserve               | Grovedale      | Grovedale Tennis Club    | 8                | 6                         | District      | District                                       | 8                                   | 0                               | 0              | 2               | 0             | 0               | 8                    | Retain as District facility and improve acrylic surfaces as part of the Hard Surfaces Program. Club to maintain and improve synthetic grass courts.                                                                                                 |  |
| Greater Geelong City Council | Centre Court Indoor Tennis Centre       | North Geelong  | Centre Court Indoor TC   | 7                | 7                         | Local         | Local                                          | 7                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Important venue in the North of Geelong and CoGG to support its retention. Private commercial centre so not CoGG priority.                                                                                                                          |  |
| Greater Geelong City Council | Corio Community Reserve                 | Corio          | NO CLUB                  | 6                | 2                         | Local         | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Retain 2-courts as a Public access facility for local community use via Hard Surfaces Program                                                                                                                                                       |  |
| Greater Geelong City Council | Dorris Smith Reserve                    | Geelong West   | Geelong West Tennis Club | 3                | 0                         | Public        | Public                                         | 3                                   | 0                               | 3              | 3               | 0             | 3               | 3                    | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                 |  |
| Greater Geelong City Council | Drysdale Rec Reserve                    | Drysdale       | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                 |  |
| Greater Geelong City Council | Ervin Reserve                           | Newcomb        | Newcomb Tennis Club      | 10               | 0                         | District      | Local                                          | 7                                   | 4                               | 0              | 5               | 0             | 0               | 0                    | Retain 5 acrylic courts (and possibly floodlight in the long-term) for club use and retain 2 asphalt courts for public access. Remove 3 courts and return to public open / play space and implement changes in-line with Ervin Reserve Master Plan. |  |
| Greater Geelong City Council | Francis Street Reserve                  | Belmont        | St Stephen's Tennis Club | 6                | 0                         | Local         | Local                                          | 6                                   | 4                               | 3              | 3               | 0             | 6               | 1                    | Retain as a Local level facility, repair court issues and consider resurfacing asphalt courts with plexipave and adding lighting in the future.                                                                                                     |  |
| Greater Geelong City Council | Frank Mann Reserve                      | Ceres          | Ceres Tennis Club        | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 1               | 0             | 2               | 0                    | Retain as Public access venue for local community and maintain through Hard Surfaces Program                                                                                                                                                        |  |
| Greater Geelong City Council | Fyans Park Tennis Club                  | Newtown        | Fyans Park Tennis Club   | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | School site and not CoGG responsibility - negotiate public access for local community use                                                                                                                                                           |  |
| Greater Geelong City Council | Geelong East Uniting Church Tennis Club | East Geelong   | NO CLUB                  | 3                | 0                         | Public        | Public                                         | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve                                                                                                                                                           |  |
| Greater Geelong City Council | Geelong Lawn Tennis Club                | Belmont        | Geelong Lawn Tennis Club | 28               | 14                        | Regional      | Regional                                       | 28                                  | 0                               | 0              | 0               | 0             | 0               | 0                    | Support venue as Regional Centre for events, activities and service provision, as well as future funding applications to third-parties for infrastructure renewal.                                                                                  |  |
| Greater Geelong City Council | Hamlyn Park                             | Hamlyn Heights | Hamlyn Park Tennis Club  | 5                | 2                         | Local         | Local                                          | 5                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain as Local level facility with club to focus on synthetic grass court improvement                                                                                                                                                              |  |
| Greater Geelong City Council | Harvey Park                             | St Leonards    | NO CLUB                  | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 2               | 0                    | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                 |  |

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION                     |                                              |                 |                               | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                                                                                                                                                                                                                                     |  |
|------------------------------|----------------------------------------------|-----------------|-------------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| LGA                          | FACILITY LOCATION                            | SUBURB          | CLUB NAME                     | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                                                                                                                                                                                                                              |  |
| Greater Geelong City Council | Highton Reserve                              | Highton         | Highton Tennis Club           | 6                | 6                         | Local         | Local                                          | 6                                   | 0                               | 0              | 3               | 0             | 0               | 3                    | Retain as Local level facility and continue to support overflow site use at Pioneer Park to help grow club activities. Club to continue maintain and replace synthetic grass surfaces.                                                                                                                                                              |  |
| Greater Geelong City Council | Howard Glover Reserve                        | Geelong         | Eastern Districts Tennis Club | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 4              | 2               | 0             | 4               | 0                    | Retain as Local level facility and court damage issues and resurface asphalt courts with acrylic surface                                                                                                                                                                                                                                            |  |
| Greater Geelong City Council | Jetty Road Reserve                           | Clifton Springs | Clifton Springs Tennis Club   | 6                | 2                         | Local         | District                                       | 8                                   | 2                               | 3              | 0               | 0             | 0               | 0                    | Recently upgraded from Local level venue to 8-court District Centre. Support minor repairs to acrylic courts and consider adding floodlighting in the future.                                                                                                                                                                                       |  |
| Greater Geelong City Council | Kenwith Park                                 | Newtown         | NO CLUB                       | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 2                    | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |  |
| Greater Geelong City Council | Lara Recreation Reserve                      | Lara            | Lara Tennis Club              | 8                | 4                         | District      | District                                       | 8                                   | 2                               | 0              | 2               | 0             | 4               | 4                    | Retain as the main facility for tennis in the North of Geelong and focus on supporting improvement and start planning for additional courts to service Lara's growth and growth in the North of Geelong. Tennis/Netball courts to be upgraded with acrylic and the two poorest synthetic grass courts to be upgraded by the club in the short-term. |  |
| Greater Geelong City Council | Latrobe Terrace Church of Christ Tennis Club | Newtown         | NO CLUB                       | 1                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission site and make safe                                                                                                                                                                                                                                                                                                                     |  |
| Greater Geelong City Council | Leopold Rec Reserve                          | Leopold         | Leopold Tennis Club           | 9                | 2                         | District      | Local                                          | 9                                   | 4                               | 4              | 7               | 0             | 0               | 0                    | Retain and maintain 6 acrylic courts for club use and increase floodlit courts over time. Maintain 3 asphalt courts via Hard Surfaces Program for public access.                                                                                                                                                                                    |  |
| Greater Geelong City Council | Lunan Park                                   | Drumcondra      | Lunan Tennis Club             | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |  |
| Greater Geelong City Council | Marcus Hill Reserve                          | Marcus Hill     | NO CLUB                       | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |  |
| Greater Geelong City Council | Marshall Reserve                             | Marshall        | NO CLUB                       | 1                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 0             | 0               | 0                    | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                                                                                                                                                                                 |  |
| Greater Geelong City Council | Moolap Reserve                               | Moolap          | Moolap Tennis Club            | 6                | 2                         | Local         | Local                                          | 6                                   | 2                               | 0              | 4               | 0             | 0               | 2                    | Retain as Club level facility with 4 acrylic courts for club use and retain 2 asphalt for public access and maintain via Hard Surfaces Program. Club to consider lighting improvement.                                                                                                                                                              |  |

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

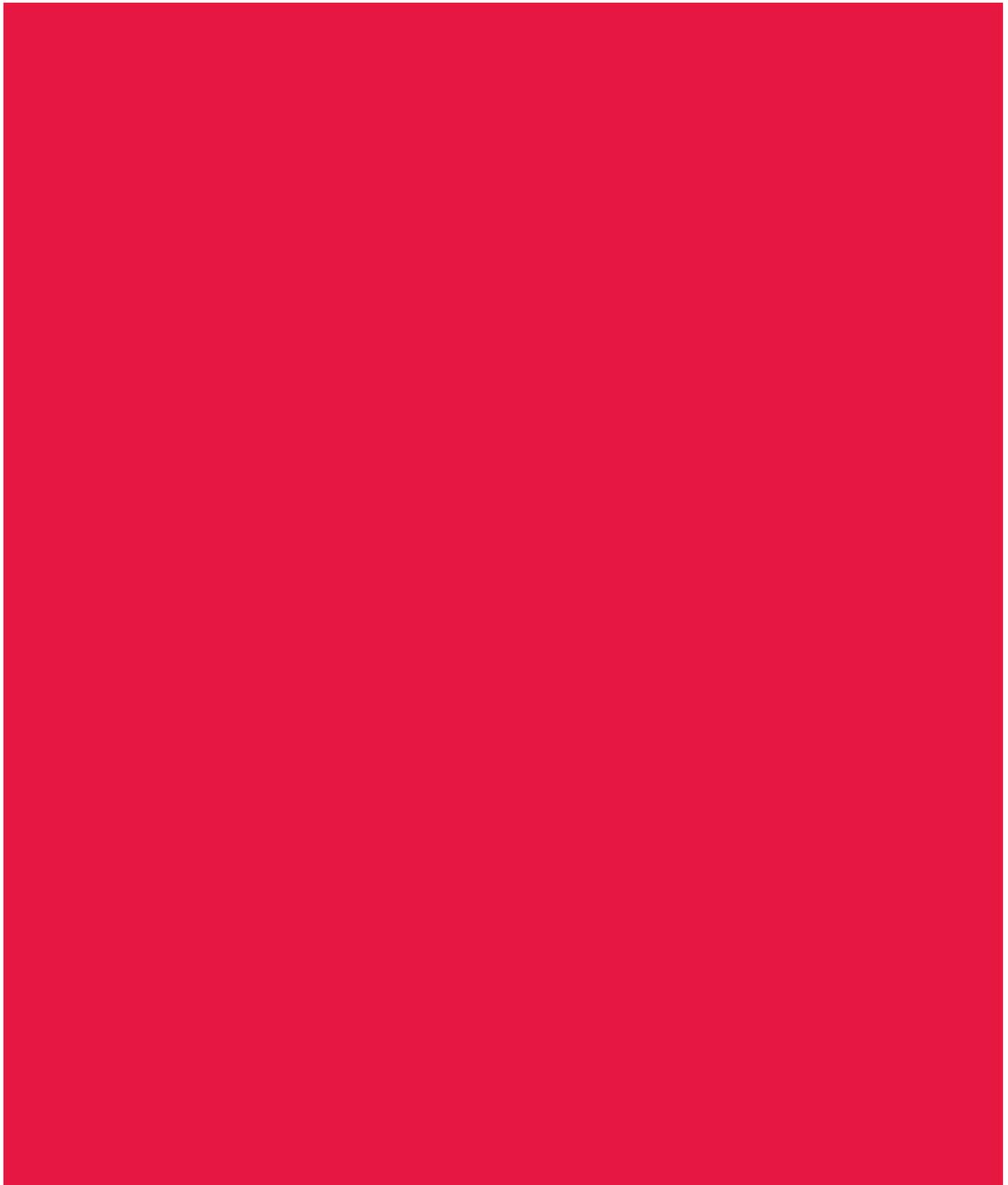
| LOCATION                     |                                |                |                              | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                        |                                                                                                                                                                                        |
|------------------------------|--------------------------------|----------------|------------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LGA                          | FACILITY LOCATION              | SUBURB         | CLUB NAME                    | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |                                                                                                                                                                                        |
| Greater Geelong City Council | Myers Reserve                  | Bell Post Hill | Bell Post Hill Tennis Club   | 4                | 2                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Local level facility and consider long-term expansion to 6-courts in-line with local and Northern Geelong population west of Ring Road grows                                 |
| Greater Geelong City Council | Ocean Grove Tennis Reserve     | Ocean Grove    | Ocean Grove Tennis Club      | 7                | 5                         | Local         | District                                       | 7                                   | 0                               | 0              | 2               | 0             | 0               | 0                    | 0                                      | Main venue for the Ocean Grove TC and maintain acrylic courts via Hard Surfaces Program. Club to maintain synthetic grass courts.                                                      |
| Greater Geelong City Council | Pioneer Park                   | Grovedale      | Highton Tennis Club          | 6                | 0                         | Local         | Local                                          | 6                                   | 4                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as an overflow venue for the Highton TC and for public access and consider the addition of lights in the medium to long-term                                                    |
| Greater Geelong City Council | Portarlington Rec Reserve      | Portarlington  | Portarlington Tennis Club    | 8                | 0                         | District      | Local                                          | 5                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Venue has been reduced to a Local level facility with 5 acrylic courts. Retain for local club use and public access and maintain via Hard Surfaces Program.                            |
| Greater Geelong City Council | Seaview Tennis Club            | Lovely Banks   | Seaview Tennis Club          | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 0               | 2                    | 0                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                    |
| Greater Geelong City Council | Shell Tennis Club              | Corio          | Shell Tennis Club            | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 2                    | 0                                      | Retain as public access venue for local community use. Synthetic grass surface provide and would not qualify for Council Hard Surface Program (club responsibility to upgrade courts). |
| Greater Geelong City Council | St Albans Reserve              | Breakwater     | St Albans Tennis Club        | 6                | 3                         | Local         | Local                                          | 6                                   | 0                               | 3              | 3               | 0             | 0               | 3                    | 0                                      | Retain as Local level facility and consider resurfacing asphalt courts with plexipave and adding lighting in the future. Clean existing acrylic courts to prolong their life.          |
| Greater Geelong City Council | St John's Lutheran Tennis Club | Newtown        | NO CLUB                      | 1                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Decommission site and make safe                                                                                                                                                        |
| Greater Geelong City Council | St Leonards Reserve            | St Leonards    | St Leonards Tennis Club      | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Public access facility for local community use and maintain through Hard Surfaces Program                                                                                    |
| Greater Geelong City Council | St Lukes Uniting Tennis Club   | Highton        | St Lukes Uniting Tennis Club | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Church land/site and not CoGG responsibility - negotiate public access for local community use                                                                                         |
| Greater Geelong City Council | Surfside Reserve               | Ocean Grove    | Ocean Grove Tennis Club      | 5                | 2                         | Local         | Local                                          | 5                                   | 2                               | 0              | 5               | 0             | 0               | 0                    | 0                                      | Surfside Tennis Club has dissolved and Ocean Grove TC has taken over the site as its satellite site. Maintain courts via the Hard Surfaces Program.                                    |
| Greater Geelong City Council | Thomson Reserve                | Thomson        | St Mary's Tennis Club        | 4                | 0                         | Local         | Local                                          | 4                                   | 2                               | 0              | 0               | 0             | 0               | 0                    | 0                                      | Retain as Local level facility - 4 courts (2 acrylic and 2 synthetic grass) were recently constructed in 2014. Club to consider lighting 2 synthetic courts.                           |

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION                     |                                     |                  |                             | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                                                      |  |
|------------------------------|-------------------------------------|------------------|-----------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| LGA                          | FACILITY LOCATION                   | SUBURB           | CLUB NAME                   | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                                               |  |
| Greater Geelong City Council | Tim Hill Reserve                    | Wandana Heights  | Wandana Heights Tennis Club | 6                | 6                         | Local         | Local                                          | 6                                   | 0                               | 0              | 4               | 0             | 2               | 4                    | Retain as Local level facility with 6 plexipave all lit courts. Retain and maintain via Hard Surfaces Program.                                                       |  |
| Greater Geelong City Council | Wallington Reserve                  | Wallington       | Wallington Tennis Club      | 5                | 0                         | Local         | Local                                          | 5                                   | 0                               | 6              | 0               | 0             | 5               | 0                    | Ocean Grove use as overflow, but will move to Surfside TC - Wallington becomes a medium term priority - courts require clean and some minor repairs and maintenance. |  |
| Greater Geelong City Council | Wathaurong Reserve                  | Drysdale         | Drysdale Tennis Club        | 6                | 0                         | Local         | Local                                          | 6                                   | 3                               | 0              | 0               | 0             | 3               | 0                    | Retain as Local level facility and re-install lighting infrastructure to meet local club standards                                                                   |  |
| Greater Geelong City Council | Waurm Ponds Reserve                 | Waurm Ponds      | Waurm Ponds Tennis Club     | 6                | 0                         | Local         | Local                                          | 6                                   | 0                               | 3              | 3               | 0             | 0               | 0                    | Retain as Local level facility and assist club to grow membership due to Colac through road closure. Maintain courts via Hard Surfaces Program.                      |  |
| Greater Geelong City Council | Western Heights Uniting Tennis Club | Heme Hill        | Western Heights Uniting TC  | 4                | 0                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Church land/site and not CoGG responsibility - negotiate public access for local community use                                                                       |  |
| Surf Coast Shire             | Aireys Inlet Tennis Courts          | Aireys Inlet     | Aireys Inlet Tennis Club    | 4                | 4                         | Local         | Local                                          | 4                                   | 2                               | 0              | 2               | 0             | 0               | 2                    | Retain for club use and public access                                                                                                                                |  |
| Surf Coast Shire             | Anglesea Tennis Club                | Anglesea         | Anglesea Tennis Club        | 8                | 8                         | District      | District                                       | 8                                   | 0                               | 0              | 4               | 4             | 8               | 4                    | Retain for club use and public access and designate venue as the District centre to assist in supporting tennis across the Shire                                     |  |
| Surf Coast Shire             | Bambra Tennis Courts                | Bambra           | Bambra Tennis Club          | 2                | 2                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 2             | 2               | 2                    | Retain for public access and local community use                                                                                                                     |  |
| Surf Coast Shire             | Bellbrae Tennis Courts              | Bellbrae         | Bellbrae Tennis Club        | 4                | 2                         | Local         | Local                                          | 4                                   | 2                               | 0              | 4               | 0             | 4               | 0                    | Consolidate all courts in Bellbrae into this site and increase lighting capacity over time                                                                           |  |
| Surf Coast Shire             | Bellbrae Tennis Courts - Lower      | Bellbrae         | Bellbrae Tennis Club        | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs                                                                         |  |
| Surf Coast Shire             | Buckley South Tennis Courts         | Buckley          | NO CLUB                     | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs                                                                         |  |
| Surf Coast Shire             | Connewarre Tennis Courts            | Connewarre       | NO CLUB                     | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 0              | 1               | 1             | 1               | 1                    | Reduce the number of courts to 1 court for tennis (multi-use) and implement in-line with the Connewarre Recreation Reserve Master Plan                               |  |
| Surf Coast Shire             | Deans Marsh Tennis Courts           | Deans Marsh      | Deans Marsh Tennis Club     | 2                | 0                         | Public        | Public                                         | 2                                   | 0                               | 2              | 0               | 0             | 0               | 2                    | Retain for public access and local community use                                                                                                                     |  |
| Surf Coast Shire             | Freshwater Creek Tennis Courts      | Freshwater Creek | NO CLUB                     | 4                | 0                         | Local         | Public                                         | 1                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain single court for public and local community use                                                                                                               |  |

## APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION         |                                    |            |                        | 2014 PROVISION   |                           |               | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 |                                     |                                 |                |                 |               |                 |                      |                                                                                                                                        |  |
|------------------|------------------------------------|------------|------------------------|------------------|---------------------------|---------------|------------------------------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------|--|
| LGA              | FACILITY LOCATION                  | SUBURB     | CLUB NAME              | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY                         | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION                                                                                                 |  |
| Surf Coast Shire | Gnarwarre Tennis Courts            | Gnarwarre  | NO CLUB                | 2                | 0                         | Public        | Public                                         | 1                                   | 0                               | 1              | 1               | 0             | 0               | 1                    | Decommission 1 court and retain a single court for community use within a local parkland setting                                       |  |
| Surf Coast Shire | Jan Juc Tennis Courts              | Jan Juc    | Jan Juc Tennis Club    | 5                | 4                         | Local         | Local                                          | 4                                   | 1                               | 4              | 5               | 0             | 5               | 5                    | Retain and improve courts for club and community use                                                                                   |  |
| Surf Coast Shire | Lorne Country Club                 | Lorne      | Lorne Country Club     | 6                | 0                         | Local         | Local                                          | 6                                   | 4                               | 0              | 6               | 0             | 0               | 6                    | Retain and improve courts for club and community use - Local club will need to drive improvements on private land                      |  |
| Surf Coast Shire | Mirnee Tennis Courts               | Winchelsea | NO CLUB                | 2                | 0                         | Public        | -                                              | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs. Access to tennis will be via Winchelsea. |  |
| Surf Coast Shire | Modewarre Tennis Courts            | Modewarre  | NO CLUB                | 2                | 0                         | Public        | Public                                         | 0                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Decommission courts and make safe. Consider alternate use in-line with local community needs                                           |  |
| Surf Coast Shire | Moriac Tennis Courts               | Moriac     | Moriac Tennis Club     | 4                | 2                         | Local         | Local                                          | 4                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain for club use and public access                                                                                                  |  |
| Surf Coast Shire | Mt Moriac Tennis Courts            | Mt Moriac  | Mt Moriac Tennis Club  | 3                | 0                         | Public        | Public                                         | 2                                   | 0                               | 0              | 2               | 0             | 2               | 2                    | Decommission Court 1 and retain remaining 2 courts for public access and community use                                                 |  |
| Surf Coast Shire | Spring Creek Reserve Tennis Courts | Torquay    | Torquay Tennis Club    | 6                | 6                         | Local         | Local                                          | 6                                   | 0                               | 0              | 0               | 0             | 0               | 0                    | Retain as a Local level tennis facility and implement improvements inline with the Spring Creek Master Plan                            |  |
| Surf Coast Shire | Winchelsea Tennis Courts           | Winchelsea | Winchelsea Tennis Club | 4                | 0                         | Local         | Local                                          | 4                                   | 2                               | 0              | 4               | 0             | 4               | 4                    | Continue to maintain 4 tennis courts within Winchelsea, considering options for current location or relocation to Eastern Reserve.     |  |
|                  |                                    |            |                        | 434              | 119                       | -             | -                                              | 389                                 | 68                              | 62             | 154             | 42            | 133             | 124                  |                                                                                                                                        |  |



PO Box 4078  
131 Myers Street  
Geelong Victoria 3220

TEL +61 3 5227 4000  
FAX +61 3 5224 2594  
EMAIL G21info@g21.com.au

[www.g21.com.au](http://www.g21.com.au)



# **Second Quarter Financial Performance Report 2014-2015**

## **December 2014**

## Contents

|                                                         |    |
|---------------------------------------------------------|----|
| About the report.....                                   | 2  |
| Overview .....                                          | 2  |
| Capital Budget.....                                     | 3  |
| Operating Statement .....                               | 3  |
| Financial Position Statement.....                       | 5  |
| Capital Works Statement.....                            | 6  |
| Capital Works and Major Projects Programme Update ..... | 6  |
| Significant budget variations.....                      | 7  |
| Carry Forward Projects.....                             | 7  |
| Cash Balance .....                                      | 9  |
| Investment Report.....                                  | 11 |
| Underlying result .....                                 | 12 |
| Sundry Debtors.....                                     | 13 |
| Rate Debtors .....                                      | 14 |
| Service Summary.....                                    | 15 |
| Contracts Awarded and Tenders Advertised.....           | 19 |
| October .....                                           | 19 |
| November .....                                          | 20 |
| December.....                                           | 20 |
| Trending Issues.....                                    | 21 |

## About the report

In accordance with the Local Government Act 1989, Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management.

In line with our commitment to sound financial management, Council is provided with an analysis of financial and non-financial information each quarter. This information will include at a minimum a comparison of budgeted income and expenditure and actual income and expenditure.

This report covers the period from 1 July 2014 to 31 December 2014 and reports on:

- Significant variations from the adopted budget;
- Council's cash balance and forecast;
- Council's investment performance;
- Council's financial statements;
- Council's Audit Committee; and
- Income and expenditure for the services provided by Council.

This quarterly report examines Council's financial performance as at the second quarter of 2014-2015.

## Overview

At the time the budget for 2014-2015 was prepared, an operating surplus of \$3.015 million was estimated. This did not include carry over projects which have the effect of reducing the value of the operating surplus. The end of the second quarter provides an opportunity to investigate trends within the financial and operational environment and provide revised budget forecasts to suit. The revised forecasts now indicate a forecast surplus of \$2.66 million. This assumes all projects carried forward and budgeted for during 2014-2015 will be completed by 30 June 2015. The carried forward projects are funded from a cash backed reserve Council created for this purpose at the end of 2013-2014. This effectively meant that Council ended the 2013-2014 year with higher cash reserves than it anticipated to, due to underspending on projects during 2013-2014, which will then be used to provide for completion of these carried forward projects.

The achievement of an operating surplus for the 2014-2015 year continues to be a priority. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2014-2015 financial year.

At the end of December 2014 Council had a cash balance of \$9.56 million, which is almost identical to the same time in 2013-2014 (\$9.55 million). Council anticipates to receive a significant amount of rates receipts during February (budgeted approximately \$10.5 million).

We are continuing to monitor the status of Council's financial position with the following aims in mind:

- An operating surplus achieved for the seventh consecutive year;
- Council continuing to fund our Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance our community;
- Delivery of a responsible capital works programme; and
- An improved positive financial position.

In light of this, we are undertaking several important projects over the coming months in the areas of:

- Continued development of improved monthly reporting to management and Council;
- Review of the Long Term Financial Plan with closer linkages to various Council strategies;
- Review of Council's services and service levels.

The forecast indicates that the financial viability of Council will continue to improve, provided balanced decisions are made with financial sustainability considerations built into all decision making processes. Key information concerning the position of Council at the end of December is included in this report.

## **Capital Budget**

During the 2013-2014 end of year process, Council identified a net \$6.01 million value of works to be carried over from the 2013-2014 year into 2014-2015. Of this approximately \$4.95 million relates to capital expenditure, with \$2.57 million of this relating to the Bluewater Fitness Centre Upgrade. This would bring Council's anticipated Capital Works program to \$19.91 million. The Forecast budget figures show these carryover amounts.

## **Operating Statement**

The information below provides an operating statement as per the data at 30 December 2014. The six (6) columns of data provide actual year to date results, the original budget as adopted by Council, the revised budget forecast as at 31 December 2014, the YTD (to December

2014) revised budget timings, and a variance comparison of YTD actuals compared to YTD revised budget in dollar and percentage terms. The forecast budget includes the value of all adjustments made since the adoption of the budget for 2014-2015.

| <b>Comprehensive Income Statement</b>                                                  |                               |                                    |                                       |                                           |                         |                           |
|----------------------------------------------------------------------------------------|-------------------------------|------------------------------------|---------------------------------------|-------------------------------------------|-------------------------|---------------------------|
| <b>For Six Months Ended 31 December 2014</b>                                           |                               |                                    |                                       |                                           |                         |                           |
|                                                                                        | <b>YTD Actual<br/>2014-15</b> | <b>Original Budget<br/>2014-15</b> | <b>Revised<br/>Budget<br/>2014-15</b> | <b>YTD Revised<br/>Budget<br/>2014-15</b> | <b>YTD<br/>Variance</b> | <b>YTD %<br/>Variance</b> |
| <b>Operating revenue</b>                                                               |                               |                                    |                                       |                                           |                         |                           |
| Rates and charges                                                                      | 26,308,246                    | 26,093,870                         | 26,093,330                            | 26,279,767                                | 28,479                  | 0%                        |
| Statutory fees and charges                                                             | 283,143                       | 478,800                            | 478,300                               | 219,087                                   | 64,056                  | 29%                       |
| User fees and charges                                                                  | 1,607,482                     | 3,618,684                          | 3,453,495                             | 1,619,513                                 | (12,031)                | -1%                       |
| Operating grants - state                                                               | 2,382,106                     | 6,320,447                          | 4,612,100                             | 2,435,337                                 | (53,231)                | -2%                       |
| Operating grants - federal                                                             | 3,193,897                     | 3,329,869                          | 6,675,157                             | 3,225,088                                 | (31,191)                | -1%                       |
| Capital grants - state                                                                 | 2,523,618                     | 4,058,000                          | 4,750,764                             | 2,500,000                                 | 23,618                  | 1%                        |
| Capital grants - federal                                                               | 1,300,000                     | 1,200,000                          | 1,200,000                             | 1,200,000                                 | 100,000                 | 8%                        |
| Contributions                                                                          | 301,329                       | 251,360                            | 405,056                               | 302,584                                   | (1,255)                 | 0%                        |
| Reimbursements                                                                         | 75,807                        | 156,701                            | 136,508                               | 70,485                                    | 5,322                   | 8%                        |
| Finance revenue                                                                        | 181,905                       | 468,000                            | 503,000                               | 181,851                                   | 54                      | 0%                        |
| Other revenue                                                                          | 70,352                        | 86,250                             | 74,250                                | 37,135                                    | 33,217                  | 89%                       |
| Net gain / loss on disposal of assets                                                  | 115,912                       | 101,000                            | 101,000                               | 46,256                                    | 69,656                  | 151%                      |
| <b>Total operating revenue</b>                                                         | <b>38,343,798</b>             | <b>46,162,981</b>                  | <b>48,482,960</b>                     | <b>38,117,103</b>                         | <b>226,695</b>          | <b>1%</b>                 |
| <b>Operating expenses</b>                                                              |                               |                                    |                                       |                                           |                         |                           |
| Employee benefits                                                                      | 8,181,043                     | 16,634,780                         | 16,775,291                            | 8,493,070                                 | (312,027)               | -4%                       |
| Materials and services                                                                 | 2,577,876                     | 5,602,983                          | 6,073,022                             | 3,107,588                                 | (529,712)               | -17%                      |
| Contracts                                                                              | 2,970,425                     | 8,287,066                          | 10,194,597                            | 3,485,564                                 | (515,139)               | -15%                      |
| Depreciation and amortisation                                                          | 4,549,291                     | 9,634,866                          | 9,634,866                             | 4,412,924                                 | 136,367                 | 3%                        |
| Finance expenses                                                                       | 121,942                       | 374,733                            | 409,733                               | 132,362                                   | (10,420)                | -8%                       |
| Bad and doubtful debts                                                                 | 1,279                         | 2,000                              | 2,000                                 | 1,217                                     | 62                      | 5%                        |
| Other expenses                                                                         | 588,576                       | 1,090,922                          | 1,216,940                             | 563,430                                   | 25,146                  | 4%                        |
| Assets written off                                                                     | 43,813                        | 1,520,000                          | 1,520,000                             | 45,000                                    | (1,187)                 | -3%                       |
| <b>Total operating expenses</b>                                                        | <b>19,034,246</b>             | <b>43,147,350</b>                  | <b>45,826,449</b>                     | <b>20,241,155</b>                         | <b>(1,206,909)</b>      | <b>-6%</b>                |
| <b>Operating Surplus / (Deficit)</b>                                                   | <b>19,309,552</b>             | <b>3,015,631</b>                   | <b>2,656,511</b>                      | <b>17,875,948</b>                         | <b>1,433,604</b>        | <b>8%</b>                 |
| <b>Other Comprehensive Income that will not be reclassified to surplus or deficit:</b> |                               |                                    |                                       |                                           |                         |                           |
|                                                                                        | -                             | -                                  | -                                     | -                                         | -                       | -                         |
| <b>Comprehensive Result</b>                                                            | <b>19,309,552</b>             | <b>3,015,631</b>                   | <b>2,656,511</b>                      | <b>17,875,948</b>                         | <b>1,433,604</b>        | <b>8%</b>                 |

## Financial Position Statement

The information below provides details on the financial position or balance sheet as at 31 December 2014.

| <b>Balance Sheet</b>                        |                       |                               |                              |
|---------------------------------------------|-----------------------|-------------------------------|------------------------------|
| <b>As At 31 December 2014</b>               |                       |                               |                              |
|                                             | YTD Actual<br>2014-15 | Original<br>Budget<br>2014-15 | Revised<br>Budget<br>2014-15 |
| <b>Assets</b>                               |                       |                               |                              |
| <b>Current Assets</b>                       |                       |                               |                              |
| Cash & Cash Equivalents                     | 9,556,992             | 7,844,181                     | 7,393,943                    |
| Trade and Other Receivables                 | 24,910,728            | 4,995,051                     | 4,995,051                    |
| Inventories                                 | 192,826               | 226,000                       | 226,000                      |
| <b>Total Current Assets</b>                 | <b>34,660,546</b>     | <b>13,065,232</b>             | <b>12,614,994</b>            |
| <b>Non Current Assets</b>                   |                       |                               |                              |
| Other Non Current Assets                    | 397,268               | 360,317                       | 360,317                      |
| Property, Infrastructure, Plant & Equipment | 279,793,822           | 285,843,880                   | 287,028,405                  |
| <b>Total Non Current Assets</b>             | <b>280,191,090</b>    | <b>286,204,197</b>            | <b>287,388,722</b>           |
| <b>Total Assets</b>                         | <b>314,851,636</b>    | <b>299,269,429</b>            | <b>300,003,716</b>           |
| <b>Liabilities</b>                          |                       |                               |                              |
| <b>Current Liabilities</b>                  |                       |                               |                              |
| Trade and Other Payables                    | 4,376,303             | 1,912,028                     | 1,912,028                    |
| Interest Bearing Loans and Borrowings       | 320,184               | 590,659                       | 590,659                      |
| Trust Deposits                              | 265,576               | 249,000                       | 249,000                      |
| Provisions                                  | 4,669,438             | 4,279,944                     | 4,279,944                    |
| <b>Total Current Liabilities</b>            | <b>9,631,502</b>      | <b>7,031,631</b>              | <b>7,031,631</b>             |
| <b>Non Current Liabilities</b>              |                       |                               |                              |
| Interest Bearing Loans and Borrowings       | 5,364,928             | 4,775,393                     | 4,775,393                    |
| Provisions                                  | 3,581,779             | 4,608,181                     | 4,608,181                    |
| <b>Total Non Current Liabilities</b>        | <b>8,946,707</b>      | <b>9,383,574</b>              | <b>9,383,574</b>             |
| <b>Total Liabilities</b>                    | <b>18,578,209</b>     | <b>16,415,205</b>             | <b>16,415,205</b>            |
| <b>Net Assets</b>                           | <b>296,273,427</b>    | <b>282,854,224</b>            | <b>283,588,511</b>           |
| <b>Equity</b>                               |                       |                               |                              |
| Accumulated Surplus                         | 134,534,815           | 109,748,547                   | 117,113,511                  |
| Reserves                                    | 161,738,611           | 173,105,677                   | 166,475,000                  |
| <b>Total Equity</b>                         | <b>296,273,427</b>    | <b>282,854,224</b>            | <b>283,588,511</b>           |

## Capital Works Statement

The information below provides details on the capital works expenditure as at 31 December 2014.

| STATEMENT OF CAPITAL WORKS |                       |                               |                              |                                     |                  |                   |
|----------------------------|-----------------------|-------------------------------|------------------------------|-------------------------------------|------------------|-------------------|
| AS AT 31 DECEMBER 2014     |                       |                               |                              |                                     |                  |                   |
| Capital Works Area         | YTD Actual<br>2014-15 | Original<br>Budget<br>2014-15 | Revised<br>Budget<br>2014-15 | YTD<br>Revised<br>Budget<br>2014-15 | YTD<br>Variance  | YTD %<br>Variance |
| Buildings                  | 3,513,781             | 4,106,000                     | 6,929,200                    | 3,051,759                           | 462,022          | 15%               |
| Road and Traffic Network   | 1,548,210             | 4,950,000                     | 5,651,711                    | 1,756,916                           | (208,706)        | -12%              |
| Bridges and Culverts       | 38,727                | 1,000,000                     | 1,645,574                    | 591,527                             | (552,800)        | -93%              |
| Kerb and Channelling       | 98,567                | 75,000                        | 122,847                      | 82,198                              | 16,369           | 20%               |
| Footpaths                  | 407,297               | 689,000                       | 1,032,701                    | 543,034                             | (135,737)        | -25%              |
| Drainage                   | 18,685                | 590,000                       | 597,513                      | 277,748                             | (259,063)        | -93%              |
| Other Structures           | 717,276               | 157,000                       | 1,677,677                    | 791,076                             | (73,800)         | -9%               |
| Plant, Equipment and Other | 1,120,490             | 2,407,100                     | 2,258,048                    | 1,333,541                           | (213,051)        | -16%              |
| <b>Total Capital Works</b> | <b>7,463,034</b>      | <b>13,974,100</b>             | <b>19,915,271</b>            | <b>8,427,799</b>                    | <b>(964,765)</b> | <b>-11%</b>       |
| <b>Represented by:</b>     |                       |                               |                              |                                     |                  |                   |
| Renewal                    | 2,870,806             | 9,693,100                     | 11,944,115                   | 4,675,547                           | (1,804,741)      | -39%              |
| Upgrade                    | 3,833,992             | 3,576,000                     | 6,519,119                    | 2,985,628                           | 848,364          | 28%               |
| New                        | 758,236               | 705,000                       | 1,452,037                    | 766,624                             | (8,388)          | -1%               |
| <b>Total Capital Works</b> | <b>7,463,034</b>      | <b>13,974,100</b>             | <b>19,915,271</b>            | <b>8,427,799</b>                    | <b>(964,765)</b> | <b>-11%</b>       |

## Capital Works and Major Projects Programme Update

The capital works and major projects original budget for the 2014-2015 financial year was \$15.272 million of which \$13.974 million related to capital asset works.

Project commencement for many of the major infrastructure works will not occur until the second half of the year, where weather conditions are more conducive to works.

There have also been a number of unfinished capital and major projects carried forward from the previous year.

## Significant budget variations to end of financial year forecast result

A budget is an estimate or expectation of Council's performance over the course of the financial year. It is expected that as the year progresses the actual performance of Council will vary from the original budget. These changes are recognised as variations and are included as a forecast budget.

Council has amended its budgets to include all carried forward projects identified as part of the 2013/14 year end process – these are highlighted below. There have also been a number of smaller variances identified as works and projects progress. The major of these include:

- \$0.22 million allocated to the completion of the Pascoe Street carpark. This amount is a result of the allocation of reserve funds from the previous year to the project. The overall budget for the project has not increased, however less funds than anticipated were spent in the previous year resulting in more expenditure being incurred in the current year than was originally budgeted;
- \$0.34 million Natural Disaster Relief Funding income not budgeted;
- \$0.42 million Port Of Apollo Bay dredge completion expense transferred from reserve. Again this does not increase the total project spend, however, more is being spent in this financial year than was expected, with less being spent in the previous year than anticipated. ;
- \$0.18 million Colac Aerodrome runway and parking grant income not budgeted;
- \$0.09 million Colac Aerodrome runway and parking expense not budgeted;
- \$0.15 million net reduction in anticipated income from Bluewater Fitness Centre resulting from the extension in the building project pushing the opening of the refurbished centre back to the 2015/16 financial year.

## Carry Forward Projects

Those projects and activities that were incomplete at the end of the 2013-2014 financial year and where a commitment exists for the expenditure and/or income to be incurred/raised have been listed below.

In summary, the value of carried forward items from 2013-2014 is:

|       | Expenditure | Income    | Net Result |
|-------|-------------|-----------|------------|
| Total | 6,895,951   | (885,248) | 6,010,703  |

| Description                                                                                                                      | Carry Over<br>Expense | Carry Over<br>Income | Net Carry<br>Over |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|-------------------|
| Ferrier Drive Reconstruction                                                                                                     | 60,000                |                      | 60,000            |
| OBRT Ditchley Park to Dinmont Section                                                                                            | 7,245                 |                      | 7,245             |
| OBRT Beech Forest to Fergusson Lookout Section                                                                                   | 70,226                |                      | 70,226            |
| Sealed Road Pavement - Larpent Road - Stage 1 Colac Final Seal                                                                   | 10,000                |                      | 10,000            |
| Sealed Road Pavement - Larpent Road - Stage 2 Colac Pavement overlay to full length of nominated section                         | 97,100                |                      | 97,100            |
| Sealed Road Pavement - Weering School Road (Eurack - Weering School)                                                             | 8,521                 |                      | 8,521             |
| Reseal Programme - Larpent Road                                                                                                  | 47,962                |                      | 47,962            |
| Asphalt Programme                                                                                                                | 40,000                |                      | 40,000            |
| Colac Taxi Rank Improvements                                                                                                     | 85,329                | 67,334               | 17,995            |
| Sealed Road Pavement Programme - Reconstruction Program - Division Rd, Muroon                                                    | 3,860                 |                      | 3,860             |
| Sealed Road Pavement Programme - Reconstruction Program - Weering School Rd, Weering                                             | 7,265                 |                      | 7,265             |
| Advancing Country Towns (ACT) - Strategic Project Manager - Reducing Regional and Rural Disadvantage (administration work order) | 392,113               |                      | 392,113           |
| STIP Programme - Wye river Pathway                                                                                               | 60,000                | 8,000                | 52,000            |
| Barwon Downs Combined Community Centre - STIP                                                                                    | 212,659               | 100,000              | 112,659           |
| Forrest Mountain Bike Trails Strategy                                                                                            | 32,188                | 3,000                | 29,188            |
| Advancing Country Towns - Workforce Planning & Skills Audit                                                                      | 41,243                |                      | 41,243            |
| Advancing Country Towns - Better Services Early Years                                                                            | 135,000               |                      | 135,000           |
| Advancing Country Towns - Green Industry                                                                                         | 55,100                |                      | 55,100            |
| Advancing Country Towns - Education & Training TTC Business Plans                                                                | 18,825                |                      | 18,825            |
| Carlisle River - Street Tree & Vegetation Management Plan - STIP                                                                 | 3,000                 |                      | 3,000             |
| Kawarren Old School Site - STIP                                                                                                  | 218,770               | 195,000              | 23,770            |
| Apollo Bay Foreshore Gazebo - funds - STIP Project changed/ on hold - DECK proposal                                              | 20,000                |                      | 20,000            |
| Birregurra Roadknight Street Pathway - funds - STIP - Project changed/on hold                                                    | 20,000                |                      | 20,000            |
| Businesses Getting Social with Street Life                                                                                       | 6,000                 | 4,800                | 1,200             |
| Colac CBD & Entrances - Detailed Design - Stage1                                                                                 | 50,677                | 15,000               | 35,677            |
| Climate Resilient Communities                                                                                                    | 374,317               | 80,000               | 294,317           |
| NDRGS Relief & Recovery                                                                                                          | 39,788                |                      | 39,788            |
| Marengo Flora Reserve                                                                                                            | 894                   |                      | 894               |
| Solar PV -Rae St                                                                                                                 | 97,197                |                      | 97,197            |
| Solar PV - BWFC                                                                                                                  | 148,532               |                      | 148,532           |

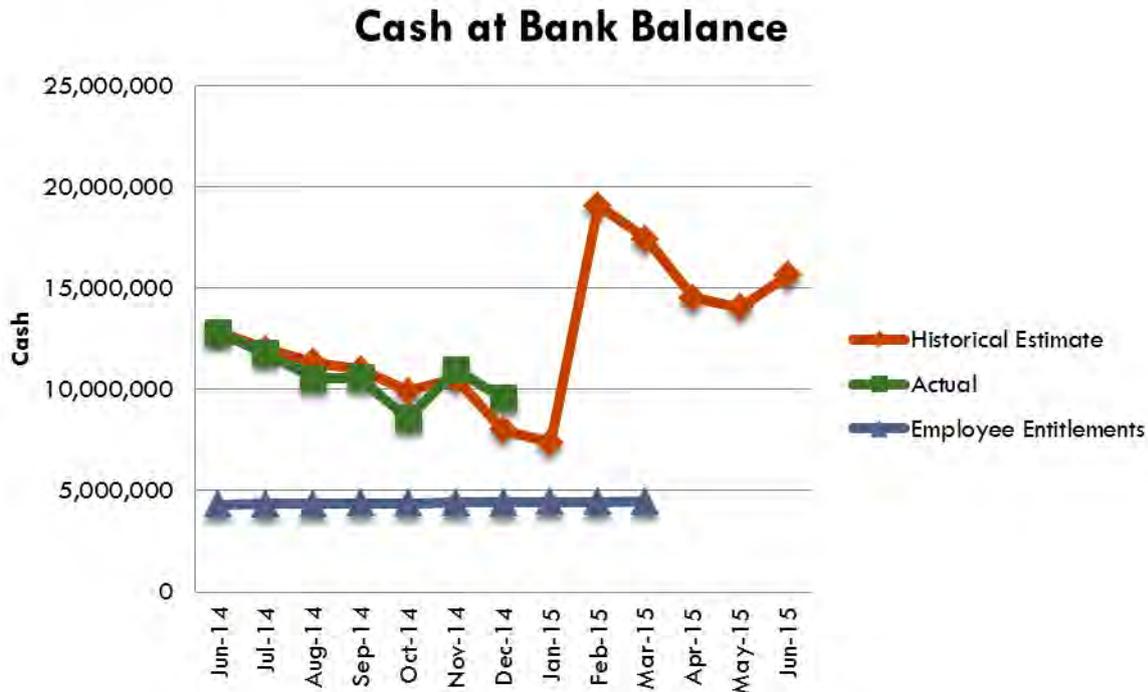
| Description                                                                                                                                             | Carry Over<br>Expense | Carry Over<br>Income | Net Carry<br>Over |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|-------------------|
| Street Smart Lighting Project                                                                                                                           | 138,693               |                      | 138,693           |
| Improving Living for Older People                                                                                                                       | 21,112                |                      | 21,112            |
| Minor capital HACC grant funding                                                                                                                        | 16,933                |                      | 16,933            |
| Children's Outdoor Play Areas (no smoking signs)                                                                                                        | 5,000                 |                      | 5,000             |
| Apollo Bay Harbour Masterplan                                                                                                                           | 163,023               |                      | 163,023           |
| Colac Structure Plan                                                                                                                                    | 100,000               | 50,000               | 50,000            |
| FReeza Programme - 2013 to 2015                                                                                                                         | 2,678                 |                      | 2,678             |
| Harrington Memorial Park - Wye River Open Space Development                                                                                             | 70,356                | 12,000               | 58,356            |
| Transport Investing in Regions (Wayfinding signage)                                                                                                     | 69,560                | 32,000               | 37,560            |
| Botanic Gardens Park Furniture Renewal                                                                                                                  | 9,290                 |                      | 9,290             |
| Tiger Rail Trail Feasibility Study                                                                                                                      | 31,165                | 14,500               | 16,665            |
| Redevelopment of Apollo Bay Foreshore Reserve Playground                                                                                                | 130,000               | 90,000               | 40,000            |
| Elliminyt Playspace Stage 2                                                                                                                             | 21,371                |                      | 21,371            |
| Cororooke Tennis Courts Redevelopment                                                                                                                   | 30,000                |                      | 30,000            |
| Walk to School program                                                                                                                                  | 10,000                |                      | 10,000            |
| Carpark Improvement Programme - Pascoe Street Carpark Construction                                                                                      | 7,513                 |                      | 7,513             |
| BWFC Redevelopment                                                                                                                                      | 2,135,705             |                      | 2,135,705         |
| Building condition audit and updated 10 year works program                                                                                              | 8,401                 |                      | 8,401             |
| Morley Avenue Retaining Wall (Landslip rehabilitation)                                                                                                  | 105,696               |                      | 105,696           |
| Lyness Road Bridge Renewal - Bridge Asset ID CS041                                                                                                      | 280,404               |                      | 280,404           |
| Sand Road Bridge Renewal - Bridge Asset ID CS029                                                                                                        | 375,120               |                      | 375,120           |
| Asbestos Register Update                                                                                                                                | 59,958                |                      | 59,958            |
| Building Renewal Programme - Larpent Hall ceiling replacement, kitchen refurbishment and new appliances (Building 0099)                                 | 52,861                |                      | 52,861            |
| Building Renewal Programme - Replacement of east and west switchboards and installation of safety switches - Rae Street office building (Building 0129) | 11,500                |                      | 11,500            |
| Building Renewal Programme - Pirron Yallock Recreation Reserve Clubrooms replacement                                                                    | 271,443               |                      | 271,443           |
| Building Renewal Programme - Replacement of structural beams at Bluewater Fitness Centre (Building 0084)                                                | 35,000                |                      | 35,000            |
| Building Renewal Programme - Gellibrand Depot staff amenities and shower facility renewal (Building 0077)                                               | 16,469                |                      | 16,469            |
| Building Renewal Programme - Lake Colac Toilets, Fyans Street - Refit and renewal (Building 0074)                                                       | 47,378                |                      | 47,378            |
| Old Beech Forest Road - Gravel Resheet                                                                                                                  | 257,664               | 203,664              | 54,000            |
| Bridge Renewal Programme - Cape Otway Bridge - CS125                                                                                                    |                       | 9,950                | 9,950             |
| Kerb & Channel Programme                                                                                                                                | 47,847                |                      | 47,847            |
|                                                                                                                                                         |                       |                      |                   |
| <b>TOTAL</b>                                                                                                                                            | <b>6,895,951</b>      | <b>885,248</b>       | <b>6,010,703</b>  |

## Cash Balance

The charts below gives an indication of how the cash balances of Council may perform over the course of the 2014-2015 financial year. The first chart, Cash at Bank Balance, portrays:

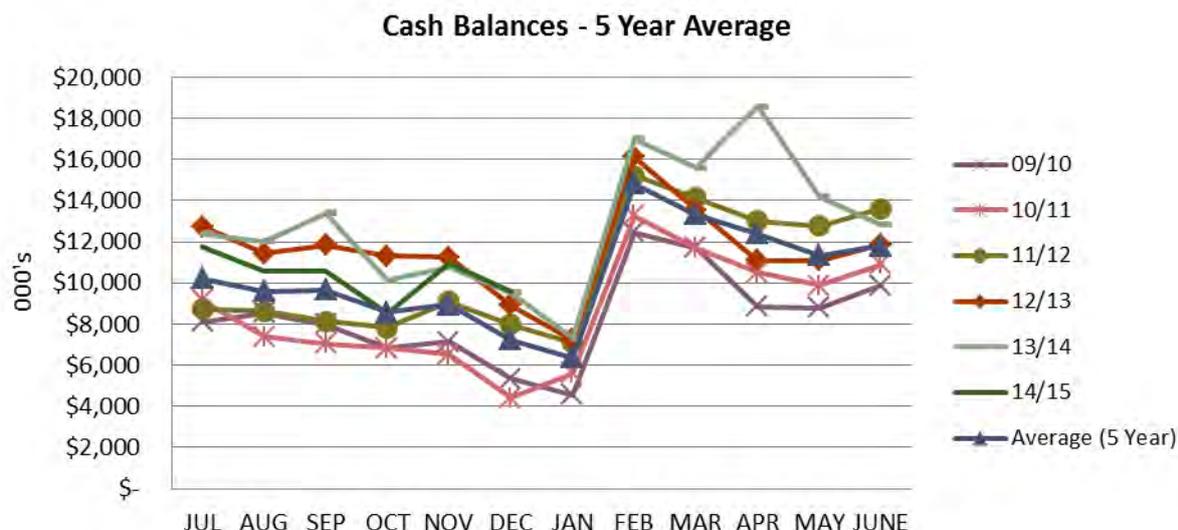
- The Estimate – which is an estimation of what the cash balance may be at the end of each month based entirely upon historical averages.
- The Actual – which is the actual balance at the end of each month of the year up to and including September 2014.

- Employee Entitlements – which is the value of employee entitlements owed to employees at that time. This is effectively for Council the cash balance at which point Council’s operating funds are zero (0).



| Month  | Historical Estimate | Actual     | Employee Entitlements (Floor) |
|--------|---------------------|------------|-------------------------------|
| Jul-14 | 12,001,113          | 11,765,695 | 4,331,478                     |
| Aug-14 | 11,346,804          | 11,765,695 | 4,345,916                     |
| Sep-14 | 11,000,186          | 10,566,842 | 4,040,667                     |
| Oct-14 | 9,900,797           | 8,549,151  | 4,389,520                     |
| Nov-14 | 10,534,785          | 10,978,313 | 4,404,152                     |
| Dec-14 | 7,971,929           | 9,556,992  | 4,418,833                     |

The following chart provides details on the cash balances at month end for the five (5) years prior to the 2014-2015 financial year. The chart also includes the five (5) year average of those cash balances.



Council's overall position, although appearing relatively strong in the financial statements, remains susceptible to shocks and is limited in its ability to take advantage of opportunities as they arise. Council can be more sustainable in the longer term provided it:

- Ensures it is in a position to undertake the necessary changes to make business more efficient;
- Seeks other and opportunistic revenue generation opportunities, such as grants funding, structured borrowing strategies, charge schemes and other entrepreneurial activities.

Given the level of expected future demands on Council and the level of current reserves, Council must carefully assess its resource capability before any commitment is made to additional works or projects, regardless of the opportunity it may offer.

## Investment Report

| Deposit                             | Minimum Rate | Maximum Rate | Average |
|-------------------------------------|--------------|--------------|---------|
| <b>TOTAL PORTFOLIO</b>              |              |              |         |
| <b>Total</b>                        | 2.50%        | 3.94 %       | 3.12%   |
| <b>GENERAL INVESTMENTS</b>          |              |              |         |
| At-Call deposits                    | 2.50%        | 2.50%        | 2.50%   |
| Fixed term deposits                 | 3.00%        | 3.94%        | 3.46%   |
| <b>PERFORMANCE BENCHMARK</b>        |              |              |         |
| Reserve Bank of Australia Cash Rate | 2.50%        | 2.50%        | 2.50%   |
| 90-Day Bank Bill Index              | 2.72%        | 2.75%        | 2.74%   |

The portfolio has performed above the Reserve Bank of Australia (RBA) average cash rate (2.50%) and above the average 90-day bank bill index (2.74%).

The balance of Council's Investment Portfolio at the end of the quarter was approximately \$9 million in fixed term deposits and \$0.6 million in at call deposits.

Below is a summary of the fixed term deposits held at 30 September 2014.

| Bank      | Investment Amount | % Total Investments |
|-----------|-------------------|---------------------|
| Bank West | \$5,000,000       | 56%                 |
| CBA       | \$4,000,000       | 44%                 |

## Underlying result

The underlying operating result is a measure of the capacity of a municipality to finance recurrent services, pay debt interest and meet the cost of asset use (depreciation). Continuing deficits indicate that the asset base is being eroded and that insufficient resources are being allocated to meeting current service demands.

The model utilised by Colac Otway Shire to calculate the underlying operating result is to deduct from the operating surplus/deficit shown in the Income Statement: capital grants, cash contributions (e.g. developer contributions) contributed non-cash assets; asset revaluations and other "once off" adjustments.

The underlying result for the Colac Otway Shire is displayed below.

### Underlying Result

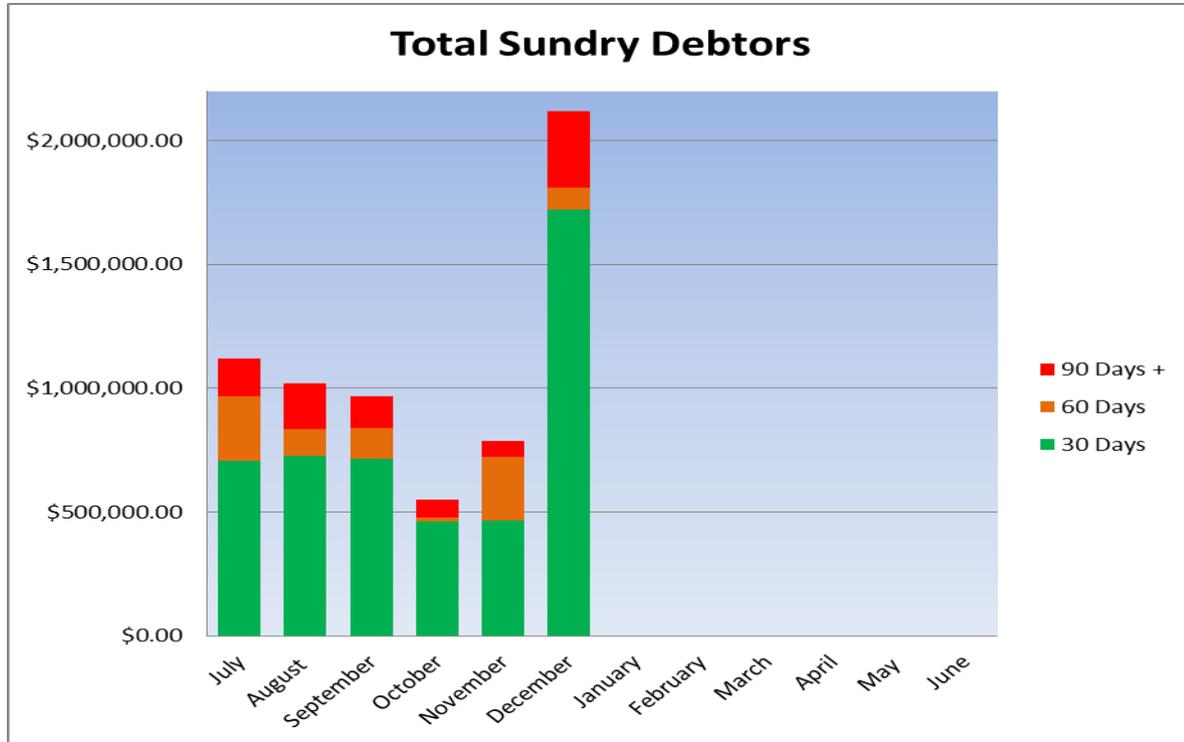
|                                     | Actual YTD   | Budget YTD   | Forecast Budget | Original Budget |
|-------------------------------------|--------------|--------------|-----------------|-----------------|
| Underlying result (surplus)/deficit | (15,413,836) | (14,174,692) | 1,875,253       | 823,369         |

The forecast underlying deficit has increased quite substantially from the original budget. This is due to a combination of factors:

- The reduction in forecast operating surplus from \$3.02 million to \$2.66 million, resulting from budget revisions largely relating to carried over project commitments; and
- An increase in capital grant funding of \$0.69 million, the majority of which again relates to grants to be received from projects which were started in the previous year but not finished until 2014-15.

## Sundry Debtors

At the end of December 2014 Council owned outstanding sundry debts of \$2.12 million. Of these \$1.72 million was current, with \$0.09 million being outstanding for 60 days and \$0.31 million being outstanding for 90 Days+

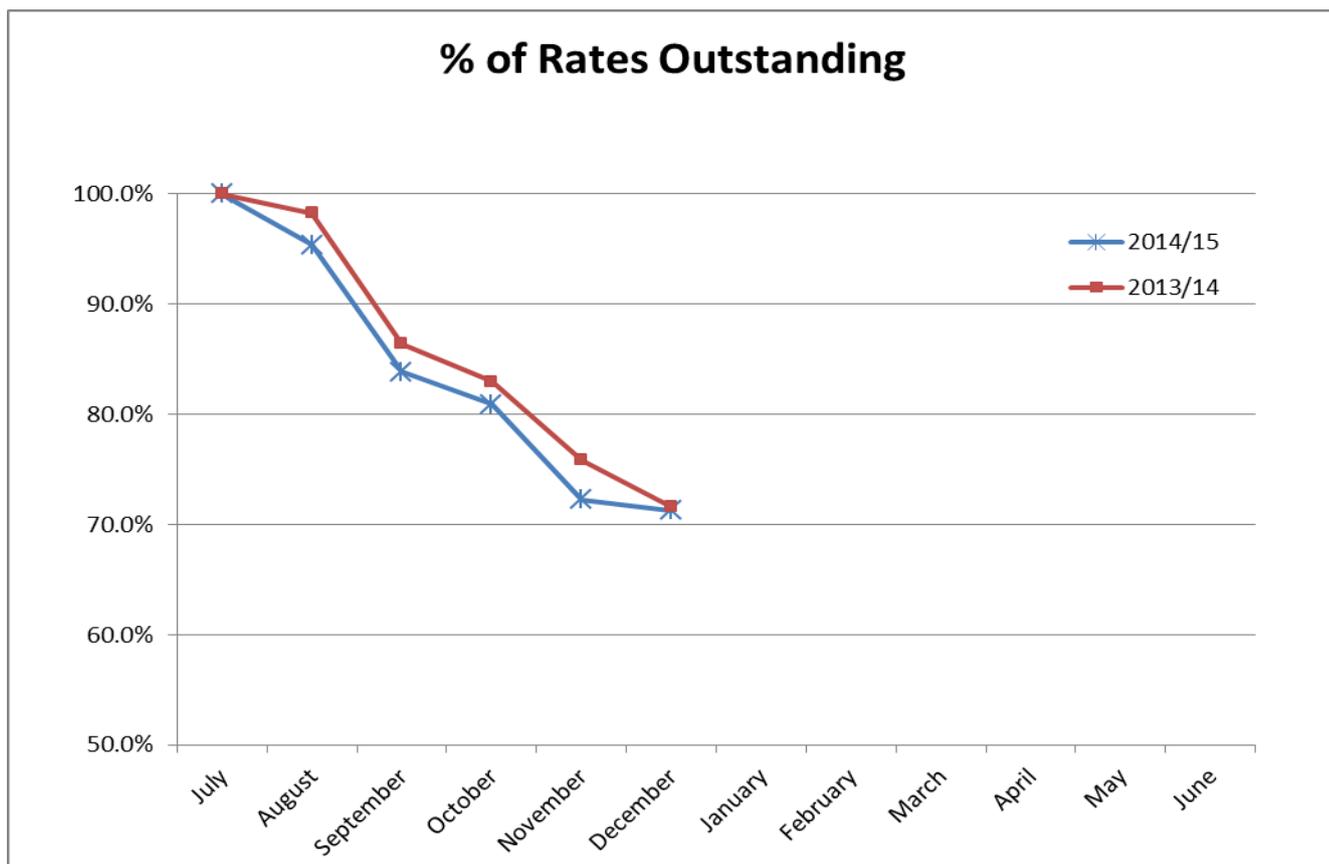


Of the \$0.31 million outstanding for 90+days, \$0.2million relates to grant processes. Half of that figure relates to the Old Beechy Trail project which had an audit acquittal finalised in late December, with the other half relating to the Colac Aerodrome project which is currently being finalised. Council does not consider these amounts to be doubtful at all, rather the timing of the invoice raised to the State Government was earlier than the acquittal finalisation and has led to a significant timing difference between the raising of the invoice and receipt of funds.

Council is pursuing all outstanding monies. This involves a mix of Council Officers directly contacting the outstanding debtor and the use of an external debt collection agency as appropriate.

## Rate Debtors

Rate collection as at 31 December 2014 is on par with the previous year, with 71.2% of the total rates raised (\$26.31 million) being outstanding as at the end of December as compared to the previous year (71.6%)



Based upon historical trends, Council expects to receive approximately 40% (approx. \$10.0 million) via the pay in full option which is due by 15 February.

## Service Summary

The information in the following pages provides an indication of the income and expense attributed to each department, business unit and section of Council as at 31 December 2014.

| Service                                                            | YTD Actuals         | YTD Current Budget    | Annual Current Budget |
|--------------------------------------------------------------------|---------------------|-----------------------|-----------------------|
| <b>Chief Executive Office</b>                                      |                     |                       |                       |
| <b>Elected Members Section</b>                                     |                     |                       |                       |
| Elected Members Service                                            | 149,046.84          | 154,126.00            | 335,050.00            |
| <b>Elected Members Section Total</b>                               | <b>149,046.84</b>   | <b>154,126.00</b>     | <b>335,050.00</b>     |
| <b>Executive Office Section</b>                                    |                     |                       |                       |
| Executive Office Service                                           | (60,986.33)         | (121,672.00)          | 141,720.00            |
| <b>Executive Office Section Total</b>                              | <b>(60,986.33)</b>  | <b>(121,672.00)</b>   | <b>141,720.00</b>     |
| <b>Public Relations &amp; Marketing Section</b>                    |                     |                       |                       |
| Public Relations Service                                           | 78,401.73           | 80,840.00             | 176,501.00            |
| <b>Public Relations &amp; Marketing Section Total</b>              | <b>78,401.73</b>    | <b>80,840.00</b>      | <b>176,501.00</b>     |
| <b>Chief Executive Office Total</b>                                | <b>166,462.24</b>   | <b>113,294.00</b>     | <b>653,271.00</b>     |
| <b>Corporate &amp; Community Services</b>                          |                     |                       |                       |
| <b>Accounting Adjustments Section</b>                              |                     |                       |                       |
| Asset Adjustments Depreciation & Write off                         | 4,192,939.05        | 4,154,507.00          | 9,070,666.00          |
| Asset Disposal Service                                             | .00                 | 165,115.00            | 360,500.00            |
| Profit on Sale of Assets                                           | 86,331.65           | (46,257.00)           | (101,000.00)          |
| Transfer Capital Works To Balance Sheet Service                    | (231,261.21)        | (6,449,363.00)        | (14,081,110.00)       |
| <b>Accounting Adjustments Section Total</b>                        | <b>4,048,009.49</b> | <b>(2,175,998.00)</b> | <b>(4,750,944.00)</b> |
| <b>Bluewater Fitness Centre Section</b>                            |                     |                       |                       |
| Blue Water Leisure Centre Management Service                       | 186,821.98          | 311,459.00            | 694,420.00            |
| <b>Bluewater Fitness Centre Section Total</b>                      | <b>186,821.98</b>   | <b>311,459.00</b>     | <b>694,420.00</b>     |
| <b>Children &amp; Family Services Section</b>                      |                     |                       |                       |
| Family In Home Day Care Service                                    | 43,790.10           | 45,515.00             | 99,379.00             |
| Kindergartens Service                                              | 20,000.00           | 9,161.00              | 20,000.00             |
| Maternal Child Health Service                                      | 73,677.79           | 57,128.00             | 144,303.00            |
| <b>Children &amp; Family Services Section Total</b>                | <b>137,467.89</b>   | <b>111,804.00</b>     | <b>263,682.00</b>     |
| <b>COPACC Section</b>                                              |                     |                       |                       |
| COPACC External Productions Service                                | (27,625.94)         | (9,756.00)            | (21,288.00)           |
| COPACC Management Service                                          | 59,750.05           | 63,118.00             | 243,697.00            |
| COPACC Productions Service                                         | 127,246.13          | 63,098.00             | 137,767.00            |
| <b>COPACC Section Total</b>                                        | <b>159,370.24</b>   | <b>116,460.00</b>     | <b>360,176.00</b>     |
| <b>Corporate &amp; Community Services Management Section</b>       |                     |                       |                       |
| Corporate & Community Services Management Service                  | 175,082.32          | 172,544.00            | 325,360.00            |
| <b>Corporate &amp; Community Services Management Section Total</b> | <b>175,082.32</b>   | <b>172,544.00</b>     | <b>325,360.00</b>     |
| <b>Customer Service Section</b>                                    |                     |                       |                       |
| Customer Service                                                   | 220,284.51          | 215,173.00            | 469,793.00            |
| <b>Customer Service Section Total</b>                              | <b>220,284.51</b>   | <b>215,173.00</b>     | <b>469,793.00</b>     |

| Service                                                           | YTD Actuals            | YTD Current Budget     | Annual Current Budget  |
|-------------------------------------------------------------------|------------------------|------------------------|------------------------|
| <b>Financial Services Section</b>                                 |                        |                        |                        |
| Corporate Overheads Service                                       | (7,320.03)             | 39,213.00              | 159,450.00             |
| Financial Service                                                 | (2,724,864.92)         | (2,792,903.00)         | (5,459,599.00)         |
| Loan Funds Service                                                | 121,941.52             | 187,362.00             | 374,733.00             |
| On-Cost Recovery Service                                          | 88,741.31              | 637,719.00             | 987,766.00             |
| <b>Financial Services Section Total</b>                           | <b>(2,521,502.12)</b>  | <b>(1,928,609.00)</b>  | <b>(3,937,650.00)</b>  |
| <b>Health &amp; Community Service Management Section</b>          |                        |                        |                        |
| Health & Community Services Management Service                    | 105,911.63             | 103,289.00             | 225,516.00             |
| <b>Health &amp; Community Service Management Section Total</b>    | <b>105,911.63</b>      | <b>103,289.00</b>      | <b>225,516.00</b>      |
| <b>Human Resources Section</b>                                    |                        |                        |                        |
| Human Resources Management Service                                | 92,721.35              | 123,903.00             | 270,093.00             |
| Recruitment Service                                               | 27,872.72              | 40,308.00              | 87,999.00              |
| <b>Human Resources Section Total</b>                              | <b>120,594.07</b>      | <b>164,211.00</b>      | <b>358,092.00</b>      |
| <b>Information Management Section</b>                             |                        |                        |                        |
| Records Management Service                                        | 151,090.68             | 110,026.00             | 240,234.00             |
| <b>Information Management Section Total</b>                       | <b>151,090.68</b>      | <b>110,026.00</b>      | <b>240,234.00</b>      |
| <b>Information Services Section</b>                               |                        |                        |                        |
| Information Administration Service                                | 634,727.47             | 715,327.00             | 1,307,350.00           |
| <b>Information Services Section Total</b>                         | <b>634,727.47</b>      | <b>715,327.00</b>      | <b>1,307,350.00</b>    |
| <b>Library Section</b>                                            |                        |                        |                        |
| Library Service                                                   | 345,544.71             | 348,322.00             | 690,637.00             |
| <b>Library Section Total</b>                                      | <b>345,544.71</b>      | <b>348,322.00</b>      | <b>690,637.00</b>      |
| <b>Older Persons &amp; Ability Support Services Section</b>       |                        |                        |                        |
| Aged Services Management Administration                           | 237,056.09             | 231,674.00             | 508,808.00             |
| Contract Funding Home and Community Care                          | (58,503.38)            | (149,668.00)           | (275,001.00)           |
| Council Services Home and Community Care Services                 | 4,853.30               | (147,447.00)           | (275,422.00)           |
| <b>Older Persons &amp; Ability Support Services Section Total</b> | <b>183,406.01</b>      | <b>(65,441.00)</b>     | <b>(41,615.00)</b>     |
| <b>Organisational Development Section</b>                         |                        |                        |                        |
| Organisational Development Service                                | 170,088.03             | 169,818.00             | 373,222.00             |
| <b>Organisational Development Section Total</b>                   | <b>170,088.03</b>      | <b>169,818.00</b>      | <b>373,222.00</b>      |
| <b>Property &amp; Rates Section</b>                               |                        |                        |                        |
| Cemeteries Service                                                | 3,170.43               | .00                    | .00                    |
| Property & Rates Service                                          | (23,663,551.02)        | (23,678,603.00)        | (23,495,588.00)        |
| <b>Property &amp; Rates Section Total</b>                         | <b>(23,660,380.59)</b> | <b>(23,678,603.00)</b> | <b>(23,495,588.00)</b> |
| <b>Public Health Section</b>                                      |                        |                        |                        |
| Public Health - Immunisation Service                              | 1,908.16               | (391.00)               | (850.00)               |
| Public Health - Septic Service                                    | (7,780.40)             | (5,496.00)             | (12,000.00)            |
| Public Health Management Service                                  | 89,765.60              | 89,210.00              | 195,817.00             |
| <b>Public Health Section Total</b>                                | <b>83,893.36</b>       | <b>83,323.00</b>       | <b>182,967.00</b>      |
| <b>Recreation &amp; Events Section</b>                            |                        |                        |                        |
| Events Service                                                    | 92,804.08              | 116,843.00             | 244,725.00             |
| Recreation Service                                                | 214,346.65             | 238,885.00             | 521,579.00             |
| Youth Initiatives Service                                         | (1,775.78)             | 3,779.00               | 3,778.00               |
| <b>Recreation &amp; Events Section Total</b>                      | <b>305,374.95</b>      | <b>359,507.00</b>      | <b>770,082.00</b>      |

| Service                                                        | YTD Actuals            | YTD Current Budget     | Annual Current Budget  |
|----------------------------------------------------------------|------------------------|------------------------|------------------------|
| <b>Recreation, Arts &amp; Culture Management Section</b>       |                        |                        |                        |
| Recreation, Arts & Culture Office Service                      | 107,785.99             | 131,917.00             | 292,447.00             |
| <b>Recreation, Arts &amp; Culture Management Section Total</b> | <b>107,785.99</b>      | <b>131,917.00</b>      | <b>292,447.00</b>      |
| <b>Risk Management Section</b>                                 |                        |                        |                        |
| Risk Management Service                                        | 448,250.68             | 379,363.00             | 471,790.00             |
| Workcover Service                                              | 4,295.34               | 3,211.00               | 7,009.00               |
| <b>Risk Management Section Total</b>                           | <b>452,546.02</b>      | <b>382,574.00</b>      | <b>478,799.00</b>      |
| <b>Rural Access Section</b>                                    |                        |                        |                        |
| Rural Access Service                                           | (2,776.91)             | 623.00                 | 250.00                 |
| <b>Rural Access Section Total</b>                              | <b>(2,776.91)</b>      | <b>623.00</b>          | <b>250.00</b>          |
| <b>Vic Roads Section</b>                                       |                        |                        |                        |
| Vic Roads Service                                              | (1,525.09)             | (457.00)               | (1,000.00)             |
| <b>Vic Roads Section Total</b>                                 | <b>(1,525.09)</b>      | <b>(457.00)</b>        | <b>(1,000.00)</b>      |
| <b>Corporate &amp; Community Services Total</b>                | <b>(18,598,185.36)</b> | <b>(24,352,731.00)</b> | <b>(25,193,770.00)</b> |
| <b>Infrastructure &amp; Services</b>                           |                        |                        |                        |
| <b>Aerodrome Section</b>                                       |                        |                        |                        |
| Aerodrome Service                                              | 10,251.76              | 9,493.00               | 20,715.00              |
| <b>Aerodrome Section Total</b>                                 | <b>10,251.76</b>       | <b>9,493.00</b>        | <b>20,715.00</b>       |
| <b>Capital Works Management Section</b>                        |                        |                        |                        |
| Capital Works Management Service                               | 308,652.04             | 266,945.00             | 582,806.00             |
| Street Lighting Service                                        | 79,227.13              | 79,237.00              | 173,000.00             |
| <b>Capital Works Management Section Total</b>                  | <b>387,879.17</b>      | <b>346,182.00</b>      | <b>755,806.00</b>      |
| <b>Contract Management Section</b>                             |                        |                        |                        |
| Major Contracts Service                                        | 25,309.10              | 26,100.00              | 52,008.00              |
| Other Contract Management Service                              | 99,900.58              | 91,196.00              | 205,949.00             |
| <b>Contract Management Section Total</b>                       | <b>125,209.68</b>      | <b>117,296.00</b>      | <b>257,957.00</b>      |
| <b>COSWORKS Management Section</b>                             |                        |                        |                        |
| COSWORKS Administration Service                                | 169,440.96             | 201,470.00             | 439,838.00             |
| Private Works Service                                          | (10,051.20)            | (1,921.00)             | (4,194.00)             |
| <b>COSWORKS Management Section Total</b>                       | <b>159,389.76</b>      | <b>199,549.00</b>      | <b>435,644.00</b>      |
| <b>Council Facilities Section</b>                              |                        |                        |                        |
| Council Facilities Service                                     | 326,812.22             | 365,395.00             | 802,880.00             |
| <b>Council Facilities Section Total</b>                        | <b>326,812.22</b>      | <b>365,395.00</b>      | <b>802,880.00</b>      |
| <b>Infrastructure Services Management Section</b>              |                        |                        |                        |
| Infrastructure Management Service                              | 156,881.45             | 158,957.00             | 304,586.00             |
| <b>Infrastructure Services Management Section Total</b>        | <b>156,881.45</b>      | <b>158,957.00</b>      | <b>304,586.00</b>      |
| <b>Light Fleet</b>                                             |                        |                        |                        |
| Plant Cost Recovery                                            | (380,877.05)           | (380,981.00)           | (831,811.00)           |
| Plant Operating Costs                                          | 227,813.07             | 275,220.00             | 587,504.00             |
| <b>Light Fleet Total</b>                                       | <b>(153,063.98)</b>    | <b>(105,761.00)</b>    | <b>(244,307.00)</b>    |
| <b>Livestock Selling Centre Operations Section</b>             |                        |                        |                        |
| Livestock Selling Centre Operations Service                    | (97,581.09)            | (56,453.00)            | (123,258.00)           |
| <b>Livestock Selling Centre Operations Section Total</b>       | <b>(97,581.09)</b>     | <b>(56,453.00)</b>     | <b>(123,258.00)</b>    |

| Service                                                | YTD Actuals           | YTD Current Budget    | Annual Current Budget |
|--------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Major Plant</b>                                     |                       |                       |                       |
| Plant Cost Recovery and Grant Income                   | (963,592.23)          | (1,051,656.00)        | (2,296,114.00)        |
| Plant Operating Costs                                  | 612,685.50            | 626,823.00            | 1,368,556.00          |
| <b>Major Plant Total</b>                               | <b>(350,906.73)</b>   | <b>(424,833.00)</b>   | <b>(927,558.00)</b>   |
| <b>Parks &amp; Reserves Maintenance Section</b>        |                       |                       |                       |
| Botanic Gardens Maintenance Service                    | 85,207.62             | .00                   | .00                   |
| Memorial Square Maintenance Service                    | 22,863.29             | .00                   | .00                   |
| Other Passive Reserves Maintenance Service             | 164,433.58            | 567,778.00            | 1,139,119.00          |
| P&G Streetscape Maintenance Service                    | 253.96                | .00                   | .00                   |
| Road and Street Tree Maintenance                       | 356,312.83            | 264,945.00            | 455,120.00            |
| Sport Grounds & Rec`tion Facilities Maint Service      | 51,365.31             | 112,363.00            | 229,249.00            |
| <b>Parks &amp; Reserves Maintenance Section Total</b>  | <b>680,436.59</b>     | <b>945,086.00</b>     | <b>1,823,488.00</b>   |
| <b>Road Maintenance Section</b>                        |                       |                       |                       |
| Bridge Maintenance Service                             | 85,047.65             | 94,320.00             | 205,936.00            |
| Drainage Maintenance Service                           | 246,908.75            | 264,052.00            | 538,882.00            |
| Footpath, Kerb & Channel Maintenance Service           | 12,567.03             | 21,604.00             | 54,007.00             |
| Road Furniture Maintenance Service                     | 96,100.47             | 108,800.00            | 216,644.00            |
| Road Maintenance                                       | 410,276.48            | 514,201.00            | 915,433.00            |
| Road Safety & Pavement Marking Maintenance Service     | 16,022.43             | 66,283.00             | 155,665.00            |
| Roadside Vegetation Control Service                    | 262,323.00            | 175,677.00            | 322,879.00            |
| Street Cleaning Service                                | 80,263.43             | 101,886.00            | 216,528.00            |
| <b>Road Maintenance Section Total</b>                  | <b>1,209,509.24</b>   | <b>1,346,823.00</b>   | <b>2,625,974.00</b>   |
| <b>Sustainable Assets Management Section</b>           |                       |                       |                       |
| Sustainable Assets Management Service                  | 308,852.56            | 349,536.00            | 719,756.00            |
| <b>Sustainable Assets Management Section Total</b>     | <b>308,852.56</b>     | <b>349,536.00</b>     | <b>719,756.00</b>     |
| <b>Waste Management Section</b>                        |                       |                       |                       |
| Waste Disposal                                         | 313,011.64            | 261,866.00            | 756,800.00            |
| Waste Kerbside Collections                             | 526,610.67            | 437,917.00            | 1,327,817.00          |
| Waste Management Administration Service                | (2,505,465.54)        | (2,401,610.00)        | (2,210,625.00)        |
| Waste Site Operation                                   | 139,790.28            | 173,396.00            | 454,900.00            |
| Waste Transport                                        | 132,707.31            | 151,298.00            | 432,200.00            |
| <b>Waste Management Section Total</b>                  | <b>(1,393,345.64)</b> | <b>(1,377,133.00)</b> | <b>761,092.00</b>     |
| <b>Infrastructure &amp; Services Total</b>             | <b>1,370,324.99</b>   | <b>1,874,137.00</b>   | <b>7,212,775.00</b>   |
| <b>Sustainable Planning &amp; Development Services</b> |                       |                       |                       |
| <b>Building Control Section</b>                        |                       |                       |                       |
| Building Control Service                               | 82,255.55             | 93,360.00             | 203,864.00            |
| <b>Building Control Section Total</b>                  | <b>82,255.55</b>      | <b>93,360.00</b>      | <b>203,864.00</b>     |
| <b>Business Section</b>                                |                       |                       |                       |
| Business Service                                       | 52,995.66             | 50,464.00             | 110,174.00            |
| Economic Development Service                           | 149,058.27            | 152,450.00            | 332,859.00            |
| <b>Business Section Total</b>                          | <b>202,053.93</b>     | <b>202,914.00</b>     | <b>443,033.00</b>     |
| <b>Emergency Management Section</b>                    |                       |                       |                       |
| Emergency Management Service                           | 126,419.47            | 111,845.00            | 246,098.00            |
| Fire Prevention Service                                | 14,768.45             | 16,123.00             | 35,200.00             |
| Standpipe Management Service                           | 2,004.29              | 4,579.00              | 10,000.00             |
| <b>Emergency Management Section Total</b>              | <b>143,192.21</b>     | <b>132,547.00</b>     | <b>291,298.00</b>     |

| Service                                                              | YTD Actuals            | YTD Current Budget     | Annual Current Budget  |
|----------------------------------------------------------------------|------------------------|------------------------|------------------------|
| <b>Environment Section</b>                                           |                        |                        |                        |
| Environment Service                                                  | (55,902.31)            | (22,199.00)            | 100,740.00             |
| <b>Environment Section Total</b>                                     | <b>(55,902.31)</b>     | <b>(22,199.00)</b>     | <b>100,740.00</b>      |
| <b>Local Laws Section</b>                                            |                        |                        |                        |
| Animal Management Service                                            | (30,657.67)            | (80,607.00)            | (176,000.00)           |
| Local Laws Service                                                   | 173,070.67             | 209,421.00             | 457,249.00             |
| School Crossing Management Service                                   | 58,397.05              | 29,473.00              | 64,346.00              |
| <b>Local Laws Section Total</b>                                      | <b>200,810.05</b>      | <b>158,287.00</b>      | <b>345,595.00</b>      |
| <b>Statutory Planning Section</b>                                    |                        |                        |                        |
| Statutory Planning Service                                           | 383,368.63             | 394,510.00             | 861,349.00             |
| <b>Statutory Planning Section Total</b>                              | <b>383,368.63</b>      | <b>394,510.00</b>      | <b>861,349.00</b>      |
| <b>Strategic Planning Section</b>                                    |                        |                        |                        |
| Strategic Planning Service                                           | 132,814.99             | 128,078.00             | 83,909.00              |
| <b>Strategic Planning Section Total</b>                              | <b>132,814.99</b>      | <b>128,078.00</b>      | <b>83,909.00</b>       |
| <b>Sustainable Planning &amp; Developpt Management Section</b>       |                        |                        |                        |
| Sustainable Planning & Development Manag't Service                   | 86,092.47              | 148,802.00             | 324,867.00             |
| <b>Sustainable Planning &amp; Developpt Management Section Total</b> | <b>86,092.47</b>       | <b>148,802.00</b>      | <b>324,867.00</b>      |
| <b>Tourism Section</b>                                               |                        |                        |                        |
| Colac VIC Service                                                    | 82,228.05              | 84,659.00              | 184,831.00             |
| GORVIC Service                                                       | 116,254.51             | 81,560.00              | 178,069.00             |
| Tourism Service                                                      | 99,898.94              | 90,007.00              | 200,881.00             |
| <b>Tourism Section Total</b>                                         | <b>298,381.50</b>      | <b>256,226.00</b>      | <b>563,781.00</b>      |
| <b>Sustainable Planning &amp; Development Services Total</b>         | <b>1,473,067.02</b>    | <b>1,492,525.00</b>    | <b>3,218,436.00</b>    |
| <b>Total</b>                                                         | <b>(15,588,331.11)</b> | <b>(20,872,775.00)</b> | <b>(14,109,288.00)</b> |

## Contracts Awarded and Tenders Advertised

### October

#### Contracts Awarded

| Contract No. | Description                                              | Contractor       | Value \$ (excluding GST) |
|--------------|----------------------------------------------------------|------------------|--------------------------|
| 1421         | Harrington Memorial Park Development                     | Wayne Fitzgerald | \$72,580                 |
| 1407         | Older Persons & Ability Support Services – Food Services | RFK Pty Ltd      | Schedule of Rates        |

#### Tenders Advertised

| Tender No. | Description   | Closing Date |
|------------|---------------|--------------|
| 1428       | Asphalt Works | 5/11/14      |

**November**

Contracts Awarded

| Contract No. | Description                                | Contractor                    | Value \$<br>(excluding GST) |
|--------------|--------------------------------------------|-------------------------------|-----------------------------|
| 1426         | Design & Construct – Apollo Bay Playground | Adventure Playgrounds Pty Ltd | 127,500                     |
| 1428         | Asphalt Works                              | Boral Resources (Vic) Pty Ltd | 74,329.20                   |
| 1427         | Bituminous Sealing Works                   | Inroads Pty Ltd               | 1,150,053.11                |

Tenders Advertised

| Tender No. | Description                                           | Closing Date |
|------------|-------------------------------------------------------|--------------|
| 1422       | Richmond Street Reconstruction                        | 17/12/14     |
| 1429       | Bluewater Fitness Centre Facility Management Software | 17/12/14     |
| 1431       | Organic Mobile Bins Supply                            | 21/1/15      |
| 1432       | Linemarking Services                                  | 28/1/15      |

**December**

Contracts Awarded

| Contract No. | Description | Contractor | Value \$<br>(excluding GST) |
|--------------|-------------|------------|-----------------------------|
|              |             |            |                             |

Tenders Advertised

| Tender No. | Description             | Closing Date |
|------------|-------------------------|--------------|
| 1433       | Supply & Deliver Grader | 28/1/15      |

## Trending Issues

### Vision Super Defined Benefits Superannuation Vested Benefits Index

Council has a potential financial exposure to the Vision Super Defined Benefits superannuation plan.

Under the Australian Prudential Regulation Standards (SPS160) defined benefits funds must meet strict funding requirements. This funding requirement is measured by the Vested Benefits Index, which shows as a percentage the ratio of investments held by the fund compared to the estimated benefits payable by the fund at the same time.

The latest available quarterly Vested Benefits Index for the Vision Super Defined Benefits fund are listed in the table below:

| Date           | Vested Benefits Index |
|----------------|-----------------------|
| June 2014      | 103.4%                |
| September 2014 | 102.6%                |

(the December quarter figure had not been released at the time of the preparation of this report)

The fund's quarterly threshold limits are:

| Quarter Ending | VBI Threshold |
|----------------|---------------|
| September      | 97.0%         |
| December       | 97.0%         |
| March          | 97.0%         |
| June           | 100.0%        |

If the VBI falls below the nominated amount in any quarter then the Australian Prudential Regulation Authority may require that the fund make a funding call on its members. Any funding call made must return the fund to a VBI position of over the nominated figure within 3 years.

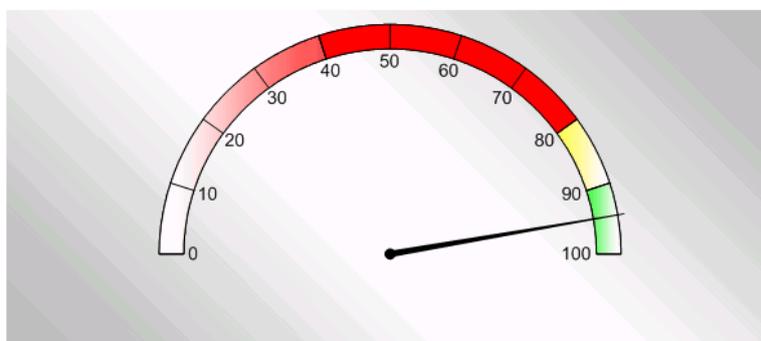


## ***Quarterly Operational Plan Progress Report***

***Period:*** 01/10/14 - 31/12/14

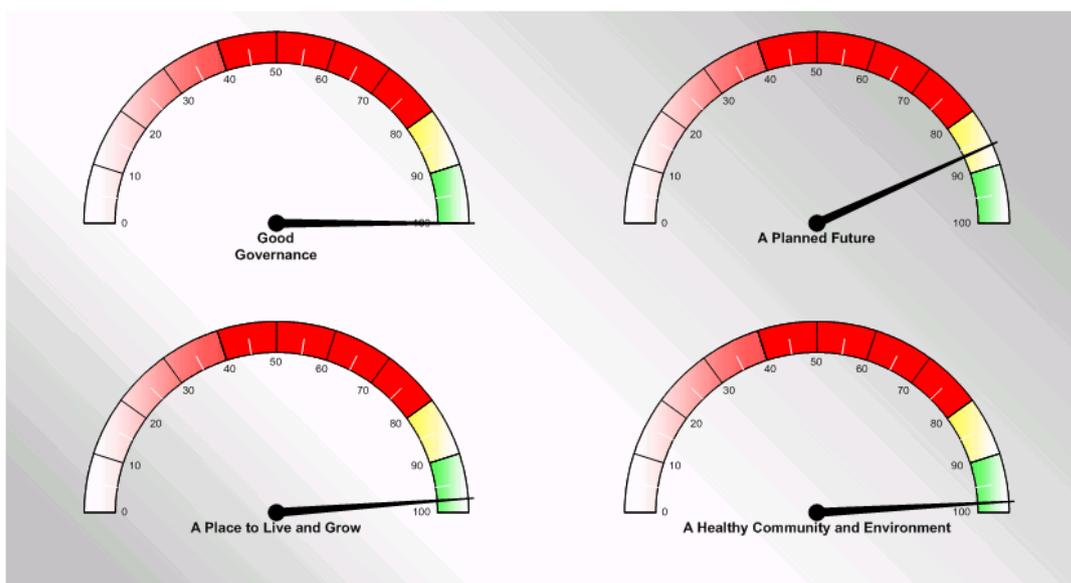


Quarterly Progress against Operational Plan Actions



| Description                                              | Indicator                             |
|----------------------------------------------------------|---------------------------------------|
| 44 Operational Plan Actions reported on                  | <span style="color: green;">■</span>  |
| 39 Operational Plan Actions at least 90% of target       | <span style="color: yellow;">■</span> |
| 2 Operational Plan Actions between 70% and 90% of target | <span style="color: orange;">■</span> |
| 3 Operational Plan Actions less than 70% of target       | <span style="color: red;">■</span>    |
| 0 Operational Plan Actions with no target set & ongoing  | <span style="color: white;">■</span>  |

Overall Progress against Council Plan Pillars in Operational Plan



| COUNCIL PLAN PILLAR                    | NO. OF OPERATIONAL PLAN ACTIONS REPORTED ON | NO. OF ACTIONS AT LEAST 90% OF TARGET <span style="color: green;">■</span> | NO. OF ACTIONS BETWEEN 70 & 90% OF TARGET <span style="color: yellow;">■</span> | NO. OF ACTIONS LESS THAN 70% OF TARGET <span style="color: red;">■</span> | NUMBER OF ONGOING ACTIONS | ACTIONS WITH NO TARGET |
|----------------------------------------|---------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------|------------------------|
| 1. Good Governance                     | 6                                           | 6                                                                          | 0                                                                               | 0                                                                         | 0                         | 0                      |
| 2. A Planned Future                    | 14                                          | 11                                                                         | 0                                                                               | 3                                                                         | 0                         | 0                      |
| 3. A Place to Live and Grow            | 13                                          | 12                                                                         | 1                                                                               | 0                                                                         | 0                         | 0                      |
| 4. A Healthy Community and Environment | 11                                          | 10                                                                         | 1                                                                               | 0                                                                         | 0                         | 0                      |

## Operational Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTION                                                                                       | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                         | BUSINESS UNIT                              | COMP. DATE | PROGRESS |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------|----------|
| <b>Council Plan Pillar :</b>                                                                 | 1 Good Governance                                                                                                                                                                                                                                                                                          |                                            |            |          |
| <b>Council Plan Goal:</b>                                                                    | 1.1 Ensure transparency of governance practices, the capability of our organisation and effective resource management.                                                                                                                                                                                     |                                            |            |          |
| <b>Council Plan Strategy:</b>                                                                | 1.1.1 Transparent and accountable decision making.                                                                                                                                                                                                                                                         |                                            |            |          |
| 1.1.1.2 Finalise the review of Local Law No. 4 - Council Meeting Procedures and Common Seal. | Local Law 4 was adopted by Council in November 2014.                                                                                                                                                                                                                                                       | Corporate & Community Services GM's Office | 30/06/2015 |          |
| 1.1.1.9 Staged implementation of the National Asset Management Framework.                    | Next stages of the Asset Management project are underway and progressing well.                                                                                                                                                                                                                             | Corporate & Community Services GM's Office | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                                                | 1.1.2 Prudent and accountable financial, asset, risk and resource management.                                                                                                                                                                                                                              |                                            |            |          |
| 1.1.2.3 Implement Council's internal audit program.                                          | Internal Audit programme on track. Food Act Compliance completed. Immunisation audit report in a draft form.                                                                                                                                                                                               | Corporate & Community Services GM's Office | 30/06/2015 |          |
| 1.1.2.6 Develop a revised closed landfill rehabilitation plan.                               | Currently in progress. Will be completed early in 2015 as part of the annual budget process.                                                                                                                                                                                                               | Major Contracts                            | 30/06/2015 |          |
| 1.1.2.12 Implement Council's Risk Management System.                                         | All contractual matters have been dealt with. The project is ahead of schedule, so that training of key users could have occurred in December rather than February 2015; however given the holiday period and the potential knowledge loss from not using the system, training will occur in late January. | Organisational Support and Development     | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                                                | 1.1.4 Embed an organisation culture of a high performance, service excellence and safety.                                                                                                                                                                                                                  |                                            |            |          |
| 1.1.4.2 Ensure Prince2 compliance in all new major grant applications.                       | Prince2 compliance recorded as appropriate.                                                                                                                                                                                                                                                                | Economic Development                       | 30/06/2015 |          |

Colac Otway Shire Council

Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION                                                                                        | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                          | BUSINESS UNIT                | COMP. DATE | PROGRESS |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------|----------|
| <b>Council Plan Pillar :</b>                                                                  | 2 A Planned Future                                                                                                                                                                                                                                                                                                          |                              |            |          |
| <b>Council Plan Goal:</b>                                                                     | 2.1 Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy .                                                                                                                                                                                          |                              |            |          |
| <b>Council Plan Strategy:</b>                                                                 | 2.1.1 Plan for future land use to respond to population growth and changing needs.                                                                                                                                                                                                                                          |                              |            |          |
| 2.1.1.1 Apollo Bay Harbour Master Plan                                                        | Report on submissions considered at Council meeting on 22 October 2014. All submissions referred to the independent Panel appointed to consider the amendment. Panel Hearing held on 8 & 9 December 2014. Awaiting Panel Report, which is expected late January.                                                            | Planning & Building Services | 30/06/2015 |          |
| 2.1.1.3 Develop a Colac 2050 Plan.                                                            | Interviews held for project manager early December 2014. Project Control Group meeting will be held late January, early February 2015.                                                                                                                                                                                      | Planning & Building Services | 30/06/2015 |          |
| 2.1.1.4 Planning Scheme Amendment C74 (Apollo Bay Settlement Boundary & Urban Design Review)  | Panel Report received. Report considered at Council meeting on 26 November 2014. The Amendment was submitted to the Minister for approval on 12 December 2014.                                                                                                                                                              | Planning & Building Services | 30/06/2015 |          |
| 2.1.1.5 Four Yearly Planning Scheme Review                                                    | Report for Council delayed due to staffing changes within Sustainable Planning and Development. Briefing session with Councillors now scheduled for 14 January 2015, with Council report to be considered in January/February.                                                                                              | Planning & Building Services | 30/06/2015 |          |
| 2.1.1.6 Township Plans for Alvie, Cororooke and Beeac to establish new settlement boundaries. | Work on this project remains suspended until it can be informed by the Domestic Wastewater Management Plan (DWMP), which is being prepared by consultants engaged by Council. Constraint mapping relating to the DWMP has been received and a Working Group meeting has been scheduled for 5 February with the consultants. | Planning & Building Services | 30/06/2015 |          |

Colac Otway Shire Council Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION                                                              | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                  | BUSINESS UNIT                                                               | COMP. DATE | PROGRESS |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------|----------|
| 2.1.1.7 Redevelopment of the former Colac High School site.         | A report about the potential land contribution by the Department of Education and Early Childhood Development (DEECD) was considered at the Council meeting on 26 November 2014. A letter reflecting the Council resolution was subsequently sent to Minister of Education by Manager Recreation, Arts and Culture. | Planning & Building Services                                                | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                       |                                                                                                                                                                                                                                                                                                                     | 2.1.2 Develop an integrated response to meet future infrastructure needs.   |            |          |
| 2.1.2.1 Heritage Strategy implementation.                           | This amendment, which corrected mapping and address anomalies in the Heritage Overlay, was gazetted on 16 October 2014.                                                                                                                                                                                             | Planning & Building Services                                                | 30/06/2015 |          |
| 2.1.2.1 Staged implementation of the Colac CBD & Entrances Project. | Funding agreement with the Victorian government resolved and additional matching funding of \$700k being sought from the Commonwealth. Outcome expected in May 2016. Negotiations underway with Telstra for use of the site on Murray Street.                                                                       | Economic Development                                                        | 30/06/2015 |          |
| 2.1.2.3 Develop a Domestic Wastewater Management Plan.              | Whitehead & Associates are working on the draft Domestic Wastewater Management Plan. It will be available in the near future for discussion.                                                                                                                                                                        | Health and Community Services                                               | 30/06/2015 |          |
| 2.1.2.4 Community infrastructure and asset renewal plan.            | Draft plans are presently being finalised.                                                                                                                                                                                                                                                                          | Sustainable Assets                                                          | 30/06/2015 |          |
| 2.1.2.10 Develop a Colac Otway Shire Footpath Strategy.             | Strategy is in initial draft form.                                                                                                                                                                                                                                                                                  | Capital Works                                                               | 30/06/2015 |          |
| 2.1.2.11 Develop a 10 Year Capital Works Strategy.                  | Draft strategy prepared. Additional work required prior to forwarding to Executive for comment.                                                                                                                                                                                                                     | Capital Works                                                               | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                       |                                                                                                                                                                                                                                                                                                                     | 2.1.4 Promote local business, services and foster employment opportunities. |            |          |

Colac Otway Shire Council Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION                                                                                         | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | BUSINESS UNIT                                                                                          | COMP. DATE | PROGRESS |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------|----------|
| 2.1.4.7 Develop a 4 year Economic Development Strategy.                                        | Regional Development Victoria indicate no funding is available. A contingency plan will be developed in January for consideration by councillors in February/March.                                                                                                                                                                                                                                                                                                                                                                          | Economic Development                                                                                   | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2.1.5 Grow tourism to support the local economy.                                                       |            |          |
| 2.1.5.6 Implement the Visiting Friends and Relatives "Love our Region" local tourism campaign. | Ahead of the campaign break over the peak tourist season the campaign had attracted 672 residents. or 1 in 20 adults in the Shire had signed up.                                                                                                                                                                                                                                                                                                                                                                                             | Economic Development                                                                                   | 30/06/2015 |          |
| <b>Council Plan Pillar :</b>                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3 A Place to Live and Grow                                                                             |            |          |
| <b>Council Plan Goal:</b>                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3.1 Improve access to buildings, spaces, services and education to support and enable quality of life. |            |          |
| <b>Council Plan Strategy:</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3.1.1 Address the health and wellbeing needs of people of all ages and abilities.                      |            |          |
| 3.1.1.21 Implement the Public Health and Wellbeing Plan.                                       | Further elements of the Plan have been undertaken in this quarter. These include: Improving Liveability for Older People (ILOP) Ambassadors taking a lead role in Seniors Week through a photography exhibition of older people: the initial meeting of our local Health and Wellbeing Alliance; promotion of the prevention of violence against women activities, and working closer to the opening of a Foodshare. The drafts for discussions of the Access, Equity and Inclusion Plan, Early Years Plan and 50+ Plan have been completed. | Health and Community Services                                                                          | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3.1.2 Advocate for access to an increased range of education and training opportunities.               |            |          |
| 3.1.2.1 Implement the Workforce and Industry Development Project (Advancing Country Towns).    | Trade Training Centre business plan project remains on track. Green Feasibility Study has concluded an initial round of consultation with a more in depth round-table scheduled for February. Renegotiation with consultant for better outcomes on workforce development plans.                                                                                                                                                                                                                                                              | Economic Development                                                                                   | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3.1.3 Increase the diversity of arts, culture and social spaces.                                       |            |          |

Colac Otway Shire Council

Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION                                                                    | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | BUSINESS UNIT                           | COMP. DATE | PROGRESS |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------|----------|
| 3.1.3.5 Staged implementation of the Beechy Precinct development program. | Construction of the Bluewater Fitness Centre Redevelopment continues. Colac Secondary College sports field to be 'handed over' to the school in February 2015. Pre-planning work for the Central Reserve Redevelopment project has commenced.                                                                                                                                                                                                                                                                                                                     | Recreation, Arts and Culture            | 30/06/2015 |          |
| 3.1.3.6 Staged implementation of the Open Space Strategy.                 | Eliminyt Playground Stage 2 project has been completed. Wye River Open Space Development - construction works for the Harrington Park redevelopment completed in late December 2014. Some minor elements to be completed early in 2015. Surveying of river pathway anticipated to be completed by January 2015. Fonterra has announced the donation of 1ha of land at Cororooke for the purposes of public open space. A landscape master plan for this site has commenced. Signage and furniture renewal in a number of reserves to be undertaken in early 2015. | Recreation, Arts and Culture            | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 3.1.4 Maintain existing infrastructure. |            |          |
| 3.1.4.2 Implement the annual Capital Works and Major Projects Program.    | Capital Works and Major Projects program has been determined and is being implemented.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Capital Works                           | 30/06/2015 |          |
| 3.1.4.7 Implement the asset renewal and maintenance programs.             | 2014/15 Works Programs in progress at both planning and implementation stages.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Sustainable Assets                      | 30/06/2015 |          |
| 3.1.4.8 Footpath Renewal Program.                                         | Initial works comenced on 15 October in Robertson Street, Colac and have been completed. Also completed are works in Miller Street, Churchill Square, Church Street and Quamby Avenue all of which are located in Colac.                                                                                                                                                                                                                                                                                                                                          | Sustainable Assets                      | 30/06/2015 |          |

**Colac Otway Shire Council** **Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION                                      | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | BUSINESS UNIT      | COMP. DATE | PROGRESS                                                                              |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------|---------------------------------------------------------------------------------------|
| 3.1.4.9 Annual Road Resealing Program.      | The Contract for this year's sealing works was awarded to Inroads at the November 2014 Council meeting. Works commenced in early December 2014 in areas south of Colac to minimise inconvenience during the upcoming holiday period.                                                                                                                                                                                                                                                                                                                                                                                                               | Sustainable Assets | 30/06/2015 |    |
| 3.1.4.9 Sealed road reconstruction program. | Weering School completed. Warowie in January, Colac and Lorne in February.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Cosworks           | 30/06/2015 |    |
| 3.1.4.10 Bridge Reconstruction Program.     | The 2014/15 Bridge Renewal Programme has been revised. New priorities included on this year's programme are:<br>- Major repairs to Watsons Access Bridge, Glenaire<br>- Major repairs to Phalps Road Bridge, Larpent<br>- Major repairs to F Pearces Access Bridge over the Barham River<br>- New concrete deck overlay to bridge along the Cape Otway Road<br>Tenders for consultancy services to investigate and prepare bridge rehabilitation designs closed. The Contract for this service was awarded to Rural Works Pty Ltd. It is a requirement of the Contract that all required documentation be complete within 8 weeks of commencement. | Sustainable Assets | 30/06/2015 |    |
| 3.1.4.10 Unsealed road resheeting program.  | Approx 60km completed. Expenditure \$1,100,000.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Cosworks           | 30/06/2015 |  |

Colac Otway Shire Council Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION                                                                                                            | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | BUSINESS UNIT                              | COMP. DATE | PROGRESS |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------|----------|
| 3.1.4.11 Building Renewal Program.                                                                                | The following is a status summary of projects being completed under the 2014/15 Building Renewal Programme:<br>- Council is currently seeking indicative costing on the proposed addition to the Pirron Yallock Recreation Reserve Clubrooms.<br>- A contractor has been appointed to undertake the replacement of the existing floor coverings in COPACC. The commencement date is yet to be confirmed and is dependent on the supply of the nominated carpet tile.<br>- Structural Engineers have been engaged to undertake the assessment of the damage to the Beech Forest Hall floor and provide treatment options to address areas of failure. | Sustainable Assets                         | 30/06/2015 |          |
| 3.1.4.11 Implement the annual maintenance program.                                                                | Works programs slightly behind at this stage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Cosworks                                   | 30/06/2015 |          |
| <b>Council Plan Pillar :</b>                                                                                      | 4 A Healthy Community and Environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                            |            |          |
| <b>Council Plan Goal:</b>                                                                                         | 4.1 Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                            |            |          |
| <b>Council Plan Strategy:</b>                                                                                     | 4.1.1 Encourage active participation in recreation, arts and leisure pursuits.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                            |            |          |
| 4.1.1.3 Consult with Colac Library Annexe users and the wider community on the services provided at the facility. | Briefing papers prepared for two Councillor Workshops in November and December. Consultation to occur early 2015.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Corporate & Community Services GM's Office | 30/06/2015 |          |
| 4.1.1.14 Staged implementation of the Active Transport Strategy.                                                  | The Apollo Bay and Colac Wayfinding Strategy has been completed. The Walk to School program was held in October and was a great success with terrific participation from schools across the Shire.                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Recreation, Arts and Culture               | 30/06/2015 |          |

Colac Otway Shire Council

Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION                                                                                                                  | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                     | BUSINESS UNIT                                                                        | COMP. DATE | PROGRESS                                                                              |
|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------|
| 4.1.1.17 Staged implementation of the Physical Activity Strategy.                                                       | Council officers have met with Leisure Networks and Barwon Medicare Local to progress the implementation of a green referrals program for Colac. Active Transport actions continue to be implemented through wayfinding signage and the Walk to School program. The strategy also continues to provide guidance to urban development and planning permit applications. | Recreation, Arts and Culture                                                         | 30/06/2015 |    |
| <b>Council Plan Strategy:</b>                                                                                           |                                                                                                                                                                                                                                                                                                                                                                        | 4.1.3 Increase environmental sustainability through direct initiatives and advocacy. |            |                                                                                       |
| 4.1.3.2 Climate Resilient Communities Project.                                                                          | The High Priority Regional Projects have been identified and project plans have been finalised. The projects include developing climate adaptation plans for eight Councils and developing an interactive web portal to enable improved knowledge sharing.                                                                                                             | Environment & Community Safety                                                       | 30/06/2015 |    |
| 4.1.3.10 Solar Array Installations.                                                                                     | Installation of the solar array has been completed for the Rae Street Precinct. The 100kw system has already started generating power. An official launch will be organised early in 2015 to celebrate the achievement. Work will then focus on organising the installation of the solar array on the Bluewater Fitness Centre.                                        | Environment & Community Safety                                                       | 30/06/2015 |  |
| <b>Council Plan Strategy:</b>                                                                                           |                                                                                                                                                                                                                                                                                                                                                                        | 4.1.4 Protect and care for the natural environment.                                  |            |                                                                                       |
| 4.1.4.1 Review of Transfer Station and Landfill long term strategy in conjunction with Regional Waste Management Group. | Comments have been made to the regional waste infrastructure report prepared by the MRA Consulting Group.                                                                                                                                                                                                                                                              | Major Contracts                                                                      | 30/06/2015 |  |

Colac Otway Shire Council

Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION                                                                                  | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                        | BUSINESS UNIT                                                                               | COMP. DATE | PROGRESS |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------|----------|
| 4.1.4.10 Implement the relevant stages of the Environment Strategy 2010-18.             | Actions are being undertaken in accordance with the Environment Strategy and the supporting Environment Action Plan. Carp management works are being undertaken along Barongarook Creek. The High Priority Projects under the broader Climate Resilient Communities Project have commenced. The Solar Array has been installed on COPACC and the streetlights have all been replaced with new LED lights. | Environment & Community Safety                                                              | 30/06/2015 |          |
| <b>Council Plan Strategy:</b>                                                           |                                                                                                                                                                                                                                                                                                                                                                                                           | 4.1.5 Support community safety initiatives, local law enforcement and emergency management. |            |          |
| 4.1.5.1 Review of the Port of Apollo Bay Safety and Environment Management Plan (SEMP). | Internal Review of the Safety and Environment Management Plan (SEMP) completed in September 2014, with the participation of Port SEMP officer, Port Team Leader and Port Manager.                                                                                                                                                                                                                         | Major Contracts                                                                             | 30/06/2015 |          |
| 4.1.5.9 Implement the Neighbourhood Safer Places Plan.                                  | New Neighbourhood Safer Places have been designated in Gellibrand, Beeac and Birregurra. Signs have been installed and awareness raising conducted to ensure the community is aware of exactly what they are/are not for.                                                                                                                                                                                 | Environment & Community Safety                                                              | 30/06/2015 |          |
| 4.1.5.15 Implement the Municipal Emergency Management Plan.                             | The Municipal Emergency Management Plan (MEMP) has been reviewed and audited by the State Emergency Services. The revised version of the MEMP was endorsed by Council in December 2014.                                                                                                                                                                                                                   | Environment & Community Safety                                                              | 30/06/2015 |          |
| 4.1.5.16 Develop a Domestic Animal Emergency Management Plan.                           | Council continues to undertake actions in accordance with the Domestic Animal Management Plan. Animals are being impounded where necessary and, where possible, are rehoused if they are not collected in the required timeframe.                                                                                                                                                                         | Environment & Community Safety                                                              | 30/06/2015 |          |





## COUNCIL POLICY

|                                 |                                     |
|---------------------------------|-------------------------------------|
| <b>Council Policy Title:</b>    | <b>Debt Management and Recovery</b> |
| <b>Council Policy ref. no:</b>  |                                     |
| <b>Responsible Department:</b>  | Corporate & Community Services      |
| <b>Date of adoption/review:</b> |                                     |

### TABLE OF CONTENTS

|           |                                                                                             |           |
|-----------|---------------------------------------------------------------------------------------------|-----------|
| <b>1.</b> | <b><u>PURPOSE</u></b> .....                                                                 | <b>2</b>  |
| <b>2</b>  | <b><u>SCOPE</u></b> .....                                                                   | <b>2</b>  |
|           | 2.1 <u>This policy covers:</u> .....                                                        | 2         |
|           | 2.2 <u>Exclusions</u> .....                                                                 | 2         |
|           | 2.3 <u>Inclusions</u> .....                                                                 | 2         |
| <b>4</b>  | <b><u>GENERAL PRINCIPLES APPLICABLE TO ALL DEBTS</u></b> .....                              | <b>3</b>  |
|           | 4.1 <u>PAYMENT TERMS</u> .....                                                              | 3         |
|           | 4.2 <u>INVOICING</u> .....                                                                  | 3         |
|           | 4.3 <u>CREDIT APPLICATIONS</u> .....                                                        | 3         |
|           | 4.4 <u>REMINDER NOTICES</u> .....                                                           | 3         |
|           | 4.5 <u>PAYMENT ARRANGEMENTS</u> .....                                                       | 4         |
|           | 4.6 <u>INTEREST PENALTIES</u> .....                                                         | 4         |
|           | 4.7 <u>CONTINUATION OF THE PROVISION OF SERVICES WHERE A DEBT IS OVERDUE</u> .....          | 4         |
|           | 4.8 <u>FINANCIAL HARDSHIP</u> .....                                                         | 5         |
|           | 4.9 <u>DEBT RECOVERY</u> .....                                                              | 5         |
|           | 4.10 <u>PROVISION FOR DOUBTFUL DEBTS</u> .....                                              | 6         |
|           | 4.11 <u>BAD DEBTS</u> .....                                                                 | 6         |
|           | 4.12 <u>APPROVAL DELEGATION LIMITS TO WRITE OFF BAD DEBTS AND/OR PENALTY INTEREST</u> ..... | 6         |
|           | 4.13 <u>CORRECTION OF INVOICING AND RATING ERRORS</u> .....                                 | 7         |
| <b>5</b>  | <b><u>REQUIREMENTS IN RELATION TO SPECIFIC TYPES OF DEBTORS</u></b> .....                   | <b>7</b>  |
|           | 5.1 <u>RATES (REFER DEFINITION)</u> .....                                                   | 7         |
|           | 5.2 <u>AGED AND DISABILITY FEES</u> .....                                                   | 8         |
|           | 5.3 <u>INFRINGEMENT NOTICES</u> .....                                                       | 8         |
|           | 5.4 <u>LEASES</u> .....                                                                     | 9         |
|           | 5.5 <u>GRANTS</u> .....                                                                     | 9         |
|           | 5.6 <u>EMPLOYEE DEBTORS</u> .....                                                           | 9         |
| <b>6</b>  | <b><u>ROLES AND RESPONSIBILITIES</u></b> .....                                              | <b>9</b>  |
|           | 6.1 <u>DEBT OWNER</u> .....                                                                 | 9         |
|           | 6.2 <u>FINANCE</u> .....                                                                    | 9         |
| <b>7</b>  | <b><u>DEFINITIONS</u></b> .....                                                             | <b>10</b> |

## 1. PURPOSE

To define Council's Policy for the management and recovery of outstanding debts.

## 2 SCOPE

2.1 This policy covers:

- All debts;
- Some aspects of invoicing;
- The initial establishment of a debt;
- Follow up actions to collect outstanding debts;
- Creation of a provision for doubtful debts;
- Write off of bad debts

## 2.2 EXCLUSIONS

This Policy does not override any government legislation or regulation in relation to specific types of debtors. In particular, the Local Government Act clearly establishes the law that applies to the declaration of rates, payment of rates, interest on outstanding rates and the collection of overdue rates.

## 2.3 INCLUSIONS

This Policy includes but is not limited to:

- Rates (as defined in section 6 )
- Facility Hire Fees
- Lease Fees
- Unpaid Grants
- Fire Hazard Clearance Charges
- Local Laws
- Fines and Infringements
- Saleyards Fees
- Blue Water Fitness Centre Fees
- Port of Apollo Bay Fees
- Special Charge Schemes
- Waste Management
- Private Works

## 3 OBJECTIVES

The Policy Objectives are:

- To ensure that the collection of debts is undertaken equitably (that is, fairly and impartially), consistently, efficiently, effectively and in accordance with good governance);
- To encourage any person, organization or company having difficulty in paying an outstanding debt to contact Council and make arrangements for a payment plan to pay the debt in reasonable and manageable timeframe; and
- To ensure that the collection of debt is consistent with the *Local Government Act* and Regulations, Accounting Standards and recognized financial practices.

## **4 GENERAL PRINCIPLES APPLICABLE TO ALL DEBTS**

The general principles described in Section 5 of the Policy are applicable to all debts and debtors but they also need to be considered in conjunction with Section 6 which outlines specific requirements in relation to debt types.

### **4.1 PAYMENT TERMS**

Council's payment terms are 30 days unless specific regulations apply or unless Section 6 of this Policy applies.

### **4.2 INVOICING**

A debt is created when the service is provided or when the invoice is created; whichever occurs first. (Note: Income is recognized in Council's financial accounts when the service has been provided, generally when the invoice has been raised, or when cash is received).

### **4.3 CREDIT APPLICATIONS**

Customers with previous Bad Debts or a disallowed Credit Application will be held with the Council Revenue Officers. Council's Policy is to allow all Council Officers the opportunity to refuse offering credit where a poor credit history exists.

Different credit terms may be offered for each Debtor class or group due to the unique environments in which a Debtor class might operate. Unless specifically described, this policy shall apply.

A credit application must be completed by the prospective client for any works or services estimated to exceed \$1000 (excluding Government Departments & Utilities). Credit Approval (or recommendation for conditions applicable to credit) must be obtained from the Manager Finance & Customer Service prior to the commencement of works/services.

### **4.4 REMINDER NOTICES**

If payment of the invoice has not been received within 14 days after the payment due by date, a reminder notice shall be sent out by Finance (except as described in Section 6).

The reminder notice shall request payment within 14 days and advise of any penalties that may apply to non-payment. The reminder notice shall encourage the debtor to contact Council to discuss any concerns with the debt or reasons why the invoice has not been paid.

Reminder phone call, and other debt follow up procedures may be employed by the debt owner or Finance.

If payment has not been received within 14 days of the reminder notice, a final notice shall be sent. The final notice shall request payment within 7 days. The final notice may include any interest penalties that may apply.

A final notice shall not be sent to Aged & Disability Debtors and in relation to unpaid Grants. However, further reminder notices should continue to be sent. A record shall be kept of all attempts to contact the debtor, whether successful or unsuccessful.

If payment is not received in the required timeframe after the final notice the debtor may be referred to debt collection agency (see Section 5.9).

### **4.5 PAYMENT ARRANGEMENTS**

Any person, organization or company who is having difficulty in paying the debt is encouraged to contact Council and make a personal payment arrangement to pay off the debt in a reasonable and manageable timeframe.

Finance will consider requests for a Personal Payment Arrangement and may agree upon a plan (for example, a personal payment arrangement to make a weekly payment of an agreed amount until the debt is paid in full).

Only Finance can authorize payment arrangements with the exception of Local Laws fines. In some instances, Customer Service may make payment arrangements in relation to Rates but only in accordance with guidelines provided by the Revenue and Property Co-Ordinator.

Details of the payment arrangement must be recorded and payments monitored. Any defaults (that is, payment not made by the agreed date) shall be followed up by Finance (except as described in Section 6) and a new payment arrangement may be made.

Failure to adhere to a payment arrangement shall result in Council commencing Debt Collection procedures unless the debt is governed by other regulations that prohibit debt collection.

#### **4.6 INTEREST PENALTIES**

- Council shall charge interest on unpaid rates and charges in accordance with Section 172 of the Local Government Act.
- The penalty interest percentage rate is fixed under Section 2 of the Penalty Interest Rates Act as applied on the first day of July.
- Unless prohibited under specific legislation or excluded in Section 6 of this policy, Council shall charge penalty interest on sundry debtors that are overdue by more than 60(90) days.
- The penalty interest percentage rate may be applied to sundry debtors in accordance with Section 172 of the Local Government Act.
- If interest is to be applied, it is to be under instruction from the relevant Manager and the approval of the Manager Finance shall also be obtained.

#### **4.7 CONTINUATION OF THE PROVISION OF SERVICES WHERE A DEBT IS OVERDUE**

In the case where the service is discretionary (for example facility hire charge or service fee) and is not governed by specific regulation the relevant Department or Unit must not continue to supply service where debts are more than 90 days old and no payment arrangement has been agreed.

In these circumstances Executive approval is required to continue provision of services.

However, in a number of cases Council must continue to supply services regardless of outstanding debts, this is often dictated by specific regulations or funding agreements (for example Home and Community Care).

#### **4.8 FINANCIAL HARDSHIP**

Under Sections 180 and 171A of the Local Government Act, the Victorian Parliament has given local Councils the authority to:

- Defer payment of rates and charges due to hardship (S170); and
- Waive rates and charges and interest due to financial hardship (171A).

Council has developed the "Rates Hardship Policy" for the purpose of defining Council's interpretation and application of Sections 170 and 171A of the Local Government Act.

This Debt Management and Recovery Policy recognizes that the principles of the Rates Hardship Policy are also applicable to Sundry Debtors, in particular Home and Community Care.

---

#### **4.9 DEBT RECOVERY**

Unless there is specific regulation or other requirements set out in Section 6 or unless a personal payment plan has been agreed, Council shall refer a debt that is overdue by 90 days or more to a debt collection agency.

The debtor shall be liable for all legal costs incurred by Council in the debt collection process.

Finance shall advise the relevant department of the intention to refer the debt to a debt collection agency.

For debt recovery action not to be taken, the approval of the relevant Manager and the Manager Finance is required.

If no payment has been received after the initial treatment by the agency then the Finance Department shall determine if it is financially beneficial to pursue legal recovery.

Generally, only sundry Debts over \$500 shall be referred to the debt collection agency. In the case of debts under \$500, the debt shall be written off in accordance with Sections 5.12 and 5.13 and the debtor shall be advised that they are no longer eligible to receive the service until such time as the debt is paid (with the exception of Home and Community Care).

For Sundry Debtors Council may instruct the agency or the agency's solicitors or its own solicitors to take all or some of the following steps to collect the debt:

1. Debt Collection agency final notice shall be issued.
2. Field Call to Debtor
3. Application shall be made to the Magistrates Court for a Complaint to be issued.
4. Pre-Judgment warning letter shall be sent.
5. Application shall be made to Magistrates Court for Judgment
6. Pre-Warrant warning letter sent
7. Application shall be made to the Magistrates Court for a Warrant to be issued.
8. Matter referred to Supreme Court – if required.

#### **4.10 PROVISION FOR DOUBTFUL DEBTS**

Section 5.11 does not apply to debts under \$50.

A provision for doubtful debts is a liability to reflect debt that is likely never to be collected and hence is expected to be written off in future periods.

#### **4.11 BAD DEBTS**

Section 5.10 and 5.11 does not apply to Rates (see 6.1)

If debts are over one year old with no payment plans in place, they shall be considered bad debts; after analysis of the debts as detailed in the Provision for Doubtful Debts.

After all avenues to collect the debt have been exhausted approval may be sought to write off a bad debt (see 5.12)

Finance shall refer all bad debts over one year old to the relevant Director for approval.

All approved write offs shall be recorded in the nominated accounts under the Finance Department.

If a debt is written off and a client seeks to have further service provided at a future date, the written off debt shall be reinstated and the client shall be required to pay the debt prior to the provision of further services (subject to provisions in Section 6).

**4.12 APPROVAL DELEGATION LIMITS TO WRITE OFF BAD DEBTS AND/OR PENALTY INTEREST**

A bad debt of up to \$200 may be written off by the Manager Finance.

A bad debt great than \$200 and less than \$5,000 may be written off by the relevant Director.

A bad debt greater than \$5,000 may be written off by Council Executive.

Penalty interest associated with Sundry Debtors and Rates Debtors may be written off or waived by the Manager Finance or the relevant Director in accordance with the above mentioned limits.

**4.13 CORRECTION OF INVOICING AND RATING ERRORS**

In the event that it is discovered that an error has been made and a Rate Payer or Debtor has been incorrectly undercharged, Council shall correct the error immediately for future billing periods and invoices and Council shall not attempt to apply the correct fee or charge retrospectively.

In the event that it is discovered that an error has been made and a Rate Payer or Debtor has been incorrectly overcharged, council shall correct the error immediately for current and future billing periods and invoices and Council shall apply the correct fee or charge retrospectively only for the financial year in which the error was discovered. Upon written application for the Rate Payer or Debtor who has been incorrectly overcharged, the Director Corporate Services shall consider the merits of the matter and the Director may apply the correct fee or charge retrospectively (for example in the case where an error which had previously been brought to Council's attention and not corrected).

**5 REQUIREMENTS IN RELATION TO SPECIFIC TYPES OF DEBTORS**

**5.1 RATES (REFER DEFINITION)**

Section 180 and Section 181 of the Local Government Acts outlines Council's powers in relation to overdue rates and charges. A Rate Notice is sent on or around mid-July each year.

Rates are payable, either in full by 15 February each year or in 4 separate instalments due 30 September, 30 November, 28 February and 31 May.

A notice is placed in the local newspaper on or around 1 week before the first instalment and each subsequent instalment are due. A reminder notice shall be sent out to those who have outstanding balances by the second week in March each year. The Reminder Notice includes unpaid amounts from previous periods and the interest payable. Each reminder notice states that payment must be made within 14 days.

In the case of the 4<sup>th</sup> instalment the payment must be made on or around, but not later than, 30 June.

A Final Notice for Instalment payments is sent out in mid-June stating the payment must be made within 14 days.

For Rates to be paid in full with balances still outstanding in April shall receive a further reminder letter to pay the rates or the debt will be referred to a debt collection agency.

Council may instruct the agency or the agency's solicitors or its own solicitors to take the following steps to collect the debt:

1. Debt Collection agency final notice shall be issued.
2. Solicitor's letter may be sent to Pensioners and those Rate Payers who have defaulted on a personal payment plan or agreement
3. Application shall be made to the Magistrates Court for a Complaint to be issued.
4. Pre-Judgment warning letter shall be sent to Rate Payer.
5. Application shall be made to Magistrates Court for Judgment
6. Pre-Warrant warning letter sent to Rates Debtor
7. Application shall be made to the Magistrates Court for a Warrant to be issued.
8. Matter referred to Supreme Court – if required.

Debt Collection is an expensive process and the full cost of any action is passed onto the Rate Payer and becomes a charge against the property.

Under the Local Government Act unpaid rates and Fire Hazard Clearance Charges remain as a charge against the property and they must be paid first when a property is sold. Therefore, there are no doubtful debts or debt write offs in relation to Rates and Fire Hazard Clearance Charges.

Council has a Policy in relation to the Sale of Land to Recover Unpaid Rates & Charges in accordance with Section 181 of the *Local Government Act*.

## **5.2 AGED AND DISABILITY FEES**

There are various regulations in place in relation to the provision of Aged & Disability Services, some of which are included in funding agreements. Penalty interest cannot be applied, final notices cannot be sent and debts cannot be referred to debt collection agencies.

## **5.3 INFRINGEMENT NOTICES**

Local Laws are governed by Part 5 of the *Local Government Act*.

The Local Laws Unit is also responsible for managing a number of function for which there exists statutory requirements, such as some parking and animal control issues. All debt management relating to these areas shall be undertaken within the scope of the relevant legislation.

Reminder notices shall be sent if the debt is unpaid 28 days after the due date. An administration fee may be added to the penalty if payment has not been made.

If payment is not received within 14 days of the reminder notice, debts may be referred to a debt collection agency.

The Local Laws Unit shall manage the referral of unpaid fines to a debt collection agency but shall advise Finance of the debts that have been referred to the agency.

## **5.4 LEASES**

There may be terms in the lease agreement that vary from the principles outlined in Section 5.

## **5.5 GRANTS**

Final Notices, interest penalties and debt collection processes shall not be invoked for unpaid grants.

## **5.6 EMPLOYEE DEBTORS**

An employee may become a debtor to Council in various circumstances – as a ratepayer or user of a service for example.

Employee debtors shall be subject to all credit checks and debt management processes as any other debtor would. Under no circumstances shall Council show any favouritism or leniency in any way to an employee debtor or engage in any activity where an employee debtor may gain advantageous treatment over any other debtor.

## **6 ROLES AND RESPONSIBILITIES**

### **6.1 DEBT OWNER**

The Department or Unit with responsibility for the income stream is known as the Debt Owner. The Debt Owner has overall responsibility for the management of the related debt.

The Debt Owner is responsible for:

- Ensuring that invoiced amounts are correct
- Providing assistance to Finance in follow up on overdue debts
- Liaising with Finance in terms of the status of debts (e.g. whether it is likely to be recovered)
- Documenting any discussions with Debtors in relation to outstanding monies and providing the documentation to Finance
- Ensuring further credit is not given to the Debtor with overdue debts unless there is a specific regulation (such as Home and Community Care)
- Gaining approval from the relevant Director (and in some cases the Executive) for any debt write off and advising Finance accordingly

It is recognised that in the case of employee debtors the debt owner and employee debtor may both be placed in an uncomfortable position in regard to debt management. The debt owner must bring any debt management issues concerning employee debtors to the attention of senior management. The debt owner will under no circumstances contact the employee debtor directly without liaising with senior management before contact is made.

### **6.2 FINANCE**

In relation to debt collection, Finance is responsible for:

- Sending out Invoices
- Recording debts in the financial system
- Sending out reminder letters on overdue debt (except for Fines and Infringement Notices)
- Follow up on overdue debt (with assistance from the Debt Owner)
- Determining level of doubtful debts (with assistance from the Debt Owner)
- Referring Debts to a debt collection agency after advice from the Debt Owner
- Advising Departments on the status of outstanding debts and making recommendations on debt recovery/write off

- Writing off debts in the financial systems after written approval has been received from the Debt Owner.

## 7 DEFINITIONS

|                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Rates</b>                            | Includes any and/or rates and charges on rateable land as described under Part 8 of the Local Government Act. "Rates" also includes any government imposed charge or levy that Council is required to collect on behalf of the Government.                                                                                                                                                                                          |
| <b>Debts and Sundry Debts</b>           | Includes all debts (other than rates) for Council fees and charges                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Debt Owner</b>                       | The Department or Unit with overall responsibility for the debt. This is generally the Department or Unit which receives the Income.                                                                                                                                                                                                                                                                                                |
| <b>Local Laws Unit</b>                  | The Local Laws Unit is part of the Environment and Community Safety Department and is responsible for the enforcement of local laws.                                                                                                                                                                                                                                                                                                |
| <b>Penalty interest on unpaid debts</b> | Interest that may be charged on unpaid rates and charges in accordance with section 172 of the Local Government Act.                                                                                                                                                                                                                                                                                                                |
| <b>Special Scheme</b>                   | Construction works such as roads, footpaths or drainage which increases the amenity of the area and, therefore the property value. A Special Scheme can also include Private Works such as connection to the Natural Gas Pipeline.<br><br>As the property owner receives a financial benefit from the Scheme they contribute towards the cost of the Scheme, which may be paid off over a number of years in quarterly instalments. |

## ADOPTED/AMENDMENT OF POLICY

| Reviewed Date | Reason for Amendment |
|---------------|----------------------|
|               | Adopted by Council   |
|               |                      |
|               |                      |





### Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. (See over for Explanation/Guide Notes)

#### Assembly Details:

Date: 10, 11, 2014  
Time: 6:00 am (pm)

Assembly Location: Birregurra Lawn Bowls Club, Road Knight St  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay Birregurra)

#### In Attendance:

Councillors: Terry Woodcock, Stephen Hart, Frank Buchanan, Chris Smith, Brian Craddock.

Officer/s: D. McNeill, I. Williams, ~~S. Boller~~

Matter/s Discussed: Planning Application PP169/2014-1 320 Mooler's Rd, Birregurra

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

#### Conflict of Interest Disclosures: (refer page 5)

Councillors: None

Officer/s:

Left meeting at:

Completed by:

C:\Documents and Settings\white\Local Settings\Temporary Internet Files\Content.Outlook\EC5A36RB\Assembly of Councillors Record revised.doc



### Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. {See over for Explanation/Guide Notes}

#### Assembly Details:

Date: 25, 11, 14

Time: 6:00 am/pm

Assembly Location: 320 Mooleric Rd, Birregurra  
(some e.g.'s. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

#### In Attendance:

Councillors: Frank Buchanan, Stephen Hart, Terry Woodcroft, Chris Smith, Brian Crook

Officer/s: D. McNeill, B. Butler, P. Gardiner

Matter/s Discussed: Planning Application PP169/2014-1 320 Mooleric Rd, Birregurra

(some e.g.'s. Discussions with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

#### Conflict of Interest Disclosures: (refer page 5)

Councillors: None

Officer/s:

Left meeting at: 8:10pm

Completed by: Doug McNeill

C:\Documents and Settings\white\Local Settings\Temporary Internet Files\Content.Outlook\EC5A36RBA\Assembly of Councillors Record revised.doc



### Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. {See over for Explanation/Guide Notes}

#### Assembly Details:

Date: 9, 12, 2014

Time: 6:00 am/pm

Assembly Location: COPACC Rae St Colac  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

#### In Attendance:

Councillors: Brian Cook, Chris Smith, Terry Woodcroft, Frank Buchanan, Stephen Hart

Officer/s: D. McNeill, B. Butler

Matter/s Discussed: Planning Application PP169/2014 - 320 Mooleric Rd, (Proposed Quarry) Amberley  
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5) N/A

Councillors: / / /

Officer/s: / / /

Left meeting at: .....

Completed by: .....

C:\Documents and Settings\white\Local Settings\Temporary Internet Files\Content.Outlook\EC5A36RB\Assembly of Councillors Record revised.doc

|                                                                                                                            |                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br>Colac Otway<br>SHIRE<br><b>Agenda</b> | <h1 style="margin: 0;">Councillor Workshop</h1> <p style="margin: 0;"><b>Wednesday, 10 December 2014</b><br/> <b>COPACC Meeting Room</b><br/> <b>9.00 am to 4.00 pm</b></p> |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**ATTENDEES:**  
 Cr Frank Buchanan (Mayor), Cr Lyn Russell, Cr Stephen Hart, Cr Terry Woodcroft (absent 12.45pm – 1.30pm), Cr Michael Delahunty, Cr Brian Crook

Sue Wilkinson (CEO)  
 Colin Hayman (GM, Corporate & Community Services)  
 Doug McNeill (Acting GM, Sustainable Planning & Development) - 9.00am - 12.45pm  
 Phil Corluka (GM, Infrastructure & Services)

**Part:**  
 Adam Lehmann, Ashley Roberts, Emma Clark, Jodie Fincham, Stewart Anderson, Rhonda Deigan.

**Apology:**

| <b>Agenda Topics</b>                                                                     |                                                                                                              |                               |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>9.00 am</b>                                                                           | <b>Declaration of Interest</b><br>Cr Lyn Russell & Cr Michael Delahunty – Quarry Discussion                  |                               |
| <b>9.00am – 11.25am</b><br><b>Morning Tea</b><br><b>(10.15am – 10.30am)</b>              | <b>Budget Briefing comprising Depreciation, Asset Renewals, Fees and Charges and Councillors budget bids</b> | Adam Lehmann/Ashley Roberts   |
| <b>11.25am – 12.15pm</b>                                                                 | <b>General Business</b>                                                                                      |                               |
| 12.15pm – Crs Russell & Delahunty declared a conflict of interest and left the workshop. |                                                                                                              |                               |
| <b>12.15pm – 12.25pm</b>                                                                 | <b>Quarry Discussion</b>                                                                                     |                               |
| 12.25pm – Crs Russell & Delahunty returned to the workshop.                              |                                                                                                              |                               |
| <b>12.25pm – 1.00pm</b>                                                                  | <b>Lunch</b>                                                                                                 |                               |
| <b>1.00pm – 1.25pm</b>                                                                   | <b>Festival &amp; Events Support Scheme Review</b>                                                           | Emma Clark<br>Jodie Fincham   |
| <b>1.25pm – 1.40pm</b>                                                                   | <b>Wye River Carparking Signage</b>                                                                          | Stewart Anderson              |
| <b>1.40pm – 3.10pm</b>                                                                   | <b>Local Law Meeting Procedures Workshop (no paper)</b>                                                      | Colin Hayman<br>Rhonda Deigan |



### Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. {See over for Explanation/Guide Notes}

#### Assembly Details:

Date: 11 / 12 / 2014

Time: 7.30 pm

#### Assembly Location: Colac Botanic Cafe

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

#### In Attendance:

Councillors: Cr Woodcroft /...../...../.....

Officer/s: Greg Anderton / Laurence Towers /...../.....

Matter/s Discussed: See Attached Agenda

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

#### Conflict of Interest Disclosures: (refer page 5)

Councillors: ...../...../.....

...../...../.....

Officer/s: ...../...../.....

...../...../.....

Left meeting at: .....

Completed by: Kristy Cochrane

\\colacdocs\user documents\kcochrane\Offline Records (CL)\Assembly of Councillors - Friends of the Colac Botanic Gardens - December Meeting - 20141211.docx



**MINUTES** of meeting of Friends of Colac Botanic Gardens  
Thurs 11<sup>th</sup> December 2014  
At Colac Botanic Café at 7:30pm

**PRESENT:** Anne Mercer(AM) Chair, Ros Scanlan(RS) Secretary, Chris Bell (CB) Treasurer, Mary Eaton (ME), Margot Fitzpatrick(MF), Pauline Maunsell (PM), Jan McMahon(JM), Helen Paatsch (HP), Jen Todorovic (JT)

**IN ATTENDANCE:** Laurence Towers (LT), Cr Terry Woodcroft (TW), Greg Anderton (GA)

**APOLOGIES:** Gwentyth Knox, Chris Smith (CS),

**MINUTES OF PREVIOUS MEETING** 1 CB 2 PM Carried -Minutes accepted with correction to a Gen Bus item re the amount received for calendar sales: not \$350 but \$1710.

**Business arising:**

Site meeting re building options: GA to advise in General Business.

Query re fire brigade track fencing: GA spoke to Gary Devercelli of the Colac Fire Brigade. They see the fence as a safety measure which they need. It can be removed if the track is relocated in the future.

Glastonbury Community Services proposals re involvement in 2015: Held to Gen. Bus.

Glass House Ventilator: The hot house now has a shade cover.

\* MF moved that LT purchase a suitable ventilator to the cost of \$100. 2 JT, carried.

Australia Day & 150th Anniversary items – to General Business

**CORRESPONDENCE**

**Out:**

To the Manager, Bendigo Bank: registering the 4 executive members as signatories for the new account & providing the minutes of relevant meetings.

Veronica O'Brien, President Victorian Rose Society: inviting her to speak at the opening of the rose arbour

**In:**

The Gardens magazine of the Royal BG and Domain Trust, Sydney

Tim Entwisle – thank you for calendar Confirmation of Shire booking for March for the Family Picnic. Booking application tabled.

Correspondence received 1. JM 2. PM Carried

**Business arising from correspondence:** Nil

**TREASURER'S REPORT**

Amended October balance included in financial statement.

Balance at end of November: \$13,837.84

Sponsorships received: \$3,350

Calendar sales: \$2,605

Prints costs: \$462.65

CB Moved that account for \$1500 from Richard Francis & expenses from HP be paid & that the report be accepted. 2 MF, Carried

#### **GARDENER'S REPORT**

Report was tabled.

JM has compiled information for the rose plaques for the rose arbour.

LT has conducted two school tours & two Rotary tours. AM commented that The Friends are able to conduct the tours to relieve LT of this workload.

\* LT to confer with HP over special & donated plants for history.

#### **POTTING REPORT**

JM Graham & Marion did usual activities at potting sessions & JM stocked the stall twice. JM thanked LT for the irrigation system.

#### **GENERAL BUSINESS**

Information re regulations about gatherings in the Gardens & alcohol at events TW: There is no restriction on casual gatherings including alcohol as part of their activities. A permit is required for a planned large gathering. The onus is on the event organisers to maintain safety.

TW raised the issue of the track between the trees to the west of the Gardens. It is used for parking and has a large pot hole & is in need of repair. The picnic table also needs repair or replacement. It should be in the style used elsewhere in the Gardens.

\* Moved that this committee wishes TW to make representations that this area of land be improved & the parking area maintained. 1 PM, 2 HP Carried

GA advised concerning the shed in the Gardeners compound. Quotes have been received and will allow a shed 5m x 16m to be erected. It will extend to close to the southern fence. It will have a concrete pad and an enclosed area to store mowers and garden equipment. There will be an open sided end 4 x 5m in area which the potters can use and possibly space to shelter during tours. Plumbing and power are not planned at this stage.

Heritage Victoria approval has been sought.

Warren Warboys has been recommended by RMBG to be consultant curator to the CBG. AM requested that the committee be advised of who has been approved.

The new consultant curator might attend the picnic day in March.

#### *Australia Day programme & personnel:*

RS prepared a schedule & personnel list. 150<sup>th</sup> subcommittee to meet to finalise before 26<sup>th</sup> January.

For the Shire, all committee members completed a volunteer form for Australia day & a new form for general activities.

Botanic prints & calendar sales (space, display needs etc.):

\* CB will approach 3CS concerning calendar sales at Carols by Candlelight

JM displayed 3 framed prints & has 19 unframed copies. Packaging was discussed. Framed prints will sell for \$200, unframed prints for \$30 & laminated copies for \$25.

*Other anniversary events / activities:*

History & book launch event HP, AM

Richard Francis has submitted an account. Expenditure on the book is beyond our original estimate and exceeds the grant from the Shire.

Rose arch re-opening on 14<sup>th</sup> February

A letter has been sent to the President of the Victorian Rose Society inviting her to open the arch.

\* CB & the 150<sup>th</sup> subcommittee are completing the Shire risk management assessment etc. for the event.

Plant sale & picnic day on 21<sup>st</sup> March MF

MF presented a proposal for the day's events

\* Glastonbury Community Services has asked us to create a sheet of "20 Things for Children to Do in the Gardens".

*Promotion*

MF presented a DL size promotional flyer for the 150<sup>th</sup> activities.

\* MF moved that 1,000 copies of the flyer be printed at a cost up to \$400. 2 JT, carried.

A list of suggested topics and interview opportunities to be prepared for the Colac Herald & 3CS. Deferred to the next meeting

\* AM to write to Gardening Australia

**OTHER BUSINESS**

Historical Society display is scheduled for next year, preferred time is May-June to coincide with the book launch and actual anniversary.

**RAFFLE:** RS

**MEETING CLOSED:** 9:30pm

**NEXT MEETING:** Thursday 12<sup>th</sup> February 2015 at 7:30pm.



### Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting.

#### Assembly Details:

Date: 12 / 12 / 2014  
Time: 9.00 am

Assembly Location: Colac Regional Selling Centre

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

#### In Attendance:

Councillors: Cr Buchan / ..... / ..... / .....  
..... / ..... / ..... / .....  
Officer/s: Phil Corluka / Greg Anderton / Adam Lehmann / Graeme Riches  
Kristy Cochrane / ..... / ..... / .....

Matter/s Discussed:... Flooring options for the yards, Safety at the Saleyards, Development of the Business Plan for the Colac Regional Saleyards, Position with Directions Paper, Priority List for Works/Improvements, External Promotion of the Colac Regional Saleyards, Update – Regional Livestock Selling Centres Discussions, Operating Report – Saleyards Throughput Figures, Other Business, General Business

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

#### Conflict of Interest Disclosures: (refer page 5)

Councillors: ..... / ..... / ..... / .....  
..... / ..... / ..... / .....  
Officer/s: ..... / ..... / ..... / .....  
..... / ..... / ..... / .....

Left meeting at: .....

Completed by: Kristy Cochrane

## Councillor Briefing Session

Wednesday, 17 December 2014

### Venue – COPACC

**ATTENDEES:**

Cr. Frank Buchanan (Mayor)  
 Cr. Brian Crook  
 Cr. Stephen Hart  
 Cr. Michael Delahunty (from 10.30am – 3.50pm)  
 Cr. Terry Woodcroft (from 9.10am)  
 Cr. Lyn Russell  
 Cr. Chris Smith (from 10.30am – 1.32pm)

Sue Wilkinson, CEO  
 Colin Hayman, General Manager, Corporate & Community Services (from 2.20pm)  
 Phil Corluka, General Manager, Infrastructure & Services  
 Doug McNeill, A/General Manager, Sustainable Planning & Development  
 Rhonda Deigan, Executive Officer

Part: Blaithe Butler, Paula Gardiner, Jane Preston-Smith, Angus Ramsay - Southern Rural Water (9.11am – 9.42am), Tony White

**APOLOGIES:**

Colin Hayman – until 2.20pm

**Conflicts of Interest:**

|                            |                                                                                                                |
|----------------------------|----------------------------------------------------------------------------------------------------------------|
| Cr Lyn Russell:            | PC141712-3 Use and Development of the Land for Stone Extraction at 320 Mooleric Road, Ombersley (PP169/2014-1) |
| Nature of Disclosure:      | Direct Interest                                                                                                |
| Type of Indirect Interest: | 77B                                                                                                            |
| Nature of Interest:        | Brother-in-law owns Quarry in Colac Otway Shire.                                                               |

|                            |                                                                                                 |
|----------------------------|-------------------------------------------------------------------------------------------------|
| Cr Michael Delahunty:      | PC141712-3 Use and Development of the Land for Stone Extraction at 320 Mooleric Road, Ombersley |
| Nature of Disclosure:      | Indirect Interest                                                                               |
| Type of Indirect Interest: | 77A                                                                                             |
| Nature of Interest:        | Provided engineering opinion regarding condition of Mooleric Road.                              |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cr Delahunty:              | OM141712-4 Draft G21 & AFL Barwon Regional Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Nature of Disclosure:      | Indirect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Type of Indirect Interest: | 78A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Nature of Interest:        | Conducted Geotech investigation into the Alvie Football Ground                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Cr Delahunty:              | OM141712-7 2014/2015 Small Town Improvement Program – Replacement Proposals for Apollo Bay & Birregurra                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Nature of Disclosure:      | Indirect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Type of Indirect Interest: | 78A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Nature of Interest:        | Conducted Geotech investigation for proposed viewing platform in Apollo Bay                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>9.00am – 10.07am</b>    | <p><b>Special Planning Committee – Briefing Session (Blathin Butler, Paula Gardiner, Jane Preston-Smith, Angus Ramsay – Southern Rural Water)</b></p> <p>Having declared a conflict of interest in item 3 of the Special Planning Committee Meeting Agenda, Cr Russell left at 9.09am for the remainder of the Special Planning Committee Briefing Session.</p> <p>Having previously declared a conflict of interest in item 3 of the Special Planning Committee Meeting Agenda, Cr Delahunty indicated prior to the meeting that he would not be attending the Special Planning Committee Briefing Session.</p> |
| <b>10.30am</b>             | <b>Special Planning Committee Meeting (refer to minutes of meeting)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>1.32pm</b>              | <b>Lunch</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>2.20pm – 3.50pm</b>     | <p><b>Councillor Briefing Session/Meeting Preparation (Tony White 2.45pm – 3.00pm)</b></p> <p>Having declared conflicts of interest in items 4 and 7 of the Ordinary Council meeting agenda, Cr Delahunty left the meeting from 2.25pm to 2.34pm, 2.39pm to 2.45pm, 2.47pm to 3.00pm and 3.39pm to 3.41pm</p>                                                                                                                                                                                                                                                                                                    |





## AUDIT COMMITTEE

MINUTES of the Colac Otway Shire Audit Committee held on 3 December 2014 at 9.00 am.  
To be confirmed at the next Audit Committee Meeting on 18 March 2015 at 9.00 am.

### ITEMS & ACTIONS

#### **COMMITTEE ATTENDEES:**

*Mr Mike Said – EMES Consulting (Chair), Ms Linda MacRae – Local Solutions, Cr Hart, Cr Delahunty (from 9.05 am)*

#### **NON-VOTING ATTENDEES:**

*Ms Sue Wilkinson, Mr Colin Hayman, Mr Ashley Roberts, Mr David Testa, Ms Carmen Lawrence (9.45 am to 10.30 am), Mr Phil Corluka (9.30 am to 10.10 am), Ms Janet Forbes (9.30 am to 10.00 am) Mr Jonathan Brett (10.30 am to 10.50 am) Mr Martin Thompson - Crowe Horwath*

#### **APOLOGIES:**

*Mr Stephen O’Kane, LDAssurance*

#### **4 - DISCLOSURE OF ANY CONFLICTS OF INTEREST**

*Cr Delahunty declared an interest in item 8.2A – Review of Procurement/Purchasing Practices and left the meeting from 11.35 am to 11.45 am during discussion on this item.*

#### **5 - CONFIRMATION OF MINUTES – PREVIOUS MEETING**

***Moved Ms MacRae and seconded Cr Hart***

***That the minutes of the Audit Committee meeting of 2 September 2014 be confirmed.***

***Carried***

## ITEMS & ACTIONS

### 6. BUSINESS ARISING FROM PREVIOUS MEETING(S) A – Appointment of Chairperson

#### Recommendation

*That the Audit Committee appoint ..... as the Chairperson of the Audit Committee until 1 December 2014.*

#### Resolution

*Moved Ms MacRae and seconded Cr Hart*

*That the Audit Committee appoint Mr Mike Said as the Chairperson of the Audit Committee until 1 December 2014.*

*Carried*

### 7. CEO'S DECLARATION OF LEGAL COMPLIANCE

The following items relate to issues raised by Sue Wilkinson, CEO.

#### Recommendation

*That the Audit Committee notes the following issues:*

1. *Cressy Shelford Road*
2. *Council Reports in Open Council – Awarding of Contracts*
3. *Mid-Year Budget Review*

#### Resolution

*Moved Ms MacRae and seconded Cr Delahunty*

1. *That the Audit Committee notes the following issues:*

- a. *Cressy Shelford Road*
- b. *Council Reports in Open Council – Awarding of Contracts*
- c. *Mid-Year Budget Review*

2. *That a report be presented to an Audit Committee meeting on the policies and processes with respect to the termination of staff.*

*Carried*

### 8.1 FINANCIAL REPORTING A – First Quarter Financial Performance Report 2014/2015

#### **Purpose**

The purpose of this report was to provide the Audit Committee with a copy of the First Quarter Financial Performance Report for 2014/2015.

#### Recommendation

*That the Audit Committee receives the report on the First Quarter Financial Performance Report 2014/2015 for information.*

## ITEMS & ACTIONS

### Resolution

*Moved Cr Hart and seconded Ms MacRae*

*That the Audit Committee receives the report on the First Quarter Financial Performance Report 2014/2015 for information.*

*Carried*

### 8.2 INTERNAL CONTROL A – Review of Procurement/Purchasing Practices

#### **Purpose**

The purpose of this report was to provide the Audit Committee with:

- An update on the yearly analysis undertaken of creditor payments and the appropriate Tendering/Quotation practices; and
- Information on other procurement activities

### Recommendation

*That the Audit Committee notes the report on the Review of Procurement/Purchasing Practices and notes the recommendations and actions that are to be implemented to further improve the Procurement/Purchasing Practices of Council.*

Cr Delahunty declared an interest in item 8.2A – Review of Procurement/Purchasing Practices and left the meeting from 11.35 am to 11.45 am during discussion on this item.

### Resolution

*Moved Cr Hart and seconded Ms MacRae*

*That the Audit Committee notes the report on the Review of Procurement/Purchasing Practices and notes the recommendations and actions that are to be implemented to further improve the Procurement/Purchasing Practices of Council.*

*Carried*

### 8.2 INTERNAL CONTROL B – IT Security and Control Environment Review

#### **Purpose**

The purpose of this report was to provide an update to the Audit Committee on IT Security and Control issues as part of the Annual Audit Plan, in particular the completion of an IT DR Plan.

### Recommendation(s)

1. *That the Audit Committee notes the significant progress in improving IT Security and Control through addressing recommendations in the "Internal Audit Report, IT Control Environment Review."*

## ITEMS & ACTIONS

2. That the Audit Committee notes the completion of an IT Disaster Recovery (DR) Plan which was endorsed by the Information systems Steering Committee on 27 October 2014.

### Resolution

*Moved Cr Delahunty and seconded Cr Hart*

1. That the Audit Committee notes the significant progress in improving IT Security and Control through addressing recommendations in the "Internal Audit Report, IT Control Environment Review."
2. That the Audit Committee notes that an IT Disaster Recovery (DR) Plan has been endorsed by the Information systems Steering Committee on 27 October 2014, but is still subject to the completion of a Testing Plan and the IT DR Plan Implementation Program.

*Carried*

## 8.2 INTERNAL CONTROL

### C – Waste Audit Report – July 2013 to June 2014

#### **Purpose**

The purpose of the report was to provide information to the Audit Committee on Waste Management data for the year ended 30 June 2014.

#### Recommendation

*That the Audit Committee receives the yearly Waste Management Report for the period July 2013 to June 2014.*

#### Resolution

*Moved Cr Delahunty and seconded Cr Hart*

1. That the Audit Committee receives the yearly Waste Management Report for the period July 2013 to June 2014.
2. That a statement on Waste Management be included in the Quarterly Fraud Control Program report.
3. That any significant exceptions be included in the CEO's declaration of Legal Compliance.
4. That a report on Waste Audit be presented to the Audit Committee on an annual basis.

*Carried*

## ITEMS & ACTIONS

### 8.3 RISK MANAGEMENT A – Risk Management Adherence Report

#### **Purpose**

The purpose of this report was to provide the Audit Committee with an update on Risk Management issues.

#### **Recommendation**

*The Audit Committee Receives the Risk Management Adherence Report as at 19 November 2014.*

#### **Resolution**

*Moved Cr Hart and seconded Ms MacRae*

*The Audit Committee Receives the Risk Management Adherence Report as at 19 November 2014.*

*Carried*

### 8.4 FRAUD PREVENTION/AWARENESS A – Fraud Control Programme

#### **Introduction**

The Annual Work Plan requires that the Fraud Control Programme report be reported to each Audit Committee meeting.

#### **Recommendation**

*That the Audit Committee receives the Fraud Control Programme Report for the period 1 September 2014 to 14 November 2014.*

#### **Resolution**

*Moved Cr Delahunty and seconded Cr Hart*

*That the Audit Committee receives the Fraud Control Programme Report for the period 1 September 2014 to 14 November 2014.*

*Carried*

### 8.6 INTERNAL AUDIT A – Resourcing of Internal Audit

#### **Purpose**

The purpose of this report was to consider the resourcing of Internal Audit for 2015/2016.

#### **Recommendation**

*That the Audit Committee notes the report on Resourcing of Internal Audit and recommends to Council that as part of the considerations for the 2015/2016 budget that the budget for Internal Audit is maintained at \$50,000.*

## ITEMS & ACTIONS

### Resolution

*Moved Cr Hart and seconded Ms MacRae*

*That the Audit Committee notes the report on Resourcing of Internal Audit and recommends to Council that as part of the considerations for the 2015/2016 budget that the budget for Internal Audit is maintained at a minimum of \$50,000.*

*Carried 3 : 1*

*Division called by Cr Michael Delahunty*

*For the motion: Mr Mike Said, Ms Linda MacRae, Cr Stephen Hart*

*Against the Motion: Cr Michael Delahunty*

*Carried*

### 8.6 INTERNAL AUDIT B – Internal Audit Report – Food Act Compliance

#### **Purpose**

The purpose of this report was for the Audit Committee to consider the Internal Audit Report "Food Act Compliance".

### Recommendation

*That the Audit Committee receives the Internal Audit Report on Food Act Compliance noting management comments.*

### Resolution

*Moved Ms MacRae and seconded Cr Delahunty*

- 1. That the Audit Committee receives the Internal Audit Report on Food Act Compliance noting management comments.*
- 2. That a follow up report be provided to the March 2015 Audit Committee meeting on the status of the implementation of the High Risk items.*

*Carried*

### 8.6 INTERNAL AUDIT C – Follow Up of Matters raised in prior Internal Audit Reports

#### **Purpose**

The purpose of this report was for the Audit Committee to consider the Internal Audit Report – "Follow-Up of selected higher risk matters raised in prior Internal Audit Report Reviews."

### Recommendation

*That the Audit Committee receives the Internal Audit Report on the Follow up of High Risk Matters noting both the updated Management Comments and Audit Review and Confirmation.*

## ITEMS & ACTIONS

### Resolution

*Moved Ms MacRae and seconded Cr Delahunty*

- 1. That the Audit Committee receives the Internal Audit Report on the Follow up of High Risk Matters noting both the updated Management Comments and Audit Review and Confirmation.*
- 2. That a report be provided to the Audit Committee on the status of the implementation of High and Medium risk recommendations from previous Internal Audits.*

*Carried*

### 8.6 INTERNAL AUDIT D – Draft Debtor Management Policy

#### **Purpose**

The purpose of this report was for the Audit Committee to consider the draft Debt Recovery Policy.

### Recommendation

*That the Audit Committee receives the Draft Debtor Management Policy and recommends it be presented to Council for adoption.*

### Resolution

*Moved Cr Delahunty and seconded Cr Hart*

*That the Audit Committee receives the amended Draft Debtor Management Policy and recommends it be presented to Council for adoption.*

*Carried*

### 8.6 INTERNAL AUDIT E – Internal Audit Progress Reports

#### **Purpose**

The purpose of the report was to provide the Audit Committee with the Internal Audit Progress Reports for the following years:

- July 2012 to June 2013
- July 2013 to June 2014
- July 2014 to July 2015

### Recommendation

*That the Audit Committee notes the Internal Audit Progress Reports for the periods 2012/2013 to 2014/2015.*

## ITEMS & ACTIONS

### Resolution

*Moved Cr Hart and seconded Ms MacRae*

*That the Audit Committee notes the Internal Audit Progress Reports for the periods 2012/2013 to 2014/2015.*

*Carried*

### 8.6 INTERNAL AUDIT F – Statutory Planning Audit Report – S173 Agreements

#### **Purpose**

The purpose of this report was for the Audit Committee to consider an update on S173 agreements.

#### Recommendation

*That the Audit Committee notes the report on S173 Agreements as a follow up to the Statutory Planning Audit Report considered by the Committee in July 2014.*

### Resolution

*Moved Cr Hart and seconded Ms MacRae*

*That the Audit Committee notes the report on S173 Agreements as a follow up to the Statutory Planning Audit Report considered by the Committee in July 2014.*

*Carried*

### 8.8 COMPLIANCE A – Excess Annual Leave Report

#### **Purpose**

The purpose of the report was to highlight to the audit committee the level of accrued annual leave approaching or exceeding the accepted maximum of eight (8) weeks.

#### Recommendation

*That the Audit Committee receives the Excess Annual Leave Report as at 12 November 2014 for information.*

### Resolution

*Moved Ms MacRae and seconded Cr Delahunty*

*That the Audit Committee receives the Excess Annual Leave Report as at 12 November for information.*

## ITEMS & ACTIONS

*Carried*

### 8.8 COMPLIANCE B – Review Compliance Register

#### **Purpose**

The purpose of this report was to provide the Audit Committee with a copy of the Compliance Register for 2014/2015.

#### **Recommendation**

*That the Audit Committee notes the report on the Review of the Compliance Register 2014-2015.*

#### **Resolution**

*Moved Ms MacRae and seconded Cr Delahunty*

*That the Audit Committee notes the report on the Review of the Compliance Register 2014-2015.*

*Carried*

### 8.9 REPORTING RESPONSIBILITIES A – Operational Plan 2014/2015

#### **Purpose**

The purpose of the report was to provide the Audit Committee with a copy of the Operational Plan First Quarter Performance Report July to September 2014.

#### **Recommendation**

*That the Audit Committee receives the report on the Operational Plan Third Quarter Report – July to September 2014.*

#### **Resolution**

*Moved Ms MacRae and seconded Cr Delahunty*

*That the Audit Committee receives the report on the Operational Plan First Quarter Report – July to September 2014.*

*Carried*

### 8.9 REPORTING RESPONSIBILITIES

#### **B – Victorian Auditor-General – Managing Landfills**

#### **Purpose**

The purpose of the report was to provide the Audit Committee with information to be included in the 2013/2014 Annual Report.

## ITEMS & ACTIONS

### Recommendation

*That the Audit Committee receives the report "Victorian Auditor-General – Managing Landfills" and notes the Council's responses to each of the recommendations.*

### Resolution

*Moved Ms MacRae and seconded Cr Delahunty*

*That the Audit Committee receives the report "Victorian Auditor-General – Managing Landfills" and notes the Council's responses to each of the recommendations.*

*Carried*

### 8.10 OTHER A – Audit Committee Plan

#### **Purpose**

The purpose of the report was for the Audit Committee to note the Audit Committee Plan for 2014/2015.

### Recommendation

*That the Audit Committee notes the updated Audit Committee Plan for 2014/2015.*

### Resolution

*Moved Ms MacRae and seconded Cr Delahunty*

*That the Audit Committee notes the updated Audit Committee Plan for 2014/2015 including incorporating Disaster Recovery Plans under 8.5 – Business Continuity.*

*Carried*

### 8.10 OTHER B – Audit Committee Dates for 2015

#### **Purpose**

The purpose of the report was for the Audit Committee to note the Audit Committee Plan for 2014/2015.

### Recommendation

*That the Audit Committee confirms the 2015 meeting dates and times:*

|           |                  |      |
|-----------|------------------|------|
| Wednesday | 18 March 2015    | 9 am |
| Wednesday | 17 June 2015     | 9 am |
| Wednesday | 2 September 2015 | 9 am |
| Wednesday | 2 December 2015  | 9 am |

### Resolution

## ITEMS & ACTIONS

*Moved Cr Delahunty and seconded Ms MacRae*

*That the Audit Committee confirms the 2015 meeting dates and times:*

|                  |                         |                |
|------------------|-------------------------|----------------|
| <i>Wednesday</i> | <i>18 March 2015</i>    | <i>9 am</i>    |
| <i>Wednesday</i> | <i>17 June 2015</i>     | <i>9 am</i>    |
| <i>Wednesday</i> | <i>2 September 2015</i> | <i>8.30 am</i> |
| <i>Wednesday</i> | <i>2 December 2015</i>  | <i>9 am</i>    |

*Carried*

### 8.10 OTHER C – Audit Committee Minutes

#### **Purpose**

The purpose of this report was to provide the Audit Committee with information and options with respect to the presentation of Audit Committee minutes to Council.

#### **Recommendation**

*That the Audit Committee notes the report on Audit Committee minutes and agrees to the change in the preparation of the Audit Committee meeting minutes process.*

#### **Resolution**

*Moved Cr Hart and seconded Ms MacRae*

*That the Audit Committee notes the report on Audit Committee minutes and agrees to the change in the preparation of the Audit Committee meeting minute's process.*

*Carried*

### 8.10 OTHER D – Local Government Performance Reporting Framework

#### **Purpose**

The purpose of this report was to provide the Audit Committee with an update on the implementation of the Local Government Performance Reporting Framework.

#### **Recommendation**

*That the Audit Committee notes the report on the Local Government Performance Reporting Framework.*

#### **Resolution**

*Moved Cr Delahunty and seconded Cr Hart*

*That the Audit Committee:*

- 1- Notes the report on the new Local Government Performance Reporting Framework.*
- 2- Notes that there is minimal correlation between the Reporting Framework and previous reporting requirements.*

## ITEMS & ACTIONS

**Carried**

**8.10 OTHER**  
**E – Bluewater Fitness Centre Redevelopment**

**Purpose**

The purpose of the report was to provide the Audit Committee with a report on progress of the Bluewater Fitness Centre Redevelopment Project.

**Recommendation**

*That the Audit Committee notes the progress of the Bluewater Fitness Centre Redevelopment Project.*

**Resolution**

*Moved Cr Delahunty and seconded Cr Hart*

*That the Audit Committee notes the progress of the Bluewater Fitness Centre Redevelopment Project.*

**Carried**

**8.10 OTHER**  
**F – Local Authorities Superannuation Fund – Vested Benefits Index**

**Purpose**

The purpose of this report was to provide the Audit Committee with an update on the Vested Benefit Index (VBI) for the LASF Defined Benefit Plan.

**Recommendation**

*That the Audit Committee notes the report on the Local Authorities Superannuation Fund – Vested Benefit Index.*

**Resolution**

*Moved Cr Hart and seconded Ms MacRae*

*That the Audit Committee notes the report on the Local Authorities Superannuation Fund – Vested Benefit Index.*

**Carried**

**ITEMS & ACTIONS**

**9. CORRESPONDENCE**

Nil

**10. OFFICER'S REPORT**

Nil

**11. OTHER BUSINESS**

Nil

**12. CONFIRMATION OF NEXT MEETING**

Wednesday 18 March 2015 – 9 am

**13. CLOSURE OF MEETING**

The meeting closed at 12.05 pm

